

Supporting Métis Businesses for 25 Years



Annual Report 2022

Clarence Campeau Development Fund



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The objective of the Fund is to stimulate economic development activities of Métis people and communities.

As a first stop for Métis entrepreneurs and communities in Saskatchewan for 25 years, we leverage relationships with funding partners, industry, and communities to meet the evolving needs of Métis businesses.



About Us

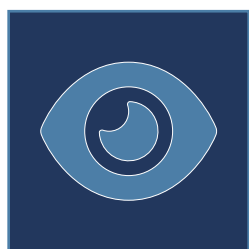
Canada's Leading Métis Financial Institution

The Clarence Campeau Development Fund (CCDF) was established by The Métis Society of Saskatchewan Inc. subject to an agreement with the Government of Saskatchewan dated June 11, 1997. In September of 2001, an amendment to the Gaming Act recognized CCDF in legislation and a new agreement between the Province and the Métis Nation–Saskatchewan Secretariat Inc. was executed in December 2002.

On October 31, 2019, The Métis Nation-Saskatchewan Secretariat Inc. terminated the 2002 Agreement with the Government of Saskatchewan (Ministry of Trade and Export Development) regarding CCDF, and CCDF has been operating under one-year contracts ever since. The latest Memorandum of Understanding (MOU) expires on March 31, 2023. There is an option to extend the MOU.

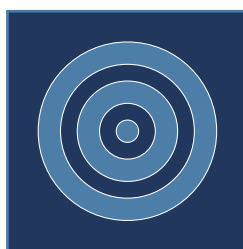
The purpose of the CCDF is to provide financial assistance where currently there is a void for Métis clients. The CCDF is not designed to replace or be in competition with, but to augment and complement, existing government programs, agencies and other financial institutions. All applicants are to explore other sources of funding (e.g. banks, credit unions and other funding agencies). The CCDF will not fund cultural activities, social programs, operations of political bodies, or non-economic related development projects.

The objective of CCDF is to stimulate economic development activities of Métis people and communities by providing equity for Métis businesses, support to community economic development initiatives, and assistance for the development of the management skills of new and existing Métis business owners and entrepreneurs. CCDF derives its revenue subject to the agreement with the Government of Saskatchewan.



Vision

CCDF is recognized as the most successful and professional Métis Financial Institution in the country. We are leaders in identifying market opportunities and providing Métis entrepreneurs with innovative financing and skill development solutions that benefit everyone in Saskatchewan.



Mission

The mission of CCDF is to improve the economic circumstances of Saskatchewan's Métis by providing funding and capacity for business and community economic development for new and existing Métis businesses.



Values

Accessibility
Accountability
Credibility
Integrity
Relationship Based
Service Excellence
Transparency



The Story of Clarence Campeau

Clarence Campeau was born in 1947 into a family of 11 and grew up living along a road allowance near Algrove, just north of the community of Archerwill in northeast Saskatchewan. When the provincial government decided to break up road allowance communities, forcing them onto Métis farms in the early 1950s, the Campeau family promptly left and returned to Algrove. It's believed that Campeau's spirit of resistance and desire for social justice may have been sparked by this event.

At age 18, Campeau turned his life around for the better when alcohol was no longer part of it. He then met Napoleon LaFontaine, who was a great inspiration to him, encouraging Campeau to become involved with the Métis Society of Saskatchewan. Campeau started a career as an addictions worker and in just five years, Campeau became the youngest area director of Eastern Region II – a post he held for 24 years.

As an area director, Campeau had a vision not only for his region but also the Métis people as a whole. It is said he never judged people as he knew everyone faced challenges in their lives and he gave people a chance to live up to their potential.

Campeau was a strong leader who believed the Métis, from their very beginnings, were great business people. His vision was built upon what he believed were the inherent strengths of grassroots people. He always sought the opinions of people living in his region in order to better understand how they perceived the future. This dedication to his people, made him well-respected across the province.

Cited as a great negotiator, Campeau often dealt with many government officials. While working at the Gabriel Dumont Institute, Campeau became friends with his superior Donavon Young, the institute's director of research and policy. Young remembered Campeau as a true leader, always putting his community's interest before personal ones.

Shortly after Campeau's passing at age 49, Young, who was negotiating on behalf of the provincial government to create a Métis economic development foundation, suggested the name Clarence Campeau Development Fund as a means of honoring Campeau's hard work.

Message From The CEO

Pam Larson Chief Executive Officer



Twenty-five years, a quarter of a century – successfully serving Métis entrepreneurs and communities, our impact on the provincial economy is undeniable. Anniversary milestones such as this present us with the opportunity to reflect on our history, including our core values.

Starting in 1997 to today, the Clarence Campeau Development Fund (CCDF) has covered a long and evolutionary journey and has worked towards economic reconciliation by providing access to equity, access to opportunities, and by empowering Métis entrepreneurs. CCDF started with a dream, hope, and immense enthusiasm for promoting, encouraging, and facilitating, successful business development for Métis entrepreneurs, and we have achieved that dream and will continue to dream bigger in the years ahead. In 2022, we celebrated another record-breaking year, providing financial assistance in the amount of \$8.293 million to 78 Métis entrepreneurs and communities.

To see CCDF grow over the last 25 years, and achieve more than what we had ever thought possible, is an achievement that I am very proud of. For CCDF to be as relevant today as it was at its inception is quite a feat, and we know to remain relevant we must evolve by adding new programs and continue to add value for Métis entrepreneurs and communities who seek our services and move our province forward. In 2022, we launched the Indigenous Women Entrepreneurship Program and the Women Entrepreneurship Loan Fund which allows us to help more Métis women in business. The hard work of dedicated staff along with the workshops, training, networking, mentorship

opportunities, and micro-loans have helped CCDF raise the number of Métis women taking advantage of the program. In 2022, we set a goal to increase the number of Métis women entrepreneurs accessing our programs to 50% by 2025, and we achieved our goal this year. Our programs are broad and provide Métis entrepreneurs with access to equity and opportunities which help them achieve the success they deserve.

CCDF has become a shining example among other Indigenous financial institutions in our country by creating economic equality for Métis people and communities through entrepreneurship. Over the past 25 years, CCDF has approved and provided financial assistance to over 1270 Métis entrepreneurs and communities in the amount of \$97.9 million, leveraging \$205 million from other financial institutions, with \$302.9 million of direct financial benefit injected into the provincial economy. Métis entrepreneurs have created more than 4000 jobs in the province of Saskatchewan, generating wealth and jobs for themselves and others in their communities.

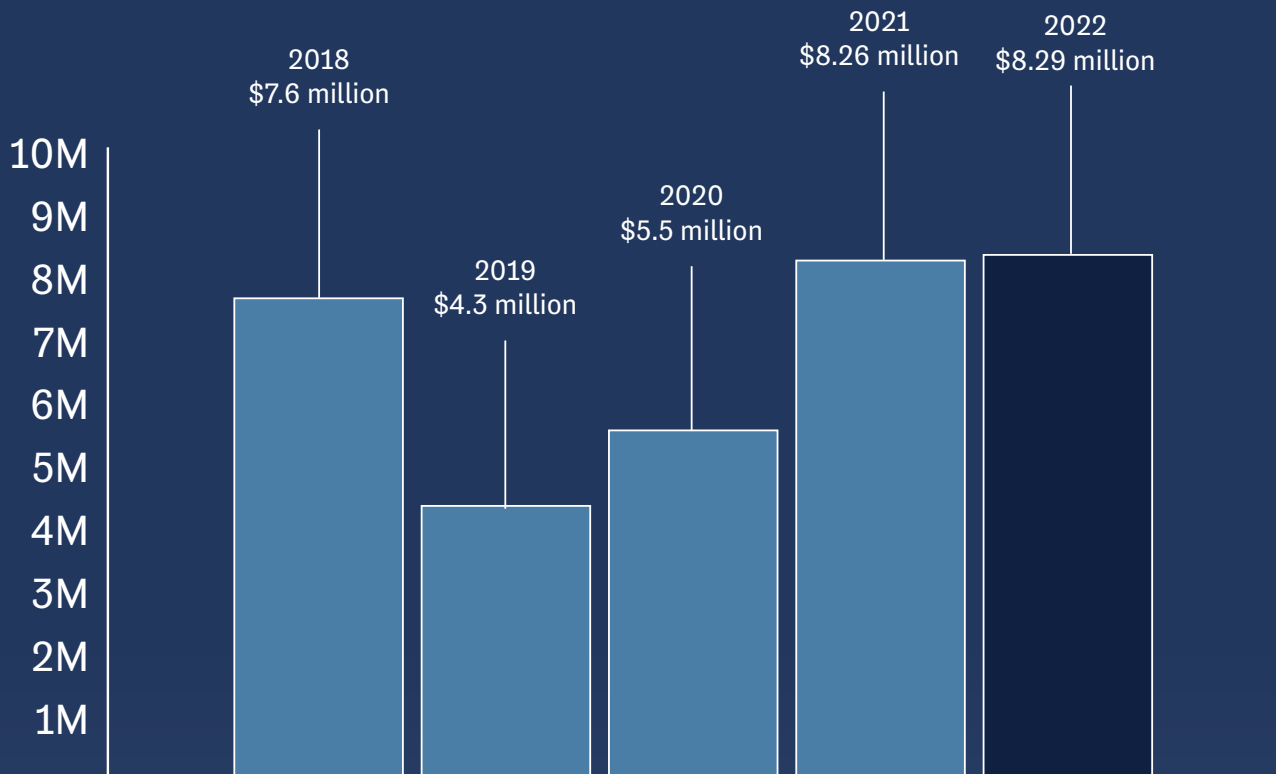
I take great pride in saying that the CCDF has the best and brightest staff in the industry, with equally high aspirations and dreams as our clients. They have worked against all kinds of challenges that have arisen over the past 25 years, particularly in more recent years. It never ceases to amaze me when I watch CCDF employees make what seems impossible, possible, over and over again. I thank the CCDF staff for their work that has contributed to CCDF's success over the past 25 years.

I wish to take this opportunity to thank the Métis community for creating CCDF and helping to shape its work over the years.

I thank the current and past CCDF board members over the years for their leadership, continued support, and guidance.

I would like to thank the Government of Saskatchewan for their continued encouragement and support of CCDF and our Métis business community.

The Board and staff of CCDF will never stop dreaming and achieving new milestones and look forward to another 25 years of breaking our own records by motivating and strengthening the capabilities of Métis entrepreneurs.



***Repayable and Non-Repayable Contributions
for the past five years from 2018-2022***

Message From The Board

Jason Schell Vice Chair

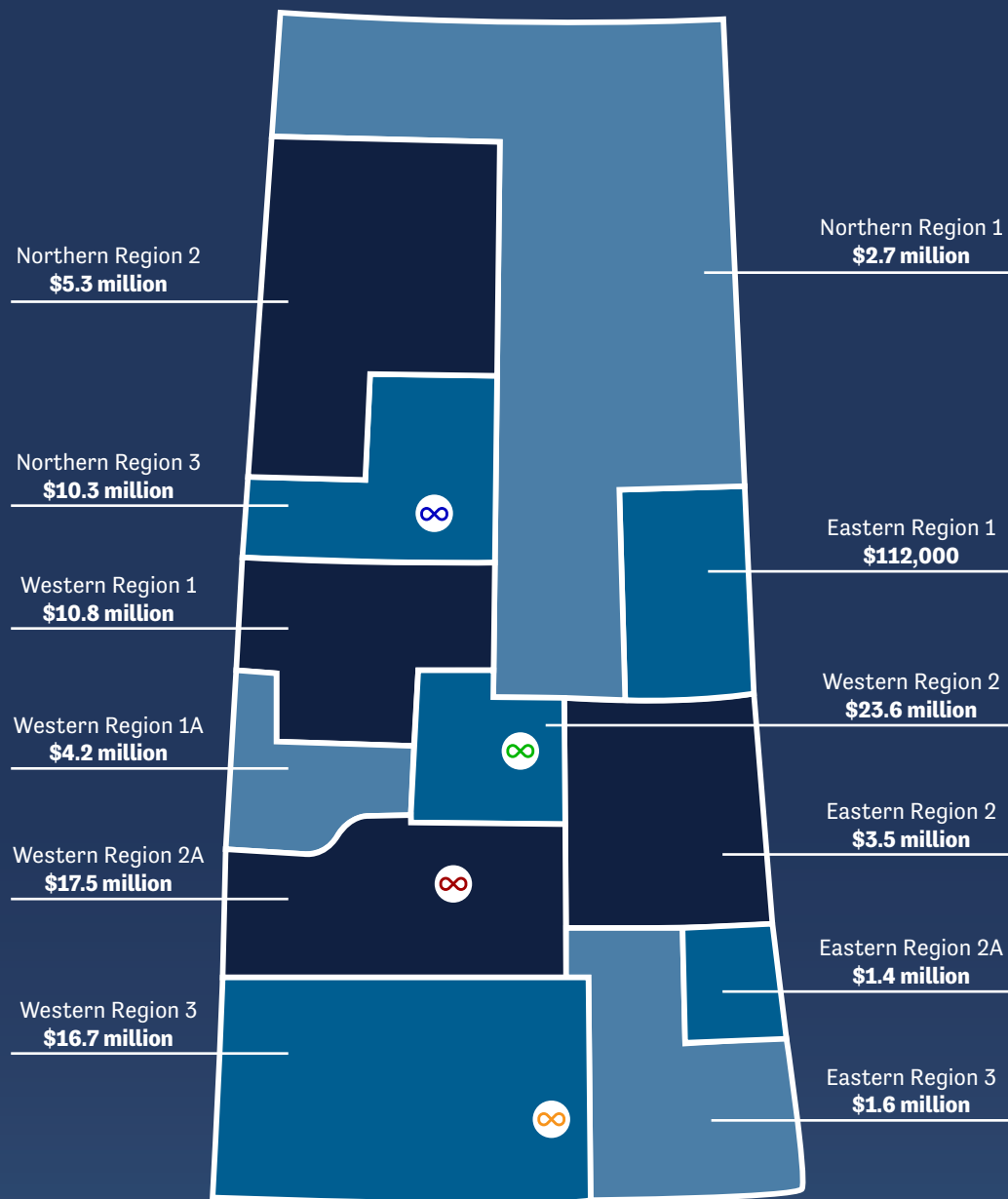


The Clarence Campeau Development Fund is Canada's leading Métis Financial Institution, and as such, it is only fitting that CCDF celebrates its 25th anniversary with another record year. In response to the demand for programs and services, CCDF finished 2022 with approved investments of just under \$8.3 million. This volume demonstrates just how vital the Métis are to the provincial economy as our country battles through a recession. Although we are not completely out of the woods when it comes to continuing COVID-19 restrictions, it appears that people are focusing their attention on projects that were previously deferred, and they are now intent on seeing these through. Although CCDF, unfortunately, had to go through another year without an Operating Agreement, CCDF remains on solid financial footing thanks to a prudent approach to lending and extremely low delinquency levels, showing once again the resiliency of Métis entrepreneurs and their commitment. This impressive engagement by our business owners is beneficial not only to the Métis people but benefits all people and makes Saskatchewan stronger. CCDF facilitated the creation of 226 direct jobs and 565 indirect jobs in 2022.

CCDF continues to maintain strong relationships with the Government of Saskatchewan and with the Government of Canada through NACCA. Without these relationships and support from various levels of government, our great results would not be possible. CCDF consistently identifies new and emerging business opportunities and has a clear path for future growth by ensuring Métis people have access to beneficial programs

and services. By providing financing solutions and access to equity, we can continue to help create wealth for Métis people. Recognized as the most successful and professional Métis financial institution in the country, CCDF can support achieving full representation in the provincial economy through economic involvement and fair and equal access to opportunity. CCDF continues to be independent of any government body and continues to operate as it always has, with the highest level of integrity, transparency, and accountability. CCDF is considered a Crown Agency for the purpose of the Provincial Auditor Act; in addition, CCDF falls under the Saskatchewan Gaming Corporation Act and the Trustee Act.

I would like to thank the Government of Saskatchewan for its staunch support of the Clarence Campeau Development Fund. Without the Government of Saskatchewan's support, CCDF would not be able to provide the positive impact for Métis people that it does. I would like to thank my fellow Board Members for their leadership and sound judgment as we guide the Fund into the next 25 years. I would also like to thank Pam Larson, our CEO, and the staff of CCDF for their exceptional work and dedication, which have made the past year so successful. And finally, a sincere thank you to all the Métis people of our province for their continued support and encouragement.



Contributions by Métis Region | 1998-2022

 Beauval

 Regina

 Prince Albert

 Saskatoon

Funding Report 2022

Each and every year, we prepare the number of finance products we provided to clients. Below you will find the information for 2022, as well as cumulatively.

Loans Approved for the Period of January 1, 2022 to December 31, 2022

Number	Program	CCDF Approved (A)	Dollars Leveraged (B)	Owner's Equity (C)	Impact on the Saskatchewan Economy (A+B+C)	Jobs Created
44	Business Development Program	\$5,151,816	\$10,539,468	\$2,362,009	\$18,053,293	173
1	Major Business Development Program	\$1,005,000	-	-	\$1,005,000	-
4	Women's Equity Program	\$132,747	\$165,690	\$45,098	\$343,535	12
7	Indigenous Women Entrepreneurship Micro-Loan/Grant Program	\$109,127	-	\$22,933	\$132,060	6
1	Women Entrepreneurship Loan Fund	\$36,275	-	\$8,305	\$44,580	4
1	Youth Equity Program	\$12,000	-	\$3,975	\$15,975	1
1	Community Business Development Program	\$300,000	\$550,000	\$125,000	\$975,000	30
59	Total	\$6,746,965	\$11,255,158	\$2,567,320	\$20,569,443	226

Support Programs

for the Period of January 1, 2022 to December 31, 2022

Number	Program	Amount Approved (A)
52	Business Plan Program	\$144,837
19	Management Skills Program	\$23,861
14	COVID Emergency Grants	\$146,000
28	MEEP Grant (Federal Program)	\$1,231,820
113	Total	\$1,546,518

Women & Youth Entrepreneurs

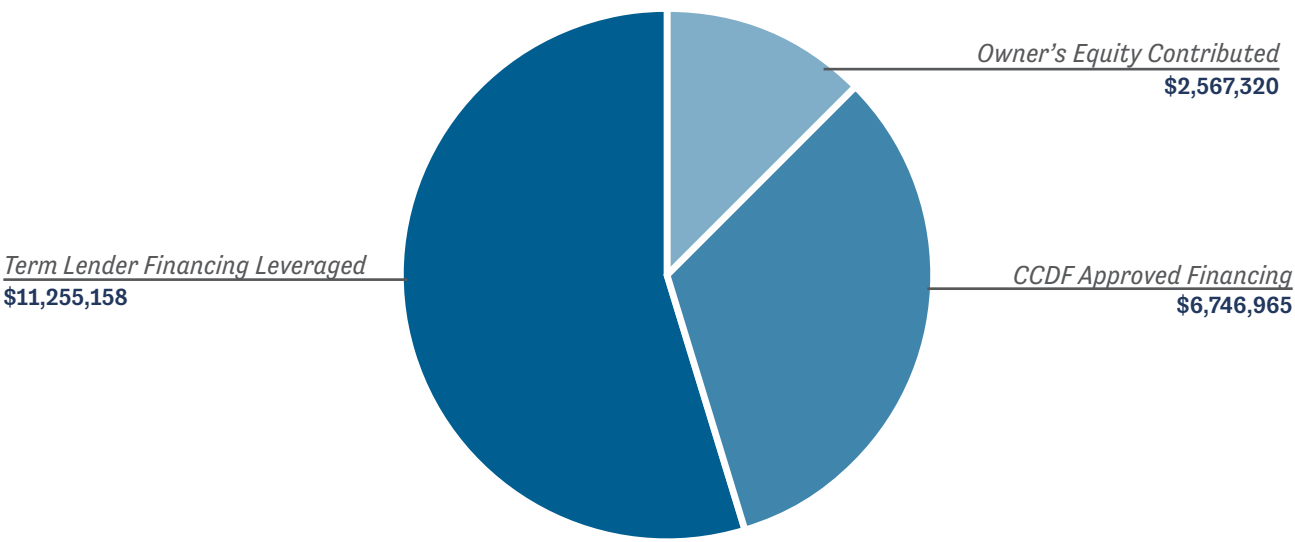
for the Period of January 1, 2022 to December 31, 2022

Number	Program	% of Projects Approved
31	Youth Entrepreneurs	53%
29	Women Entrepreneurs	50%

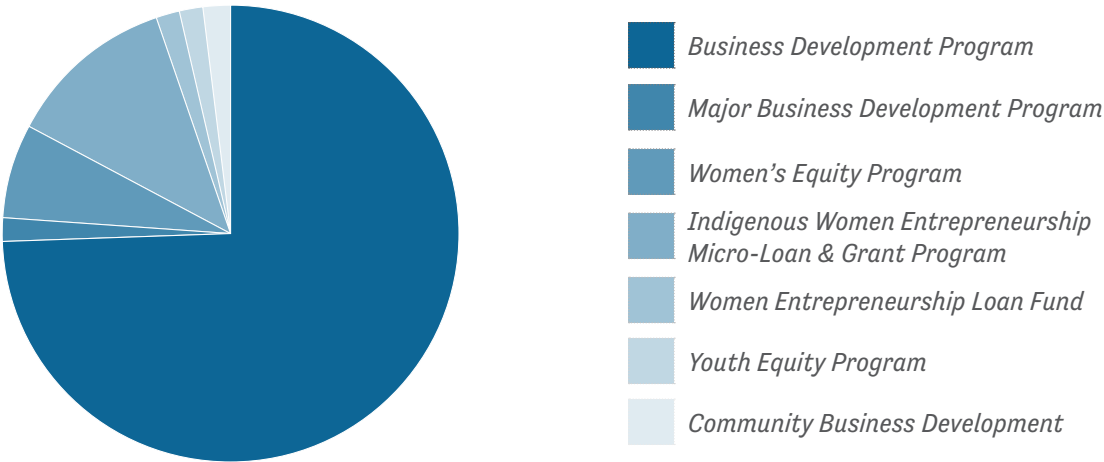


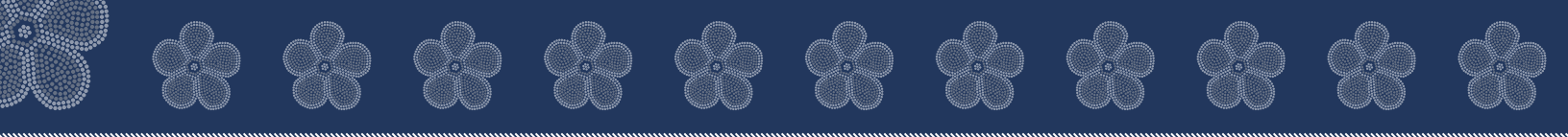
Funding Report *Visualized*

Financing Breakdown Visualized



Number of Loans Approved Visualized





Funding Report Cumulative

The report below represents the economic impact CCDF has had over the past 25 years.

Loans Approved for the Period of January 1, 1998 to December 31, 2022

Number	Program	CCDF Approved (A)	Dollars Leveraged (B)	Term Lender Contributions (A+B)	Jobs Created
1000	Business Development Program	62,907,160	173,513,908	\$236,421,068	3155
31	Major Business Development Program	16,948,707	7,434,127	\$24,382,834	176
35	Women Equity Program	961,326	1,311,784	\$2,273,110	104
7	Indigenous Women Entrepreneurship Micro-Loan/ Grant Program	109,127	-	\$109,127	6
1	Women Entrepreneurship Loan Fund	36,275	-	\$36,275	4
13	Youth Equity Program	113,896	113,172	\$227,068	16
140	Community Business Development Program	8,803,678	23,556,788	\$32,360,466	601
46	Emergency Loans (Federal Program)	1,390,000	-	\$1,390,000	-
1273	Total	\$91,270,169	\$205,929,779	\$297,199,948	4062

Support Programs

for the Period of January 1, 1998 to December 31, 2022

Number	Program	Amount Approved (A)
808	Business Plan Program	\$2,652,014
100	Management Skills Program	\$294,907
59	Business Support Program	\$271,748
5	Women/Youth Forgivable Loan	\$5,939
69	COVID Emergency Grants	\$512,263
72	MEEP Grant (Federal Program)	\$2,904,959
1113	Total	\$6,641,830

Women & Youth Entrepreneurs

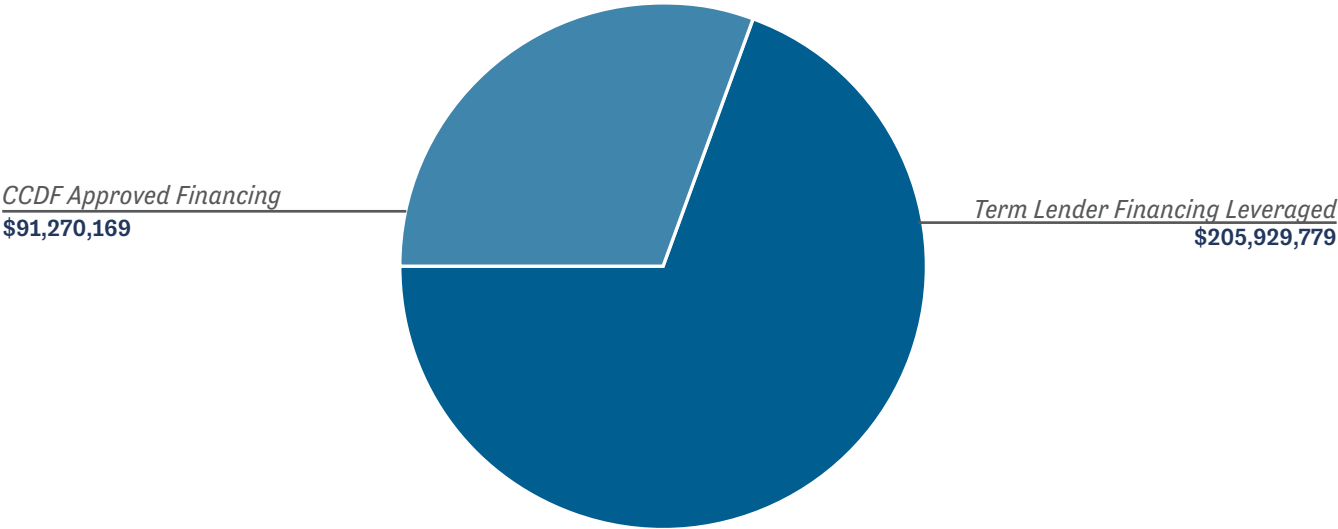
for the Period of January 1, 1998 to December 31, 2022

Number	Program	% of Projects Approved
228	Youth Entrepreneurs	33%
362	Women Entrepreneurs	36%

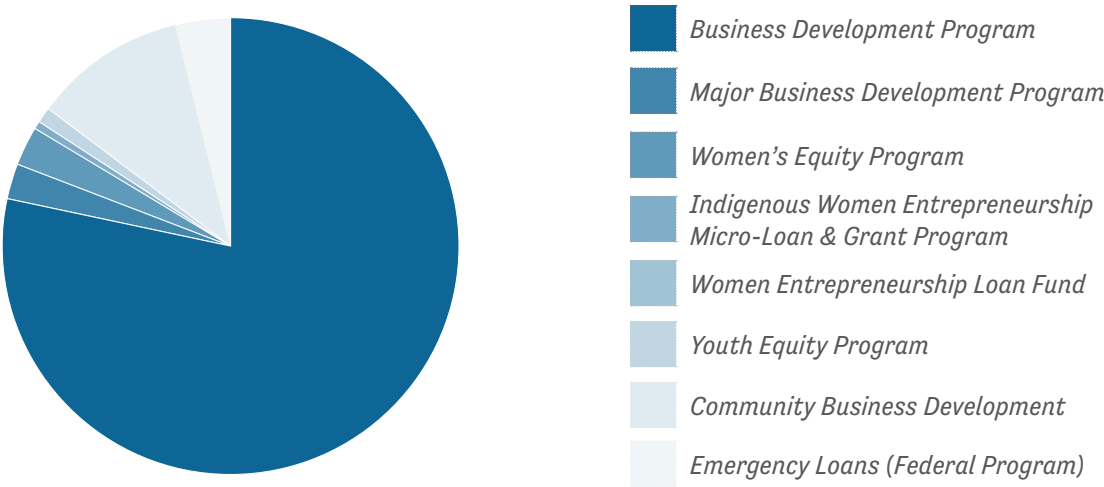
Funding Report Cumulative

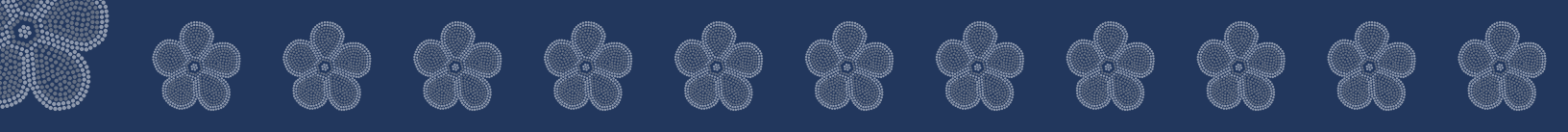
Visualized

Financing Breakdown Visualized



Number of Loans Approved Visualized





Indigenous Women Entrepreneurship Program

CCDF launches IWE Program on March 8, 2022 - International Women's Day

Since 1997, CCDF has grown and changed vastly due to our constant desire to improve the evolving needs of the Métis community. In 2012 we launched a women's loan program as we saw the need for a woman-specific lending program. We have now been offering this program for 10 years. We are one of 4 Aboriginal Financial Institutions (AFIs) across Canada, out of 59, to have an existing lending program designed specifically for women. We are excited to announce and add the Indigenous Women's Entrepreneurship (IWE) program to our suite of offerings. It fills the gaps in our current programming and allows us to support part-time, home-based businesses better. Research findings show that 69% of Métis women's businesses operate from home. We now have a program that meets their needs. We can now help more Métis women in business because of dedicated staff, training, networking, and mentorship opportunities and provide a micro-loan-grant for part-time, home-based businesses.

The IWE program was developed in partnership with Indigenous Services Canada (ISC) and the National Aboriginal Capital Corporations Association (NACCA) and is a crucial step to ensure women have access to equitable services. Métis women face additional challenges pursuing entrepreneurship, such as a lack of financial resources to start their business, lack of financial literacy, and lack of support. My goal for IWE is to assist Métis women in overcoming these barriers by providing them with the support structure to enable them to achieve their business dreams and close the gender gap.

CCDF is Canada's Leading Métis Financial Institution. As we move forward, we will continue to work hard to assist Women entrepreneurs. All Métis entrepreneurs across the province start and grow businesses that create jobs, contribute to the economy, strengthen Métis communities and promote cultural pride.

Pam Larson, CEO



Women's Micro-Loan & Grant Report 2022



7

Micro-Loans & Grants



\$109,127

*\$75,127 Micro-Loans
\$34,000 Micro-Grants*



90

IWE Participants



13

IWE Workshops & Events

IWE Workshop Testimonial

Lacey Redwood, Hired Hands Mobile Tires and Towing
Southey, Saskatchewan

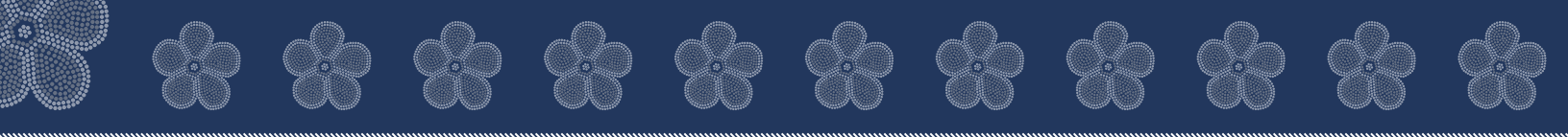
"I participated in a Métis Women's Entrepreneur Workshop sponsored by the Clarence Campeau Development Fund in February. As a Métis woman who is a partial owner of a business here in Saskatchewan, I found so much value in this workshop! I was treated to a great deal of valuable information as well as advice and insights through several successful women. Each woman had immense guidance to share. I was incredibly impressed with the workshop in general ... I had no clue that there was so much help and guidance available. I have so many new ideas swimming through my head, and I cannot wait to turn my ideas into reality!"

2021 Percentage of Approved Projects - Women

27% *Women-owned business*

2022 Percentage of Approved Projects - Women

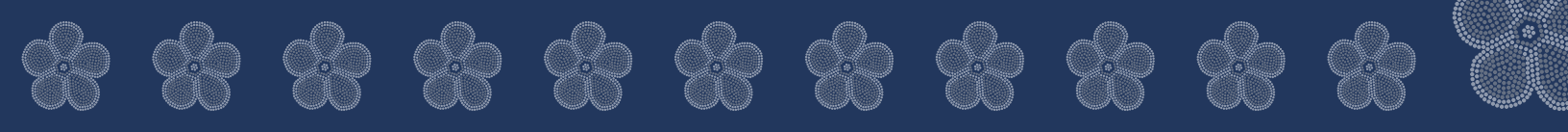
50% *Women-owned business*



Celebrating 25 Years of CCDF

The Clarence Campeau Development Fund celebrated 25 years of supporting Saskatchewan Métis entrepreneurs. Thank you to everyone who came to celebrate!





25 Year History of CCDF

1997: CCDF opens its doors and is ready for business. Agreement is signed between the Métis Society of Saskatchewan Inc. and the Government of Saskatchewan on June 11, 1997.

1998: CCDF invested \$632K in support of 26 Métis businesses and communities creating 39 full-time jobs and books its first community project; Western Region 2A Métis Women.

First CCDF Annual Report. Established the organization's Mission Statement, Goals and Objectives and Programs and guidelines

1999: The Clarence Campeau Development Fund makes its first donation to the Batoche Cultural Site and with financial assistance from CCDF, the MNS constructed a 16,000 sq ft open-air building.

2000: Through negotiations with the Province, the MNS secured an annual allocation of \$2M annually for the Fund.

2001: After 4 years of operations, CCDF approaches almost \$5 million dollars in approved contributions and creates over 500 full-time and part-time jobs. In September of 2001, an Amendment to the Saskatchewan Gaming Act recognized CCDF in Legislation.

2002: CCDF renames programs and adds one new program to its arsenal, the AfterCare Program. A new agreement between the Province of Saskatchewan and the Métis-Nation Saskatchewan Secretariat Inc. was executed in December of 2002.

2003: CCDF expands its staff to four people.

2004: CCDF approves over \$2.5 million in approved equity contributions for the first time in its history.

2005: CCDF sees steady growth and approves over \$3 million in 2005, and also sees its staff increase to five people.

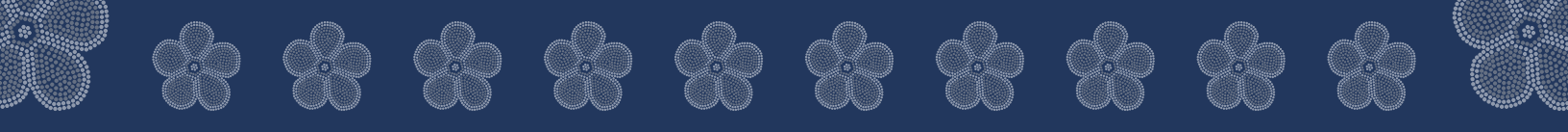
2006: In 2006 CCDF delivers the provinces First Nations and Métis Economic Development Program, securing \$400,000 over 4 years to provide funding to key sectors of the economy including: Energy, Mining, Forestry, Value-Added Agriculture, Manufacturing and Aboriginal Themed Tourism.

2007: CCDF celebrates 10 years in business with a gala event in Saskatoon, CCDF also purchases its own building and hires an additional two new staff members. CCDF co-hosted the National Aboriginal Economic Development Symposium in Saskatoon in partnership with the Government of Saskatchewan & The Federation of Sovereign Indigenous Nations.

2008: The Fund exceeds \$4.2 million in approved contributions for the first time in its history.

2009: In October, CCDF opens a second location in Regina and expands its staff to eight people. The first independent review reporting on the corporate health of CCDF and its impact on Métis people was completed by MNP.





2010: CCDF receives a much-needed increase in the annual allocation from gaming. After successful negotiations with the federal government, CCDF adds two new programs and services. The first being the Métis Energy and Resource Program as well as the Métis Economic Development Sector. CCDF also hires new staff for a total of 12 staff members between Regina and Saskatoon locations.

2011: CCDF approves support of \$1.7 million for two Métis business proposals under the Métis Energy and Resource Program.

2012: The Fund celebrates 15 years of supporting Métis entrepreneurs and communities, and for the first time boosts an equity base of over \$20 million including a record \$12 million in loan receivables. CCDF adds two new programs, the Métis Women's Equity Program and Métis Youth Equity Program.

2013: CCDF hosts the first of its kind, the INSPIRE workshop; promoting Métis Women and Youth in business.

2014: CCDF funds the first ever Métis Socioeconomic Impact Benefit Study, and it confirms for every dollar CCDF lends to entrepreneurs and communities, the Province of Saskatchewan receives \$15.21 in socioeconomic benefit. As a result of the study, it was determined that over the last 17 years the social & economic benefit to the Province of Saskatchewan is an estimated \$660,000,000.

2015: CCDF is proud to significantly contribute to the new SARCAN facility in Buffalo Narrows. The project represents a regional green initiative and supports jobs for disadvantaged people.

2016: CCDF approved a new Métis Community Capacity Strategy, a five-year pilot that included nine Métis communities in the province. CCDF continues to grow and boosts an equity base of over \$30 million.

2017: Roland Duplessis retires as CEO after 20 years and the Clarence Campeau Development Fund proudly announced Pam Larson as the new CEO. During this year, CCDF also celebrates 20 years in business, supporting Métis entrepreneurs and communities. CCDF launches the Métis Community Capacity Program in January of 2017.

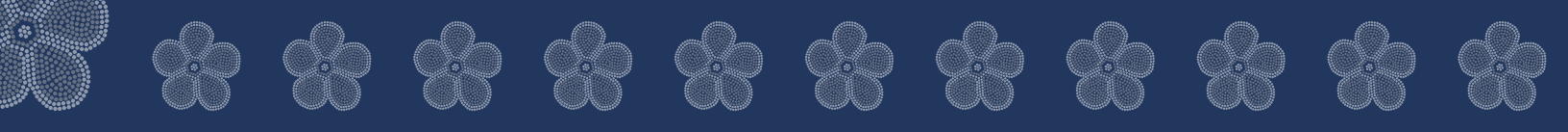
2018: CCDF sets a new record for approved annual contributions of \$7.5 million. The Fund also hosts the first ever; Make it Your Business Conference, bringing together entrepreneurs, communities, government, and industry to talk and present on Métis business and entrepreneurship.

2019: CCDF continues its support of Métis communities by partnering with GDI and CIBC to launch the Northern Office Administration Course held in Buffalo Narrows.

2020: CCDF immediately shifts its focus to COVID relief through an internal COVID grant program and delivery of the Métis Emergency Stabilization Program with support from the Government of Canada. The Métis Entrepreneur Equity Program (MEEP) is established in Partnership with the National Aboriginal Capital Corporations Association (NACCA) and the Government of Canada.

2021: The Fund achieves another record year in investments, CCDF hits \$8.2 million smashing its prior record in 2018. Delinquency hit record lows proving that Métis business owners are resilient through tough economic times. CCDF establishes the "Make it Your Business" Podcast series.

2022: The Clarence Campeau Development Fund celebrates 25 years of business, assisting Métis throughout the province. The Fund also sets another new investment record at just under \$8.3 million in approvals. CCDF has been and continues to be "Canada's Leading Métis Financial Institution".



2022 Client Stories

After a historic year, we share with you the stories of some of our entrepreneurs. They share their experience, history and where they are with their business today. These Métis entrepreneurs show resilience, adaptability and strength to the ever-changing environment.

“It’s such an adventure but such a rewarding process.”

Audra Hill, Farmer John’s Local Market & Kitchen, Emerald Park

Farmer John’s Local Market & Kitchen is connecting communities with locally grown, nutritious food from the best producers in Saskatchewan.

With a passion for business, agriculture, and community, owner Audra Hill says it was COVID 19 that pushed her to follow her dream.

“The pandemic wasn’t an obstacle for me,” says Audra, “it was quite an opportunity actually.”

When the world stopped in 2020, Audra saw food prices soar and accessibility to good food disappear, and she knew she had to help.

“I wanted to fuel the fire inside of me and start this dream of mine.” Audra’s background in finance inspired her to find a lender that truly understood her vision.

“When I first met with CCDF, they wanted to know more about my idea and why I had this passion. They were so supportive right away, it instantly felt like a partnership.”

As a Métis woman, Audra says working with CCDF has been empowering both culturally and as an entrepreneur.

“CCDF is so amazing when it comes to encouraging Métis people to get their ideas out there and take that next step. They’ve been huge for me in that respect.”

With the help of CCDF and the unexpected motivation of a global pandemic, today Farmer John’s is addressing grocery supply chain issues and giving local producers the chance to sell their product in a local market.

“It’s such an adventure but such a rewarding process,” says Audra, “to be a part of it is pretty amazing!”

by: Cassi Smith



“When I first met with CCDF, they wanted to know more about my idea and why I had this passion. They were so supportive right away, it instantly felt like a partnership.”

Audra Hill, Farmer John's Local Market & Kitchen



“I definitely see myself having a partnership with CCDF in the future. As a Métis man, it’s been pretty great to get an opportunity to work with a Métis focused organization.”

Justin Harris, Mistik Utility Services





“It’s been quite the journey so far, and it’s turned out really well.”

Justin Harris, Mistik Utility Services, Warman

At just 30 years old, Justin Harris sold almost everything he owned in order to start his own company.

Now the proud owner of Mistik Utility Services, Justin says it was an intimidating decision but worth it in the end.

“I sold everything but my house to look good to the bank. I know I was scared at the start, but if you don’t put yourself out there, who will?”

With the cost of a hydro-vac truck pushing well over \$650,000 Justin knew he needed help getting his business off the ground.

“It’s not a cheap game to get into,” he says, “and Clarence Campeau Development Fund was a huge help. My lender has been a rockstar through it all!”

Through CCDF’s Business Development Program and the Métis Entrepreneur Equity Program, Justin was able to reach his goal and become a major player in the growing underground construction industry.

In just one year, Mistik has already acquired three hydro-vacs and Justin says he sees more growth for 2023.

“It’s the way of the future for hydro-vacs. You’re just going to see more and more of them.” As he continues to grow his young business, Justin says his relationship with CCDF will grow as well.

“I definitely see myself having a partnership with CCDF in the future. As a Métis man, it’s been pretty great to get an opportunity to work with a Métis focused organization. It’s been quite the journey so far, and it’s turned out really well.”

by: Cassi Smith

“The business world is not easy, but one thing that can be is the support that CCDF provides.”

Ashley & Derek Wold, Carson Safety Services, Lampman & Armour Safety, Regina

In 2018, Ashley and Derek Wold purchased Armour Safety – a full safety services company offering everything from stand by rescue to safety consulting. Before long, they also acquired Carson Safety.

“As Armour grew, it started utilizing Carson Safety as a major vendor on the industrial side,” says Derek. “It came to a point where it was a natural fit to acquire Carson.”

When they first considered purchasing a business, Ashley and Derek say it was suggested they consider financial assistance.

“It was the best recommendation as it led us to the amazing team at CCDF!”

As Métis business owners, working with CCDF had a significant impact on Ashley and Derek.

“It’s very reassuring to know there are resources out there that understand some of the roadblocks facing Métis entrepreneurs,” says Ashley.

“The business world is not easy, but one thing that can be is the support that CCDF provides.”

As Ashley and Derek navigate owning and operating two successful businesses, they say a major goal is growing their business while maintaining a positive work/life balance.

“It’s definitely made easier by having a solid team,” says Ashley. “It allows us to focus on growing the companies while still finding time to spend together.”

Thankfully, helping clients set and achieve new goals is CCDF’s specialty. “CCDF is very easy to work with,” says Derek.

“Their approach to helping clients attain their goals cannot be overlooked. It has made the whole process very calming and easy to accomplish. I would recommend any qualified parties reach out and see how CCDF can help out!”

by: Cassi Smith



“Their approach to helping clients attain their goals cannot be overlooked. It has made the whole process very calming and easy to accomplish.”

Ashley & Derek Wold, Armour Safety & Carson Safety Services



“I was a bit unsure, but CCDF had the answers. They had the support, that guiding hand.”

Yvette Frank, Leather Works and Crafts





“The care, the love, the support – it’s real.”

Yvette Frank, Leather Works and Crafts, Foam Lake

For most of us, our careers are our source of income, a way to provide for ourselves and our family. But for Yvette Frank, it was in retirement that her career became so much more than that.

What started as a desire to embrace and learn about her own culture, grew into a business and a way of honouring her family and future generations.

“I represent my Métis great grandparents, my grandparents, my Métis mom, my Métis children, and the Métis women. I wanted to do something to provide and meet some needs for society.”

Yvette, now the owner and operator of Leather Works and Crafts by Yvette Frank, started making mukluks and moccasins as a way to learn more about Métis traditions. “When I was working, I was still learning the craft,” she says. “After I retired, I actually started the business.”

Yvette accessed CCDF’s Women’s Micro-Loan and Grant Program, something she says changed her life.

“I was a bit unsure, but CCDF had the answers. They had the support, that guiding hand. If it wasn’t for CCDF, I wouldn’t have done what I did.”

Yvette says her experience with CCDF has been nothing short of spectacular. “The care, the love, the support – it’s real.”

With her husband as her inspiration, Yvette says she is currently the sole employee at Leather Works and Crafts but plans to expand her business in the future.

“I would love for my children to embrace it and keep it going so that we can represent more and more. To be a part of our community – it’s so important.”

by: Cassi Smith

“I’m trying to service my community as best I can.”

Loree Richardson, Richardson Law, Nipawin

The number of Métis owned and operated businesses is climbing in Saskatchewan. From trades to academia, Métis business owners are permeating every industry.

As of March 2022, Loree Richardson, J.D., joins the ranks. “The plan was always for me to open my own private law practice in Nipawin,” explains Loree.

With extensive experience in a number of areas, Loree decided to open a general practice law firm in her hometown.

“I’m trying to service my community as best I can with those areas of law that everyone needs assistance with.”

Loree, who has always been proud of her Métis heritage, says it was her mother

who encouraged her to look into funding for Métis entrepreneurs.

“I did a quick search and found CCDF,” says Loree. “I didn’t anticipate the process to be as supportive as it was. It’s almost strange working with an organization that wants to give you money!”

As the sole lawyer at her firm, and a Métis woman from a small town, Loree says she’s used to having people doubt or scrutinize her work, but that wasn’t the case with CCDF.

“As Métis people, we come from a complicated background. Many of us don’t come from privileged homes or generations of business owners.


So for me, it was amazing having an organization like CCDF support me and want to see me succeed.”

As Loree continues to advocate for her people and work hard for her community, she says it’s important for new business owners to seek out assistance whether that be practical or financial.

“There’s a lot that goes into opening a business. Be ready for a rough few months, but don’t be afraid to reach out for help.”

by: Cassi Smith





“I didn’t anticipate the process to be as supportive as it was. It’s almost strange working with an organization that wants to give you money!”

Loree Richardson, Richardson Law



Client Testimonials

Logan & Kaitlyn Otte, LOKO Meats

Paradise Hill, Saskatchewan

When we decided to take the dive into entrepreneurship and look into purchasing the local meat shop I didn't know where to start for financing. I reached out to Futurpreneurs who led me to CCDF.

CCDF was so supportive in helping us to get the financing required to purchase our business. Without their support we would not be where we are today. Working with CCDF was simple and they were always helpful when we had questions. They walked us through the funding process step by step. They were able to connect us to a great resource to work with us on our professional business plan and connected us with GDI so we were able to get a portion of the business plan paid for through their programs. We are so thankful for all the help that CCDF has given us and would highly recommend them to any of our friends and family who are looking to take the leap into entrepreneurship or expand their business.



Devereaux Gatin, Postal Pizzas

Saskatoon, Saskatchewan

Postal Pizzas is a mobile food truck business operating in Saskatoon, Saskatchewan. Our business came to fruition with the help of the team at Clarence Campeau. If it were not for their efforts both professionally and personally, we would not have been able to make our dream of starting our own business come true. As a proud Métis business owner, I'm happy to say that CCDF offers great support for emerging businesses - helping with financials, marketing advice, community connections and ongoing business support. We are excited to continue to work with CCDF on future projects as our company & business continues to grow. If you're looking for more information on catering, private functions and events or just want to get in touch, please reach out to us on social media @postalpizzas.



Wendy & Brett Behm, Prairie Flavoured Lemonade

Moose Jaw, Saskatchewan

My name is Wendy Behm, I am very grateful for CCDF and the opportunities they have provided for me and my son Brett. With their help and support we were able to purchase our business "Prairie Flavoured Lemonade Ltd. O/A Lemon Heaven". Our first year of operation has been highly successful and we were able to hit and achieve our sale projections, while traveling to all ends of the province for different fairs, festivals and other specialty events. For us, getting into the food service as a family is a dream come true. We had talked for many years with my late husband Larry about starting a business like this before he passed away from cancer in 2020. I am thrilled to be living out his dream with my son to honor his legacy and we could not have done it without the guidance and support we have received from CCDF and its amazing staff.





Heidi & Stephen Eger, Kn/a HR Consulting Services
Regina, Saskatchewan

My name is Heidi Eger and in 2022 I became the owner of Kn/a HR Consulting Services – a Saskatchewan based HR consulting firm that has a 20-year history. I began working as a 15 year old in retail and loved the experience of helping people with their decisions and making recommendations.

After I graduated high school I pursued a degree in Business Administration focused in marketing and human resources. So began some twenty plus years working in the private sector and then into the post-secondary environment.

My father taught me so much about hard work. He grew up poor and always reinforced with me that success comes from hard work. He still likes to tell us stories of his first job sweeping schools when he was 10 years old. These early experiences of honest, hard work led him on a successful and exciting career path. From my dad's example, I have always known that I am a hard worker and success comes with some risk. I decided that I wanted to start my own small home rental business and was able to scrape together enough money to purchase my first rental house. My husband took on the renovation and maintenance work and I was, and remain, the contact point for clients. Over the past 10 years, my business grew slowly. I take great pride in providing excellent service and looking after my business interest.

This work provided me the confidence to take on a new opportunity when I became the principal owner of Kn/a HR Consulting. It has been a tremendous learning curve over the past year as I continue to hone my client management, bookkeeping, and administration skills. I have enjoyed working for other people in my previous jobs, however, owning my own businesses means I have control over the work that the team does and how I would like to grow my business. It is exciting and a little scary at the same time. Deciding to buy a business and actually buying a business are two connected but pretty different things. I knew that I needed help to make my dream a reality. I initially contacted CCDF to talk about my business purchase idea and to ask about financing as I was going to need a loan to realize ownership.

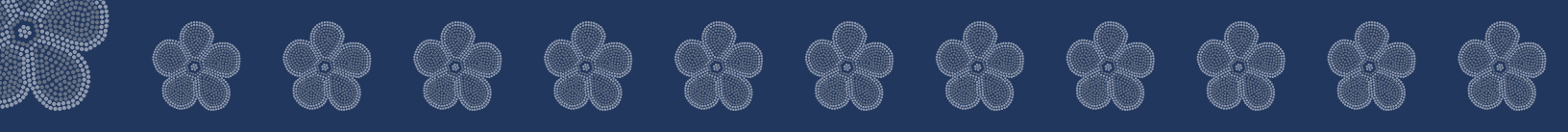
I was nervous and had so many questions – could I actually do this? Could I afford this? Is this a crazy idea? The CCDF team was beyond welcoming. They took the time to get to know me, my husband and the business. From that conversation, they shared ideas and resources that helped me continue down my business path. CCDF helped me to connect with others business owners, have checked in with me regularly and really given me the confidence to know that if I need help, they are there with guidance, experience and expertise. I cannot say enough good things about the CCDF team.

As I approach the end of the first year of owning Kn/a HR, I am filled with pride of the work that has been done with the firm and it still gives me great comfort knowing that CCDF is in my corner, providing support and guidance.

Taylor Osadchuk, Vibrance Beauty Lounge
Arcola, Saskatchewan

I am so thankful for everything CCDF has done for me and my business and for them being awesome to work with and for the help they have provided me thus far. I had a short two-month time crunch to have my hair salon open. In those two months I had to renovate my salon space and also get all the equipment needed for opening. CCDF was such a huge help in all of this with me being able to open to the public and helping me get going and get everything done in that short time frame. I am currently in my 3rd month of being open and am loving being on my own and in my own space. I can't thank Clarence Campeau Development Fund enough for helping me and giving me such a great opportunity to own my own business! Thank you so much!





Heather Jeancart, Evergreen Psychological Services
Prince Albert, Saskatchewan

Clarence Campeau Development Fund was instrumental in supporting and funding my business start-up. Working with CCDF has been a godsend. My main contact was very accommodating, easy to reach out to, and provided supports above and beyond those expected in her role. Clarence Campeau provided me the tools and resources to create a business plan, obtain funding for start-up costs, linked me to appropriate financial institutions, and provided the offering of an interest-free loan. In addition, I was provided advice and an ear when needed.

I officially opened the doors for business in July 2020, and to my surprise, it took off quickly. Evergreen Psychological Services is located in Prince Albert, SK and provides assessments, consultations, and therapy for those struggling with Learning Issues, ADHD, Autism, Learning Disabilities, Anxiety, etc. I have spent the

first year and a half focused on growing my clientele and supporting my clients. I am now booking assessments approximately four to five months in advance!

It has been a challenge to find a work-life balance, and because of my hectic schedule, I have, unfortunately, not had the opportunity to participate in the numerous workshops that CCDF offers. My next steps include growing the business so that I can provide more timely services to clients reaching out. This will likely include hiring administration staff and other therapists as well as expanding my office space. I would also like to participate in the workshops offered by CCDF, begin networking with other entrepreneurs, and further my business acumen. This has been and continues to be, an inspiring process and an incredible learning opportunity.

Roberta Kotowich, Kitchens Renewed
Regina, Saskatchewan

My name is Roberta Kotowich, and I am the owner of Kitchens Renewed, operating in Treaty 4 Territory [and Homeland of the Métis]. There are moments in life when all the pieces seem to fall into place and the right people and organizations are by your side. Leaving my corporate career of more than a decade and jumping headfirst into entrepreneurship would not have been possible without the support of CCDF.



My lender was able to see my vision for an ecofriendly kitchen renovation company, recognize my experiences as an asset to lead this business enterprise and advocate for me in a way that would not have been possible if working directly with a traditional financial institution.

The application framework was not only appropriate to gain financial support from CCDF, but it was also instrumental in helping me focus my vision for the future of my business in a way that will carry me forward through these next years of transition and growth. I am tremendously grateful to CCDF for supporting Indigenous female entrepreneurs like myself.

Dana Johnson, 11 Eleven Salon Company
Saskatoon, Saskatchewan



The team at the Clarence Campeau Development Fund has gone above and beyond to help me get my business up and running. I am the first recipient of a new women's program they have rolled out. CCDF also provided funding for business support and it was more than I could've imagined. I am so thrilled about this new adventure.



BNEDC, Buffalo Narrows Bistro
Buffalo Narrows, Saskatchewan

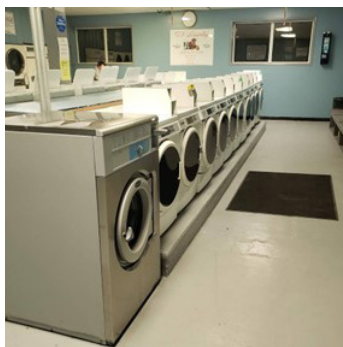
Buffalo Narrows Economic Development Corporation has opened the doors of Buffalo Street Bistro in May 2022. Our grand opening was October 2023. Originally the restaurant was purchased in 2018. Our community had been without a family restaurant for a couple years. Had it not been for CCDF, opening the doors of the Bistro would have not been possible. CCDF has been helping BNEDC with many projects, the Bistro was just our latest adventure. We would like to thank CCDF for all of their help.

Dwight King, Kingdom Golf
Meadow Lake, Saskatchewan

I am incredibly grateful to CCDF for giving me guidance and the opportunity to achieve my dream of opening an indoor golf simulator business in my hometown of Meadow Lake SK. I realize my financial situation might be unique to many of my fellow Métis citizens, but CCDF is so much more than just financial assistance.



I always knew once I retired from professional hockey, I wanted to head back home and raise my family. Even at the height of my playing career, I knew home was waiting for me and there was a lot of life to live after the game. The transition was not easy, mentally and it is not spoken about nearly enough. I reached out to CCDF about my options, I was really looking for guidance, I already had an idea of what I wanted to do, I just was not sure how or where to start. CCDF got me in touch with the right business planner to help outline and build exactly the type of business I envisioned. I got to be involved every step of the way, and I learned so much. I did not want to just own something to own it or buy into a popular franchise. I wanted to create something my community needed and at the same time gives me purpose. This is one of the main reasons I waited until my hockey career was done to pursue this venture or any venture in fact. I wanted to create a modern recreational space that offered cutting edge technology for all ages and skill sets. Most importantly I wanted to make sure it was accessible and affordable for everyone. With the help of CCDF's repayable loan I can give my hometown and surrounding communities, a big city experience without the big city price tag. To me that is the most rewarding part of opening my business, people appreciating having something like this in our small town. I look forward to working with CCDF in the years to come, to help the next generation of Métis Entrepreneurs pave the way.



Trevor & Teena Morrissey, T3 Laundry
Yorkton, Saskatchewan

We are extremely grateful for CCDF. Their staff is wonderful to work with and gives small businesses an opportunity to grow and thrive. We added more efficient equipment to our laundromat which gives us the ability to offer a more value-added service to our customers. The process, start to finish, is seamless and fast. We will continue to work with CCDF at every opportunity, not only because of the programs and services they offer, but because of the way they work with you to accomplish your goals.

Financial statements of
Clarence Campeau
Development Fund
(Operating as the Métis Development Fund)

December 31, 2022

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Independent Auditor's Report

To the Board of Directors of
Clarence Campeau Development Fund

Opinion

We have audited the financial statements of Clarence Campeau Development Fund (the "Fund"), which comprise the statement of financial position as at December 31, 2022, and the statements of revenue, expenses, and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Fund as at December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Annual Report prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

In preparing the financial statements, management is responsible for assessing the Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Saskatoon, Saskatchewan
March 16, 2023

Clarence Campeau Development Fund (Operating as the Métis Development Fund)
Statement of revenue, expenses and changes in net assets
Year ended December 31, 2022

	Notes and Schedules	MBDP Budget	MBDP	IWE/WELF Budget	IWE/WELF	General Fund Budget	General Fund	Total 2022	Total 2021
		\$	\$	\$	\$	\$	\$	\$	\$
Revenue									
Government funding (emergency pandemic funding)	2	—	—	—	—	1,232,000	1,189,175	1,189,175	852,250
Aboriginal Business Financing Program funding	9	—	—	—	—	663,741	1,521,734	1,521,734	1,125,068
Reimbursements from National Aboriginal Capital Corporation Association (NACCA)	7	—	—	—	—	36,542	27,516	27,516	66,952
Emergency loan program		—	—	—	—	27,931	481,681	481,681	433,444
Interest and investment income	6	165,243	199,582	—	—	52,387	199,772	399,354	241,956
Interest accretion		—	18,185	—	—	—	783,530	801,715	979,431
Administration fees		—	—	—	—	37,100	44,483	44,483	33,073
Recovery of bad debt		—	—	—	—	1,200	11,640	11,640	12,323
Miscellaneous income		—	—	—	9,245	1,200	30,816	45,061	550
NACCA grants - Aboriginal Developmental Lending Assistance		3,750	5,000	—	—	—	247,973	247,973	—
NACCA grants - Contingency funding	13	—	—	—	—	—	146,000	146,000	908,167
NACCA grants - Indigenous Women Entrepreneurs	13	—	—	249,449	314,078	—	314,078	314,078	—
NACCA grants - Women Entrepreneurship Loan Fund		—	—	—	346,937	—	—	346,937	—
		168,993	222,767	249,449	670,260	2,052,101	4,684,320	5,577,347	4,653,214
Operating expenses									
Advertising and promotion		—	—	—	—	45,750	31,081	31,081	43,368
Amortization of capital assets		—	100	—	—	—	43,974	44,074	47,406
Bank charges		—	8	—	—	2,400	2,699	2,707	1,899
Building expenses		—	—	—	8,475	47,751	58,542	67,017	43,774
Consulting fees		—	—	—	—	—	—	—	—
Directors' expenses		—	—	—	—	43,530	29,112	29,112	44,404
Donations		—	—	—	—	28,000	1,000	1,000	29,338
Workshops		—	—	50,000	33,895	—	—	33,895	3,200
Administrative expense		—	—	9,000	6,218	—	—	6,218	—
Aboriginal Business Financing Program expenses	9 (b)	—	—	—	—	122,074	179,328	179,328	66,718
Employee travel		2,500	—	6,286	7,849	59,485	50,810	58,659	17,850
Miscellaneous		—	—	6,618	—	22,000	18,814	18,814	100
Professional fees		11,683	13,493	—	5,494	84,567	68,009	86,996	87,554
Regina office expenses		—	—	—	—	142,918	107,803	107,803	125,320
Salaries and benefits	A	30,993	19,206	87,539	93,013	832,747	844,447	956,666	916,496
Office expenses		—	—	220	660	18,000	13,437	14,097	20,841
Telephone		210	202	1,700	1,527	17,000	15,445	17,174	14,475
Training		—	—	—	4,000	12,000	10,774	14,774	8,474
		45,386	33,009	161,363	161,131	1,478,222	1,475,274	1,669,414	1,471,217
Excess of revenue over expenses before other expenses		123,607	189,758	88,086	509,129	573,879	3,209,046	3,907,933	3,181,997
Other expenses									
Non-repayable contributions to community projects		—	—	—	—	492,800	168,698	168,698	336,473
Non-Repayable contributions IWE	13	—	—	28,125	24,379	—	—	24,379	—
Loss on disposal of capital assets		—	—	—	—	—	223	223	305
Emergency loan program - non-repayable	7	—	—	—	—	—	453,750	453,750	272,500
NACCA grants - Contingency funding	13	—	—	—	—	—	146,000	146,000	—
Defaulted loans receivable		—	—	—	—	—	34,608	34,608	88,385
Aboriginal Business Financing Program contributions	9	—	—	—	—	583,741	1,342,406	1,342,406	1,058,350
Discount for interest free and low interest loans		—	—	—	—	—	—	—	—
Provision (recovery of provision) for loans and mortgages receivable losses	6	—	330,021	—	—	—	1,175,156	1,505,177	951,497
		—	16,434	—	—	—	117,012	133,446	(58,807)
		—	346,455	28,125	24,379	1,076,541	3,437,853	3,808,687	2,648,703
Excess (deficiency) of revenue over expenses		123,607	(156,697)	59,961	484,750	(502,662)	(228,808)	99,245	533,294
Net assets, beginning of year		—	7,533,812	—	—	—	21,330,835	28,864,647	28,331,353
Interfund transfer		—	—	—	50,000	—	(50,000)	—	—
Net assets, end of year		123,607	7,377,115	59,961	534,750	(502,662)	21,052,027	28,963,892	28,864,647

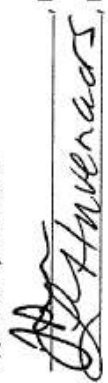

The accompanying notes are an integral part of the financial statements.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)
Statement of financial position
As at December 31, 2022

	Notes	MBDP	IWE/WELF	General Fund	Total 2022	Total 2021
		\$	\$	\$	\$	\$
Assets						
Current assets						
Cash		1,869,254	353,238	1,238,122	3,460,614	2,000,712
Short-term investments	4	2,936,000	—	8,039,000	10,975,000	12,560,648
Accounts receivable		27	—	90,749	90,776	128,072
Prepaid expenses		—	—	2,918	2,918	4,956
Interest receivable		13,054	—	11,626	24,680	29,577
Current portion of mortgages receivable		102,601	—	—	102,601	109,600
Current portion of loans receivable	5	482,782	20,221	3,305,539	3,808,542	2,690,951
Current portion of emergency loans receivable	6	—	—	95,638	95,638	286,740
Mortgage receivable	7	5,403,718	373,459	12,783,592	18,560,769	17,811,256
Loans receivable	5	1,895,998	—	—	1,895,998	2,033,017
Emergency loans receivable	6	87,710	55,553	8,188,138	8,331,401	9,219,498
Capital assets	7	378	—	—	—	541,751
Due to/from funds	8	—	105,738	(105,738)	—	771,659
		7,387,804	534,750	21,605,308	29,527,862	30,377,181
Liabilities						
Current liabilities						
Accounts payable		10,689	—	144,750	155,439	172,533
Due to NACCA - emergency loans	7	—	—	95,638	95,638	286,740
Deferred revenue	9	—	—	312,893	312,893	511,510
		10,689	—	553,281	563,970	970,783
Due to NACCA - emergency loans	7	—	—	—	—	541,751
Commitments	10	—	—	—	—	—
Net assets		7,377,115	534,750	21,052,027	28,963,892	28,864,647
		7,387,804	534,750	21,605,308	29,527,862	30,377,181

The accompanying notes are an integral part of the financial statements.

Approved by the Board

 , Director
 , Director

Clarence Campeau Development Fund (Operating as the Métis Development Fund)

Statement of cash flows

Year ended December 31, 2022

	MBDP \$	IWE/WELF \$	General Fund \$	Total 2022 \$	Total 2021 \$
Operating activities					
Excess (deficiency) of revenue over expenses	(156,697)	484,750	(228,808)	99,245	533,294
Items not affecting cash	100	—	43,974	44,074	47,406
Amortization of capital assets	—	—	34,608	34,608	88,385
Defaulted loans receivable	16,434	—	117,012	133,446	(58,807)
Provision for (recovery of) loans receivable losses	(18,185)	—	(783,530)	(801,715)	(979,431)
Interest accretion	330,021	—	1,175,156	1,505,177	951,497
Discount for interest free and low interest loans	—	—	223	223	305
Loss on disposal of capital assets	—	—	453,750	453,750	272,500
Emergency loan program forgiveness	—	—	—	—	—
Net change in non-cash working capital items relating to operations	(25,648)	(105,738)	(772,947)	(904,333)	(713,027)
	146,025	379,012	39,438	564,475	142,122
Investing activities					
Loan disbursements	(1,185,696)	(78,717)	(4,478,732)	(5,743,145)	(6,119,703)
Collection of loans receivable	1,344,211	2,943	3,574,084	4,921,238	4,355,323
Purchase of capital assets	—	—	(12,332)	(12,332)	(34,489)
Disposal of investments	3,834,000	—	8,726,648	12,560,648	13,940,744
Purchase of investments	(2,936,000)	—	(8,039,000)	(10,975,000)	(12,560,648)
Mortgage disbursements	—	—	—	—	(484,588)
Collection of mortgages receivable	144,018	—	—	144,018	166,412
	1,200,533	(75,774)	(229,332)	895,427	(736,949)
Increase in cash during the year	1,346,558	303,238	(189,894)	1,459,902	(594,827)
Cash position, beginning of year	522,696	—	1,478,016	2,000,712	2,595,539
Interfund transfer	—	50,000	(50,000)	—	—
Cash position, end of year	1,869,254	353,238	1,238,122	3,460,614	2,000,712

The accompanying notes are an integral part of the financial statements.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)

Notes to the financial statements

December 31, 2022

1. Nature of the fund

The Clarence Campeau Development Fund (Operating as the Métis Development Fund) (the "Fund") was established by The Métis Society of Saskatchewan Inc. ("Métis Nation") pursuant to an agreement with the Government of Saskatchewan (Ministry of Trade and Export Development) dated June 11, 1997. Effective November 9, 2001, the Minister of Aboriginal Affairs designated the Fund as the Métis Development Fund pursuant to the Saskatchewan Gaming Corporation Act. A new agreement between the province and the Métis Nation-Saskatchewan Secretariat Inc. was executed in December 2002 and the Fund is governed in accordance with that agreement. On October 31, 2019, this 2002 agreement was terminated. See Note 2 for further details.

The objective of the Fund is to stimulate economic development activities of Métis people and communities by providing equity for Métis businesses, supporting community economic development initiatives, and developing management skills of new and existing Métis business owners and entrepreneurs. To achieve this, the Fund makes repayable loans to qualifying projects, as well as both repayable loans and non-repayable contributions to community projects in the energy and resource sector and/or major projects.

The term of the repayable loans by the Fund is up to 10 years. Equity instruments and convertible debentures can be held by the Fund for a maximum period of 10 years. Loans are targeted to commercially viable, market-based projects. Priority will be given to value added sectors of the economy such as forestry, mining, tourism, and information technology with specific loan criteria approved by the Board of Directors (the "Board"). The Board may enter into agreements with other contributing entities and appropriate business support agencies. Each single project is subject to a maximum of the lesser of \$300,000 per project or 50% of project costs excluding pre-operating costs and working capital as identified in the program costs.

Under the Community Business Development Program within the general fund, the Fund can provide a one-time non-repayable contribution up to the lesser of \$300,000 or 50% of the value of the projects cost excluding pre-operating costs and working capital. Should the business be sold or disposed of within three years of receiving a non-repayable contribution, it will become repayable immediately. Under the Management Skills Program, the Fund can provide non-repayable contributions up to 75% of approved training costs to a maximum of \$10,000 per Métis entrepreneur. Under the Business Support Program, the Fund can provide a non-repayable contribution up to 100% of the costs of the program, to a maximum of \$10,000 over the life of the repayable contribution.

In 2010, Aboriginal Affairs and Northern Development Canada contributed \$5 million to the Fund. The Fund also added \$3 million from their own capital, to establish and support the continuation of the Major Business Development Program ("MBDP"). This program is intended to help increase the involvement for Métis entrepreneurs in the energy and resource sectors and other large scale business initiatives. The Fund can provide financial assistance of 50% of the project's costs excluding pre-operating costs and working capital. Minimum funding under this program is \$301,000 up to a maximum of \$1 million.

Projects funded under this program must be for-profit and commercially viable with total project costs in excess of \$600,000. All projects must demonstrate viability through a professionally prepared business plan.

1. Nature of the fund (continued)

In 2022, the Fund entered into an agreement with National Aboriginal Capital Corporations Association ("NACCA") whereby NACCA would provide contributions to the Fund to support women entrepreneurs. Under the Indigenous Women Entrepreneurship (IWE) program, NACCA contributed up to \$150,000 to support a loan fund, \$67,500 for a non-repayable micro-loan contribution and \$16,000 for a grant and mentorship program. The Fund contributed \$50,000 from their own capital. Under the Women's Entrepreneurship Loan Fund Program ("WELF"), NACCA will contribute up to \$350,000 to establish a Fund which supports Indigenous women with micro-business (start-ups and sole proprietorships). Repayable micro-loans are disbursed under the guidelines established by NACCA and payments on these micro-loans are reinvested into the IWE and WELF Funds to support future lending activity.

2. Operating agreement

On October 31, 2019, the Métis Nation-Saskatchewan Secretariat Inc. terminated the 2002 Agreement with the Government of Saskatchewan (Ministry of Trade and Export Development) regarding the Fund. A memorandum of understanding (MOU) was signed on January 22, 2020 which revived and renewed the 2002 Agreement effective as of November 1, 2019 with a term ending on March 31, 2020. On July 15, 2020 a first emergency pandemic relief agreement was signed between the Fund and the Minister of Government Relations which allowed the Fund to continue to receive funding until this temporary agreement expired on April 30, 2021. On May 17, 2021, a second emergency pandemic relief agreement was signed between the Fund and the Minister of Government Relations which allowed the Fund to continue to receive funding until this temporary agreement expired on April 30, 2022. In April of 2022, a MOU was signed which revived and renewed the 2002 Agreement effective as of March 31, 2022 with a term ending on March 31, 2023. The term of the 2002 Agreement can be extended by agreement of the Metis Nation-Saskatchewan Secretariat Inc. and the Ministry of Trade and Export Development (the "parties") where both parties are satisfied that meaningful progress is being made toward the negotiation of a new agreement for the governance and operation of the Fund.

Payments are made to the Fund using a prescribed formula in the Saskatchewan Gaming Corporation Act and the forecasted profits generated by the Saskatchewan Gaming Corporations ("SGC"). After SGC's actual results are known, the Ministry of Government Relations is required to reconcile the forecasted and actual audited net profits of SGC for that fiscal year and either pay amounts due or recover any overpayments from the Fund.

3. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Use of estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses at year-end. The most significant estimates are the provision for loans and mortgages receivable losses and the calculation of fair value of repayable contributions with non-market interest rates. Actual results could differ from those estimates.

Cash and investments

Cash consists of cash on hand and balances with banks. Investments consist of short-term investments in Guaranteed Investment Certificates ("GICs").

3. Significant accounting policies (continued)

Financial instruments

The Fund initially measures its financial assets and financial liabilities at fair value. The Fund subsequently measures its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost are tested for impairment if there are indications of possible impairment. The amount of the write-down is recognized in income. A previously recognized impairment loss may be reversed to the extent of the improvement, either directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment loss not been recognized previously. The amount of the reversal is recognized in income.

Capital assets and amortization

Capital assets are recorded at cost. Normal repair and maintenance costs are expensed as incurred. Leasehold improvements are amortized over the term of the lease on a straight-line basis. Amortization on all other capital assets is recorded on a diminishing balance basis as follows:

Building	4%
Office furniture	20%
Computer equipment	30%

Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying amount may not be recoverable. An impairment loss is recognized when their carrying amount exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of impairment loss is determined as the excess of the carrying value of the assets over their fair market value. No events have occurred nor have any circumstances changed which would indicate impairment in the value of long-lived assets.

Fund accounting

The MBDP fund accounts for the Fund's activities relating to business or community projects in the energy and resource sector. Externally restricted contributions to be used for programs and operations for the energy and resource sector are reported in this fund.

The IWE/WELF fund accounts for the Fund's activities relating to Indigenous Women Entrepreneurs. Externally restricted contributions to be used to assist Women Entrepreneurs are reported in this fund.

The general fund accounts for programs outside of the energy and resource sector and the community capacity strategy as well as general operations. Externally restricted contributions to be used for programs and operations are reported in this fund.

3. Significant accounting policies (continued)

Revenue recognition

The Fund follows the restricted fund method whereby externally restricted contributions are recognized in the fund corresponding to the purpose for which they were contributed.

All externally restricted contributions are recorded as revenue in the MBDP and IWE/WELF funds when received.

All contributions in the general fund are recorded using the deferral method whereby revenues are recognized in the year for which the funds are used for the purposes intended. Contribution revenue in the general fund includes revenue pursuant to the agreement with the Government of Saskatchewan and funding related to the economic development sector.

Other revenue is recognized as revenue if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment and interest income is recognized as revenue when earned.

Loans and mortgages receivable

Loans and mortgages under \$200,000 are recorded when the Chief Executive Officer has approved the payment and all conditions are met by the applicant. Loans and mortgages over \$200,000 and less than \$500,000 are recorded when the Investment and Audit Committee of the Board has approved the proposal. Loans and mortgages over \$500,000 are recorded when the Board has approved the proposal. Loan and mortgages receivables are recorded when the funds have been disbursed.

Non-repayable contributions

Non-repayable contributions up to \$99,999 are recorded when the Chief Executive Officer has approved the payment and all conditions are met by the applicant. Non-repayable contributions between \$100,000 and \$300,000 are recorded when the Investment and Audit Committee of the Board has approved the proposal. The non-repayable contributions are recorded as other expenses in the statement of revenue, expenses, and changes in net assets.

Income taxes

As a non-profit organization, the Fund is exempt from paying federal and provincial income and capital tax.

4. Investments

The short-term investments are comprised of GICs. GICs earn interest at rates between 2.88% and 4.35% (0.27% and 0.45% in 2021) with maturity dates within one year.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)

Notes to the financial statements

December 31, 2022

5. Mortgages receivable

Mortgages against land and building had balances at December 31, 2022, between \$289,872 and \$518,390 (\$2,402 and \$543,404 in 2021) with interest rates between 2.45% and 4.95% (2.45% and 4.95% in 2021) and maturity years between 2029 and 2037.

The fair market values of land and buildings held as security on the above mortgages are in excess of the amount owing on the mortgages.

	2022 \$	2021 \$
Mortgages receivable	1,998,599	2,142,617
Less: current portion of mortgages	102,601	109,600
	1,895,998	2,033,017

6. Loans receivable

Loans receivable are amounts distributed to qualified projects to provide funding. Loans take the form of either interest free loans or preferred share investments. Interest-free loans are repayable to the Fund over a maximum term of 10 years. The maximum term for preferred share instruments is 10 years and usually involves the payment of regular dividends that are included in interest and investment income in the statement of revenue, expenses, and changes in net assets. The dividend rate is determined based on the CIBC prime lending rate plus 1%. The preferred share instruments do not give control, voting rights, significant influence or ownership to the Fund.

All loans in arrears are handled on a case-by-case basis and are written-off after all reasonable restructuring/collection activities have taken place and the possibility of further recovery is considered to be remote.

A loan is classified as non-performing when management has determined that there is a reasonable doubt as to the ultimate collectability of principal. The provision for loans receivable losses consists of specific items established on a case-by-case basis and represents management's best estimate based on analysis of the loan portfolio and the underlying risk of default.

The Fund evaluates each client's creditworthiness on a case-by-case basis. The Fund contracts project assessment and project follow up and evaluation services from other qualified institutions or businesses, where necessary. All applicants are required to enter into a contribution agreement with the Fund. Further, the Fund is required to ensure Métis ancestry when granting a non-repayable contribution and/or repayable loan.

Loans receivable are principally the financial instruments that potentially subject the Fund to concentrations of credit risk. Management is not aware of any concentrations of loans to classes of borrowers or industries that would be similarly affected by economic conditions. Although the Fund's loan portfolio is diversified, a substantial portion of its borrowers' ability to honour the terms of their loans is dependent on business and economic conditions in Saskatchewan.

The loans are measured at their fair value at inception. The effective interest method is used in calculating the fair value, based off the interest rate provided by the lead lender.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)**Notes to the financial statements**

December 31, 2022

6. Loans receivable (continued)

Loans receivable consist of the following:

	2022	2021
	\$	\$
Loans receivable	14,362,807	13,268,471
Provision for loans receivable		
Provision for loans receivable losses	(1,519,402)	(477,790)
Provision attributable to COVID-19	—	(908,167)
Discount for interest-free and low interest loans	(1,505,177)	(951,497)
Interest accretion	801,715	979,431
	12,139,943	11,910,449
Less current portion	3,808,542	2,690,951
	8,331,401	9,219,498

The loans receivable consists of \$13,884,059 of interest-free and low interest loans receivable and \$478,748 of equity investments as at December 31, 2022 (\$12,721,300 of interest-free and low interest loans receivable and \$547,171 of equity investments in 2021).

7. Emergency Loan Program ("ELP")

In 2020, the Fund entered into an agreement with NACCA, for which NACCA provides contributions to the Fund comprised of a repayable contribution to be used by the Fund to provide emergency loans, a non-repayable contribution to be used by the Fund to provide non-repayable contributions and a non-repayable contribution to be used by the Fund to cover operating expenses incurred in connection with delivering and administering the ELP.

For 2020, the Fund could disburse each emergency loan up to \$40,000 with a total of \$10,000 being non-repayable. In 2021, the program was amended whereby the Fund could disburse emergency loans up to \$60,000 with a total of \$20,000 being non-repayable. The program ended in 2021.

In 2022, the Federal Budget 2022 provided forgiveness of 50% of the existing repayable portion of the ELP. For the year ended December 31, 2022, the Fund forgave an additional \$453,750 which was recorded as revenue and expense on the statement of revenue, expenses and changes in net assets.

The interest-free, repayable portion is recorded as emergency loans receivable when disbursed with an offsetting amount recorded to Due to NACCA - emergency loans. When payments are received on the emergency loans, the loan receivable balance decreases with an offsetting decrease to Due to NACCA - emergency loans, when the contribution is remitted back to NACCA. As at December 31, 2022, \$95,638 (\$828,491 in 2021) is receivable from borrowers and due to NACCA.

In addition, the Fund incurred \$27,931 (\$160,944 in 2021) of expenses related to delivering and administering the program which has been recorded as revenue and expenses on the statement of revenue, expenses and changes in net assets.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)**Notes to the financial statements**

December 31, 2022

8. Capital assets

	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Land	94,600	—	94,600	94,600
Building	1,013,001	(412,356)	600,645	625,672
Office furniture	206,396	(182,594)	23,802	25,452
Computer equipment	114,853	(95,241)	19,612	24,390
Leasehold improvements	10,537	(9,502)	1,035	1,545
	1,439,387	(699,693)	739,694	771,659

9. Deferred revenue*Aboriginal Business Financing Program*

During the year ended December 31, 2021, the Fund entered into an agreement with NACCA to administer the Aboriginal Business Financing Program. This program provides funding to the Fund for non-repayable contributions to be disbursed to qualifying applicants and to cover operational costs of administering the program. During the year ended December 31, 2022, \$1,323,117 (\$1,426,740 in 2021) for non-repayable contributions was received by the Fund. Additional funds will be advanced by NACCA once the reporting requirements have been met. Funding received in excess of amounts recognized in revenue are recorded in deferred revenue. Projects committed prior to March 31, 2023, but not fully disbursed prior to March 31, 2023, may be repayable to NACCA.

The Fund disbursed \$1,342,406 (\$1,058,350 in 2021) of non-repayable contributions in 2022 which are recorded as non-repayable contributions on the statement of revenue, expenses and net assets. A total of \$1,521,734 (\$1,125,068 in 2021) has been recognized as revenue relating to \$179,328 (\$66,718 in 2021) of operational funding and \$1,342,406 (\$1,058,350 in 2021) related to the non-repayable contribution disbursed for the year ended December 31, 2022.

Deferred revenue balances at December 31, 2022 are as follows:

	2022	2021
	\$	\$
Balance, beginning of year	511,510	1,262,370
Amounts received		
- operations	232,187	1,736,412
- contributions	1,090,930	1,426,740
Less revenue recognized		
- operations	(179,328)	(1,079,912)
- loans/non-repayable contributions disbursed	(1,342,406)	(1,058,350)
- forgivable portion of loans disbursed	—	(272,500)
Repayment of Funding	—	(1,065,750)
Less loans disbursed	—	(437,500)
Balance, end of year	312,893	511,510

10. Commitments

The Fund has entered into a lease for its Regina office space. Lease payments and occupancy costs for its Regina office space totaled \$27,055 for the 2022 fiscal year (\$26,395 in 2021). The lease expires on October 31, 2025. Future lease payments of \$1,467 are due monthly, for a total of lease commitments of \$17,600 in 2023 - 2025. In addition, the Fund must pay its proportionate share of occupancy costs relating to the building and land.

The Fund has committed to advance a line of credit in the amount of \$1,000,000 (\$1,000,000 in 2021) which will be disbursed when the funds are required. As of December 31, 2022, nil is outstanding (\$nil in 2021). The line of credit is secured with building and equipment as collateral.

In addition, the Fund has approved loans and non-repayable contributions in the amount of \$1,471,603 (\$1,255,234 in 2021) and a Community Development non-repayable contribution in the amount of \$300,000 (nil in 2021) that are not yet disbursed.

11. Related party transactions

Transactions with related parties are measured at the exchange amount, which is the consideration established and agreed to by the related parties. These transactions occurred in the normal course of operations.

The Board allows its members to apply for loans and mortgages for qualifying projects. At year-end, companies controlled by Board members had \$901,157 (\$493,719 in 2021) in repayable loans to the Fund. These repayable loans and mortgages are included in loans receivable and mortgages receivable on the statement of financial position.

The Gabriel Dumont Technical Institute is the educational arm of Métis Nation and a related party of the Fund. The Fund has loans and mortgages outstanding with the Gabriel Dumont Technical Institute of \$572,437 (\$647,511 in 2021).

12. Financial instruments and risk management

The Fund, through its financial assets and liabilities, has exposure to the following risks from its use of financial instruments: credit risk, interest rate risk and liquidity risk.

Credit risk

The Fund's principal financial assets are cash, investments, accounts receivable, mortgages receivable, and loans receivable, which are subject to credit risk. The carrying amounts of financial assets on the statement of financial position represent the Fund's maximum credit exposure at the statement of financial position date.

The Fund's credit risk is primarily attributable to its loans and mortgages receivable. The Fund reviews the provision for loans and mortgages receivable on an annual basis. Processes and procedures are in place to ensure the credit worthiness of the customers to whom loans and mortgages are advanced, which helps to mitigate overall credit risk.

The credit risk on cash and investments is limited because the counterparties are chartered banks with high credit ratings assigned by national credit-rating agencies and other institutions with low risk of default.

12. Financial instruments and risk management (continued)

Interest rate risk

The interest-bearing short-term investments have a limited exposure to interest rate risk due to their short-term maturity. The Fund is exposed to interest rate risk on its fixed interest rate loans and mortgages receivable. Fixed-rate instruments subject the Fund to risk of changes in fair value. The loans receivable includes interest-free loans, which are initially measured at the fair value based on the effective interest rate of the lead lender.

Liquidity risk

The Fund's objective is to have sufficient liquidity to meet its liabilities when due. The Fund monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2022, the Fund's most significant financial liabilities are accounts payable and deferred revenue.

Fair values

The fair values of cash, accounts receivable, interest receivable, accounts payable, and deferred revenue approximate their carrying values due to their short-term maturity. The Fund has recorded loan and mortgages receivables initially at fair value using the effective interest method and subsequently at amortized cost.

13. National Aboriginal Capital Corporations Association Funding

In the prior year, the Fund entered into an agreement with NACCA under the Portfolio Stabilization Program (Contingency Funding) to have \$908,167 of the Fund's provision for loan receivables, directly attributable to COVID, to be guaranteed by the Federal Government to reduce possible loan losses that will impact the normal operations of the Fund. This amount was recorded as revenue in the prior year.

New Contingency Funding

In 2022, the Fund received \$146,000 in New Contingency Funding. The funding was one-time for viable businesses that were experiencing short-term cash flow difficulties due to COVID. Funding was non-repayable with a maximum contribution of \$25,000 per business. Eligible costs included a reduction in loan principal for non-ELP loans, working capital requirements, or minor capital expenditures less than \$1,000.

Women's Entrepreneur Loan Fund

In 2022, the Fund received \$346,937 from NACCA related to WELF. \$325,000 of this funding required the Fund to disburse repayable micro-loans to Ingenious Women Entrepreneurs. In 2022, one loan in the amount of \$29,333 was disbursed which is recorded in loans receivable in the statement of financial position. In addition, WELF provided contributions to support the operating expenses to support WELF activities, \$21,937 was received and recorded as revenue in the statement of revenue, expenses and changes in net assets. Expenses incurred related to operations of WELF for the year ended December 31, 2022 were \$2,192.

13. National Aboriginal Capital Corporations Association Funding (continued)

Indigenous Women Entrepreneurs Funding

Under the Indigenous Women Entrepreneurs ("IWE") contribution agreement, NACCA will contribute a maximum of \$686,556 to support women entrepreneurs. In 2022, a total of \$314,078 was received of which \$100,000 was allocated to disbursements of repayable micro-loans, \$45,000 was to provide non-repayable grants and contributions to qualifying women entrepreneurs and \$169,078 was provided to cover operations of the program. For the year ended December 31, 2022, \$46,441 was disbursed as micro-loans and is recorded as loans receivable on the statement of financial position, \$24,379 was disbursed as non repayable contributions and \$158,939 incurred as operating expenses for running the program and are recorded on the statement of revenue, expenses and changes in net assets.

Clarence Campeau Development Fund (Operating as the Métis Development Fund)**Schedule A - Regina office expenses**

Year ended December 31, 2022

	2022	2021
	\$	\$
Regina office expenses		
Advertising and promotion	268	—
Building expenses	15,674	31,611
Employee travel	7,068	4,330
Office expenses	4,482	3,114
Professional fees	1,362	317
Salaries and benefits	74,205	78,380
Telephone	3,244	4,944
Training	1,500	2,624
	107,803	125,320

Clarence Campeau Development Fund (Operating as the Métis Development Fund)**Schedule B - Aboriginal Business Financing Program expenses**

Year ended December 31, 2022

	2022	2021
	\$	\$
Aboriginal Business Financing Program expenses		
Building expense	8,905	—
Employee travel	1,951	—
Administrative expense	10,000	—
Professional fees	5,345	—
Salaries and benefits	152,739	66,718
Telephone	388	—
	179,328	66,718

Program Details

Business Plan Program

This program is intended to provide support to Métis entrepreneurs who in the opinion of the Fund have a business concept that through initial screening provides excellent opportunity but requires a professional business plan to attract financing.

This program will allow entrepreneurs to engage the services of professional consultants to undertake the quality of research and planning necessary to develop a business plan and attract the appropriate financing.

CCDF can consider up to 75% of the cost to a maximum of \$10,000.

Community Business Development Program

This program is intended to assist Métis communities develop businesses that will result in the creation of wealth and jobs for Métis people.

Under this program CCDF can provide a one-time non-repayable grant up to a maximum of \$300,000 or 50% of project costs excluding pre-operating costs, working capital and goodwill. Should the business be sold or disposed of within three years of receiving a non-repayable grant it will become repayable immediately.

As well, CCDF can contribute up to a maximum of \$700,000 as a repayable loan contribution. Repayable loan contributions and non-repayable grants will not exceed 85% of approved project costs. Maximum funding under this program will be \$1,000,000.

Business Development Program

This program is intended to assist Métis entrepreneurs by providing equity through a repayable interest free loan enhancing the applicant's ability to leverage financing from other institutions and agencies.

Under this program, CCDF can provide interest free financial assistance of up to the lesser of \$300,000 per project or 50% of project costs excluding pre-operating costs, working capital and goodwill as identified in the program costs.

Management Skills Program

This program supports training for Métis entrepreneurs to develop their management and marketing skills.

CCDF can consider funding up to 75% of the approved costs, to a maximum of \$10,000 per entrepreneur.

Major Business Development Program

This program is intended to help increase the involvement of Métis entrepreneurs in the energy and resource sectors and other large-scale business initiatives.

CCDF can provide financial assistance of 50% of the project costs excluding pre-operating costs, working capital and goodwill. Minimum funding under this program is \$300,001 up to a maximum of \$1,000,000.

Business Support Program

This program is intended to provide professional support to existing CCDF clients to help improve their opportunity for success.

CCDF can consider funding of up to 100% of the cost, to a maximum of \$10,000 over the life of the contribution.



Women's Business Development Program

This program is intended to assist Saskatchewan Métis Women with the desire to become entrepreneurs, overcome barriers and enhance their ability to leverage financing and support services from other financial institutions and agencies.

Under this program CCDF can provide an interest free loan of up to the lesser of \$100,000 or 65% of project costs excluding pre-operating costs, working capital and goodwill identified in the program costs.

Women Entrepreneurship Loan Fund (WELF)

This program is to assist Saskatchewan Métis Women with micro-businesses (start-ups and sole proprietorships) that require smaller amounts of financing and typically experience difficulty in accessing financing.

Under this program, CCDF can provide interest-free financial assistance of up to 50% of project costs related to the establishment and ongoing operations of the business. Maximum financial assistance under this program is \$50,000.

Women's Micro-Loan & Grant Program (IWE)

This program is to assist Saskatchewan Métis Women with the desire to become entrepreneurs, overcome barriers and access financing, build their credit, and leverage other financing and support services provided by CCDF for Métis women or from other financial institutions.

Under this program, CCDF can provide equity assistance, in a combined loan and grant program, of up to 95% of capital project costs related to the establishment and ongoing operations of the business. Maximum loan funding under this program is \$20,000 excluding pre-operating and goodwill as identified in the program costs and total project costs cannot exceed \$40,000. The grant funding is based on need.

Youth Business Development Program

This program is intended to assist Saskatchewan Métis Youth ages 18 to 39 with the desire to become entrepreneurs, overcome barriers and enhance their ability to leverage financing and support services from other financial institutions and agencies.

Under this program CCDF can provide an interest free loan of a loan of up to 65% of project costs to a maximum of \$12,000. Total project costs cannot exceed \$30,000 excluding working capital.

Métis Entrepreneur Equity Program (MEEP)

This program is intended to assist Métis entrepreneurs by providing equity through a non-repayable contribution enhancing the applicant's ability to leverage financing from other financial institutions and agencies.

Under this program, CCDF can provide a Métis individual a non-repayable contribution of up to 40% of eligible project costs to a maximum of \$99,999.

Under this program, CCDF can provide a Métis community owned business with up to 40% of eligible project costs to a maximum of \$250,000.

Should the business be sold or disposed of within three years of receiving a non-repayable contribution it will become repayable immediately.

During the control period, financial statements and a report outlining the economic benefits of the project (e.g. jobs created) must be prepared annually.

The applicant must reimburse CCDF for selling significant assets financed by MEEP within the first three years of operations.

If the business does not remain in operation or changes in any significant way during the control period (i.e. acquisition of a partner), the non-repayable MEEP contribution will be deemed to be repayable and collection efforts will commence.

General Guidelines for all Projects

Applicants must be of Métis ancestry and operate a business based in Saskatchewan. Businesses funded must be for-profit and must demonstrate viability.

Projects which are not eligible:

- Political bodies for the political process
- Cultural activities
- Social Programs
- Passive investments (real estate, apartment buildings, a business someone else is managing)
- Commercial real estate for the sole purpose of leasing or renting to others. The applicant's business must occupy the majority of space and be commercially viable exclusive of the rental/lease income (some exceptions may apply)
- Contribution towards an asset that can be perceived to be for personal use (car or pick-up truck)
- Bars (alcohol provider), sexually exploitive businesses in nature, payday loans, tobacco retailers or manufacturers, cannabis, or gambling (some exceptions may apply to gambling – VLTs)
- Basic farming and ranching
- Refinancing (some exceptions may apply)
- Restaurants in large urban centers (some exceptions may apply)
- Payment of dividends





Our Team



PAM LARSON
Chief Executive Officer



STEVE DANNERS
Chief Operating Officer



RYAN PATTERSON
Divisional Manager,
South



ALICIA CHENG
Corporate Accountant



STEPHANIE FAVEL
Executive Assistant



GEORGETTE NICOLAS
Senior Business
Development Specialist



MAXINE REDDEKOPP
Business Development
Specialist



VICTORIA GAGNÉ
Business Development
& Community Relations
Specialist



KENDALL HORAN
Business Development
& Marketing Specialist



ISABEL GAGNÉ
Business Development
& Marketing Specialist

Board of Directors



JASON SCHELL
Urban Director
Vice Chair



NICK DAIGNEAULT
Northern Director
Voting Member



COLETTE HESCHEL
Southern Director
Voting Member

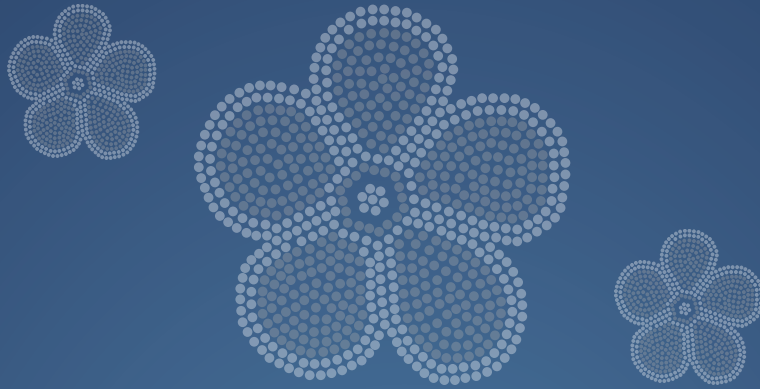


LEANNE HUVENAARS
Director at Large
Voting Member



BRYAN DILLING
Ex-Officio
Province of
Saskatchewan

Missing from photos: Heather Sinclair-Birns, Ex-Officio, Province of Saskatchewan



*Thank you for supporting the Clarence
Campeau Development Fund for the past
25 years.*





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