

2023 ANNUAL REPORT

**Clarence Campeau
Development Fund**

Métis Empowerment, Métis Impact

CONTENTS

About Us	4
Message from the CEO.....	6
Message from the Board.....	8
Funding Report 2023	10
Funding Report Cumulative	12
Indigenous Women Entrepreneurship Program.....	14
2023 Client Stories.....	16
Client Testimonials.....	24
2023 Audited Financial Statements.....	26
Program Details	50
Meet the Team	54



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 26 years, we leverage relationships with funding partners, industry, and communities to meet the evolving needs of Métis businesses.





ABOUT US

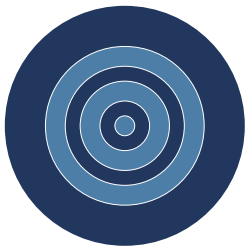
Canada's Leading Métis Financial Institution

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 December 31, 2023, with the expectation that a new agreement will be in place on January 1, 2024.

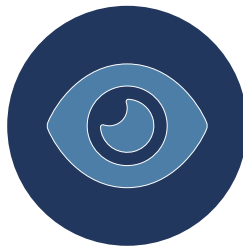
The purpose of CCDF is to provide financial assistance where currently there is a void for Métis clients. CCDF is not designed to replace or be in competition with, but to augment and complement, existing government programs, agencies, and other financial institutions. CCDF will not fund cultural activities, social programs, operations of political bodies, or non-economic-related development projects.

The objective of CCDF is to stimulate the economic development activities of Métis people and communities by providing equity for Métis businesses, support to community economic development initiatives, and assistance in developing 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.



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.



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.



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



As we reflect on the accomplishments of 2023, it is with great pride that I present the annual report for the Clarence Campeau Development Fund (CCDF). In the spirit of transparency and accountability, we are pleased to share the positive impact CCDF has had on the Saskatchewan economy and, more importantly, on the lives of many Métis individuals and communities.

One of the cornerstones of our mission is the belief in the transformative power of small businesses. Within the Saskatchewan economic landscape, small businesses play a crucial role in driving innovation, creating jobs, and fostering economic resilience. We are delighted to report that, in the past fiscal year, the CCDF approved a record-breaking 177 loans and grants, totaling an impressive \$7,847,457. This financial support has empowered numerous entrepreneurs to turn their dreams into reality, contributing to the growth and vitality of the Saskatchewan business landscape.

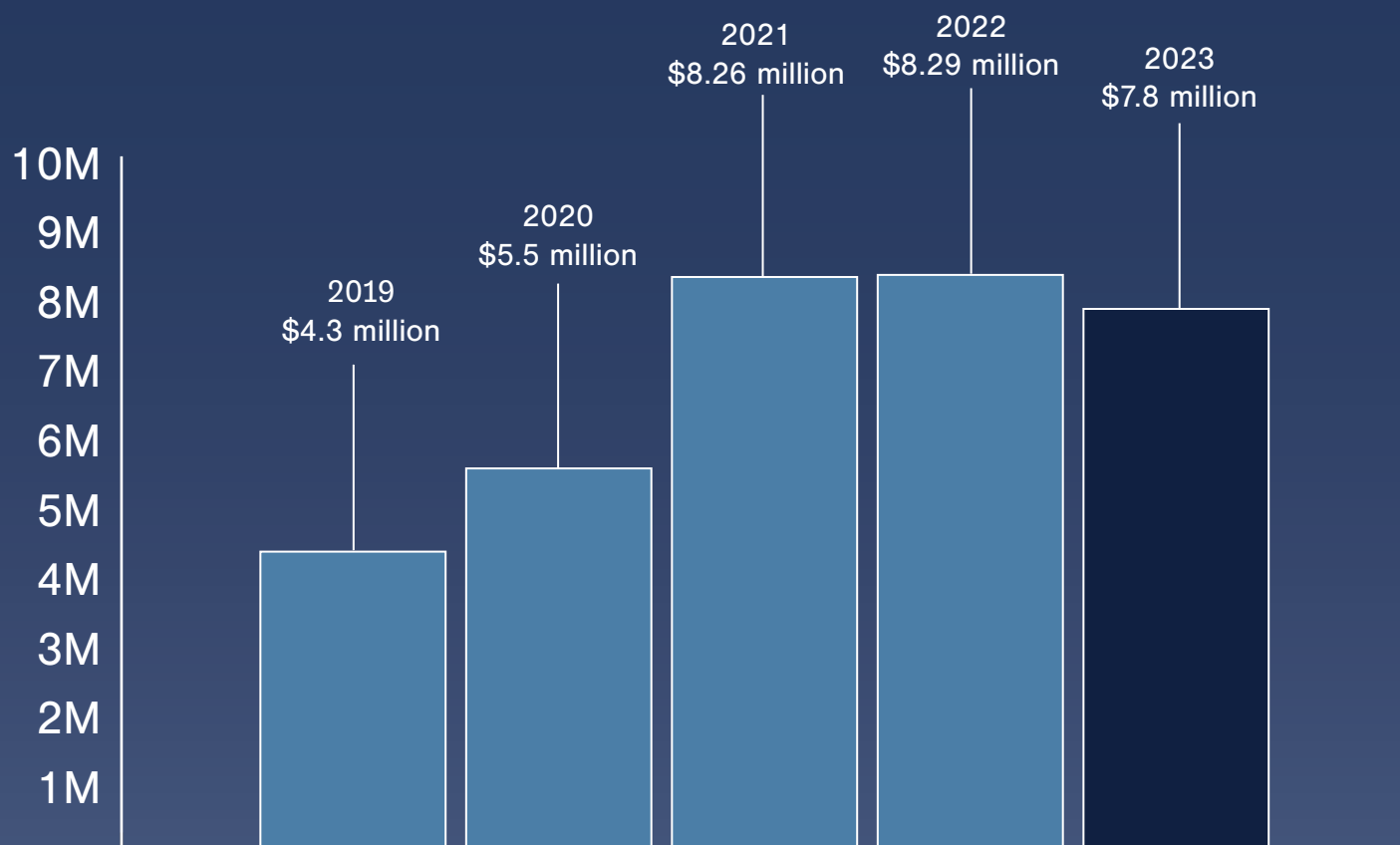
At CCDF, we recognize the importance of economic reconciliation. Investing in Métis businesses is not just a financial decision; it is a commitment to fostering inclusivity and empowerment. By providing support to Métis entrepreneurs, we actively contribute to the economic self-determination of Métis communities, creating a more equitable and sustainable future for all.

The CCDF Board and team will continue to focus on fostering economic growth, creating opportunities, and supporting the aspirations of entrepreneurs across Saskatchewan. This approach ensures that our decisions are based on merit, sound business principles, and the best interests of our Métis clients and the communities we serve.

One of the highlights of the year has been the launch of our Indigenous Women Mentorship Program. Recognizing the unique challenges faced by Indigenous women entrepreneurs, this program aims to provide guidance, support, and inspiration. We understand that mentoring is a powerful tool for personal and professional growth. By fostering a culture of mentorship, we not only empower emerging entrepreneurs but also strengthen the fabric of our business community.

In conclusion, I extend my heartfelt gratitude to our dedicated team, The Province of Saskatchewan, the Métis Nation – Saskatchewan, supportive stakeholders, and the resilient Métis entrepreneurs who inspire us daily. Together, we have achieved remarkable success, and I am confident that we will experience continued growth and success in the years to come.

Thank you for your trust in the Clarence Campeau Development Fund.



Repayable and Non-Repayable Contributions
for the past five years from 2019-2023

MESSAGE FROM THE BOARD

Jason Schell, Vice Chair



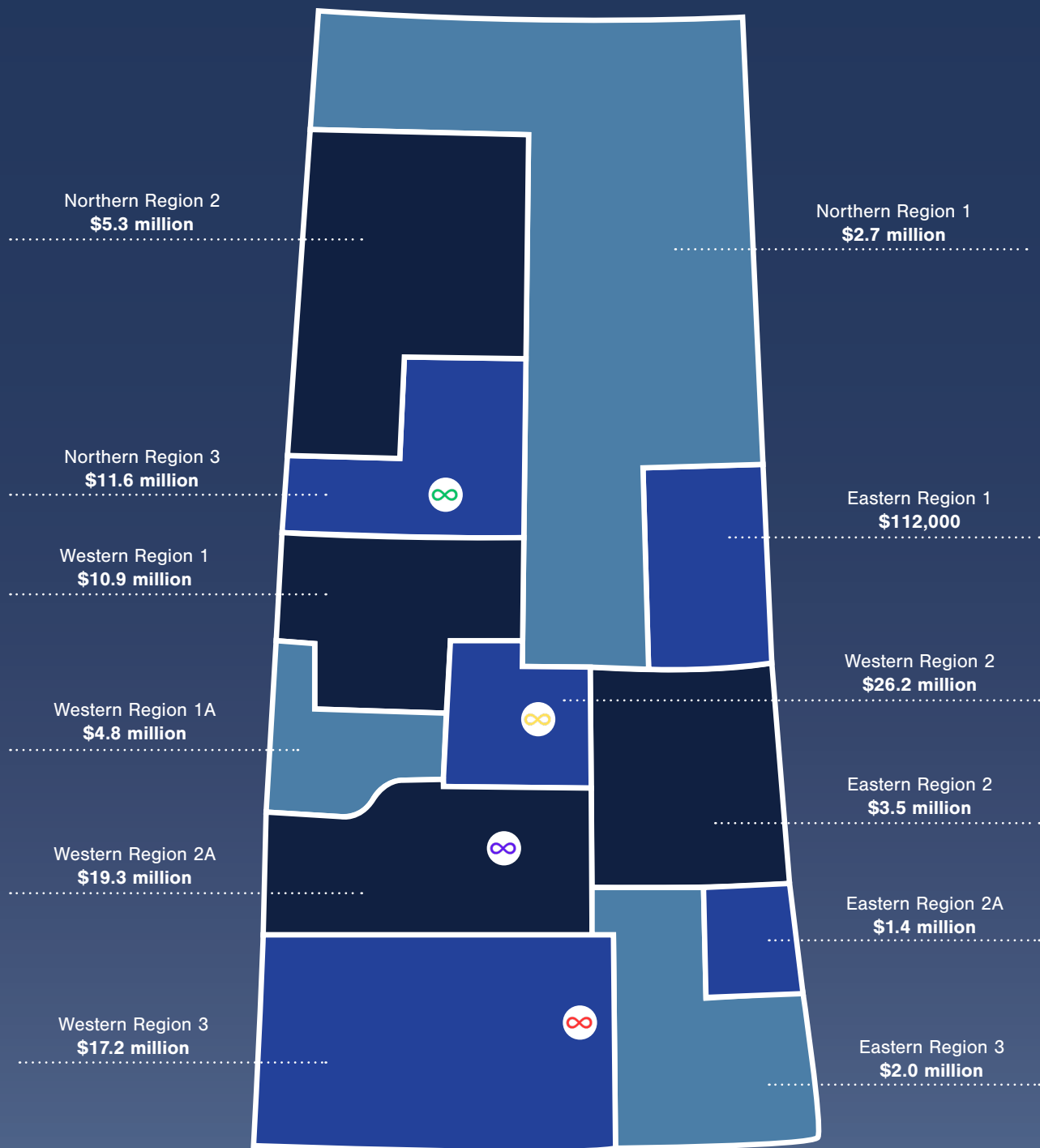
It is my privilege to present the Vice Chair's report for the Clarence Campeau Development Fund (CCDF), an Indigenous Financial Institution (IFI) dedicated to advancing economic prosperity for the Métis people in Saskatchewan. As we reflect on the challenges and triumphs of 2023, it becomes evident that our commitment to economic development is not only essential but also a testament to our collaborative efforts with valued partners, particularly the Province of Saskatchewan and the Métis Nation of Saskatchewan.

The year 2023 tested our collective resilience as we navigated the aftermath of the global pandemic. The unwavering support of the Province of Saskatchewan played a pivotal role in our ability to persevere and make significant strides in our recovery. Their commitment to the economic well-being of the Métis community is unmistakable through their continued funding of CCDF, and we extend our sincere gratitude for their ongoing collaboration.

Saskatchewan, with its abundant resources and diverse economy, holds immense potential. The CCDF is committed to harnessing this potential for the benefit of the Métis community. Our initiatives not only drive economic growth but also aim to cultivate a socio-economic landscape that fosters opportunities, empowers individuals, and contributes to the broader well-being of our province.

Our dedicated staff have demonstrated exceptional resilience. I extend my heartfelt gratitude to each member of the CCDF team, acknowledging their passion and commitment to advancing the Métis cause.

Looking ahead, the CCDF remains steadfast in its mission to drive economic and socio-economic development for the Métis people. Our resilience in the face of challenges and our ongoing recovery from the impacts of COVID-19 underscore our determination to shape a brighter and more prosperous future. With the unwavering support of our stakeholders, staff, the Province of Saskatchewan, and the Métis Nation of Saskatchewan, we are confident in our ability to overcome obstacles and establish a legacy of sustainable economic and socio-economic growth for generations to come.



Contributions by Métis Region : 1998-2023



Beauval



Prince Albert



Saskatoon



Regina

2023 FUNDING REPORT

Loans Approved for the Period of January 1, 2023 to December 31, 2023

Number	Program	CCDF Approved (A)	Dollars Leveraged (B)	Owner's Equity (C)	Impact on the Saskatchewan Economy (A+B+C)	Jobs Created
33	Business Development Program	\$3,393,835	\$3,655,075	\$1,196,017	\$8,244,927	144
2	Major Business Development Program	\$1,611,000	-	-	\$1,611,000	5
5	Women Equity Program	\$312,601	\$491,490	\$121,329	\$925,420	7
5	Indigenous Women Entrepreneurship Micro-Loan/ Grant Program	\$54,346	\$10,552	\$14,860	\$79,758	9
9	Women Entrepreneurship Loan Fund	\$268,764	\$46,735	\$73,291	\$388,790	22
3	Youth Equity Program	\$19,750	\$17,830	\$7,792	\$45,372	3
5	Community Business Development Program	\$410,816	\$152,385	\$631,480	\$1,194,681	54
62	Total	\$6,071,112	\$4,374,067	\$2,044,769	\$12,489,948	244

Support Programs

for the Period of January 1, 2023 to December 31, 2023

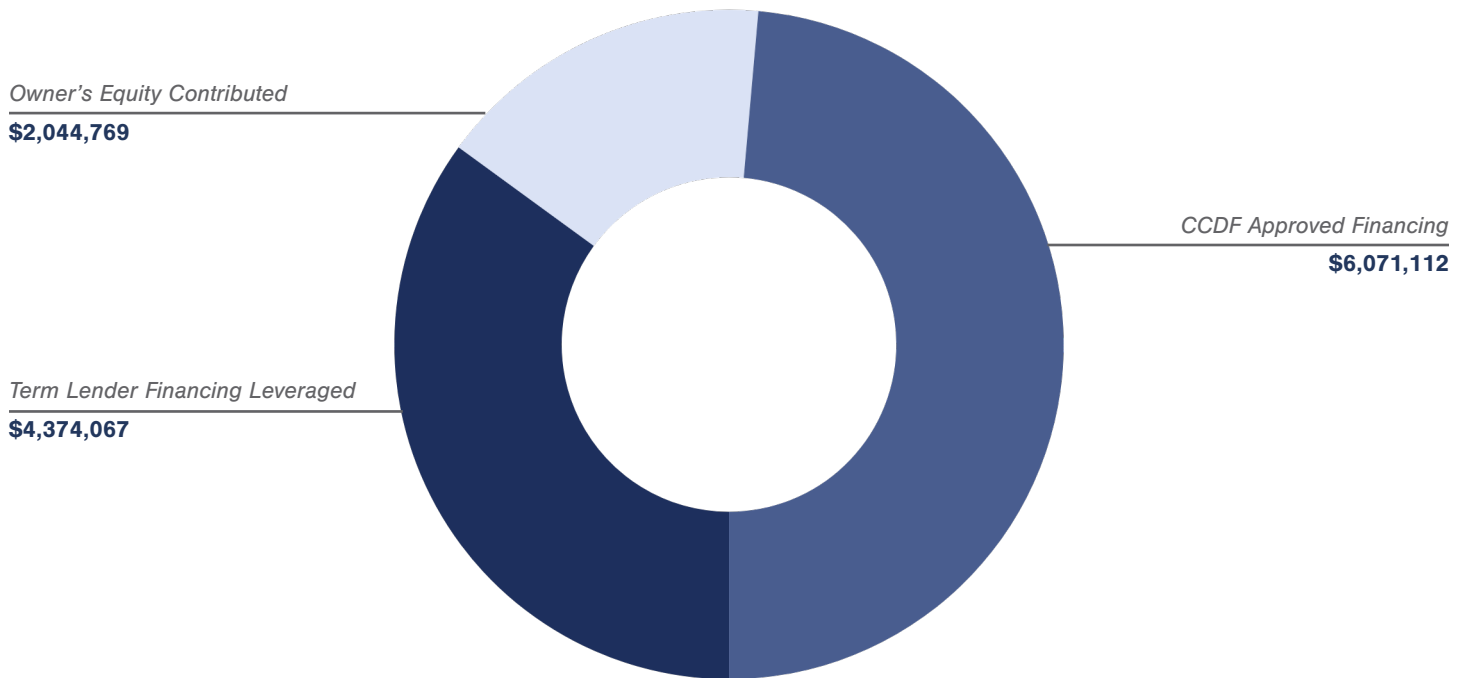
Number	Program	Amount Approved
58	Business Plan Program	\$170,323
1	Management Skills Program	\$1,862
1	Business Support Program	\$7,140
3	Women/Youth Forgivable Loan	\$1,726
14	IWE Mentorship Grant Program	\$56,000
39	MEEP Grant (Federal Program)	\$1,539,293
116	Total	\$1,776,344

Women & Youth Entrepreneurs

for the Period of January 1, 2023 to December 31, 2023

Number	% of Projects Approved
31 Youth Entrepreneur	53%
23 Women Entrepreneur	50%

Financing Breakdown Visualized



244
Jobs Created



62
Loans Approved



\$4.3M
Leveraged Financing



Number of Loans Approved Visualized



CUMULATIVE FUNDING REPORT

Loans Approved for the Period of January 1, 1998 to December 31, 2023

Number	Program	CCDF Approved (A)	Dollars Leveraged (B)	Total Contributions (A+B)	Jobs Created
1033	Business Development Program	\$66,300,995	\$177,168,983	\$236,421,068	3299
33	Major Business Development Program	\$18,559,707	\$7,434,127	\$24,382,834	181
40	Women Equity Program	\$1,273,927	\$1,803,274	\$2,273,110	111
12	Indigenous Women Entrepreneurship Micro-Loan/ Grant Program	\$163,473	\$10,552	\$109,127	15
10	Women Entrepreneurship Loan Fund	\$305,039	\$46,735	\$36,275	26
16	Youth Equity Program	\$133,646	\$131,002	\$227,068	19
145	Community Business Development Program	\$9,214,494	\$23,709,173	\$32,360,466	655
46	Emergency Loans (Federal Program)	\$1,390,000	-	\$1,390,000	-
1335	Total	\$97,341,281	\$210,303,846	\$297,199,948	4306

Support Programs

for the Period of January 1, 1998 to December 31, 2023

Number	Program	Amount Approved
866	Business Plan Program	2,822,337
101	Management Skills Program	296,770
60	Business Support Program	278,888
8	Women/Youth Forgivable Loan	7,665
14	IWE Mentorship Grant Program	56,000
69	COVID Emergency Grants	512,263
111	MEEP Grant (Federal Program)	4,444,252
1229	Total	\$8,418,175

Women & Youth Entrepreneurs

for the Period of January 1, 1998 to December 31, 2023

Number	% of Projects Approved
259	Youth Entrepreneur 34%
394	Women Entrepreneur 37%

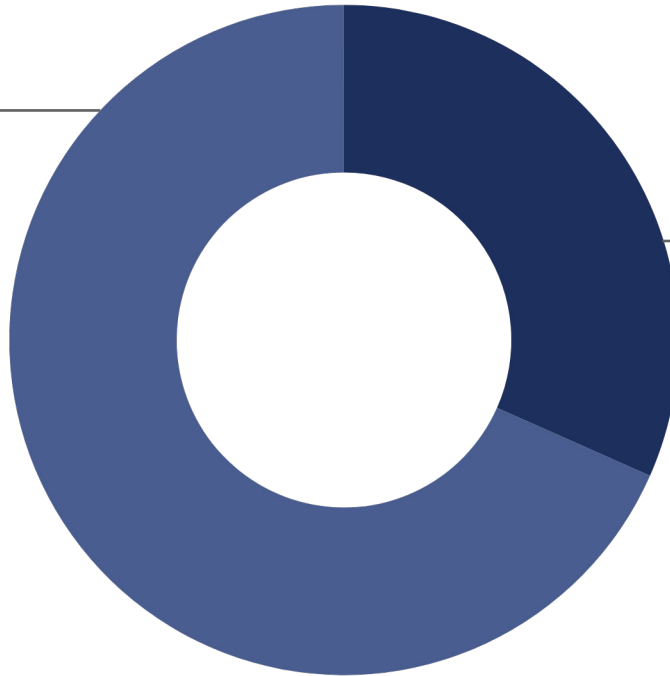
Financing Breakdown Visualized

Term Lender Financing Leveraged

\$210,306,196

CCDF Approved Financing

\$97,341,281



4306

Jobs Created



1335

Loans Approved

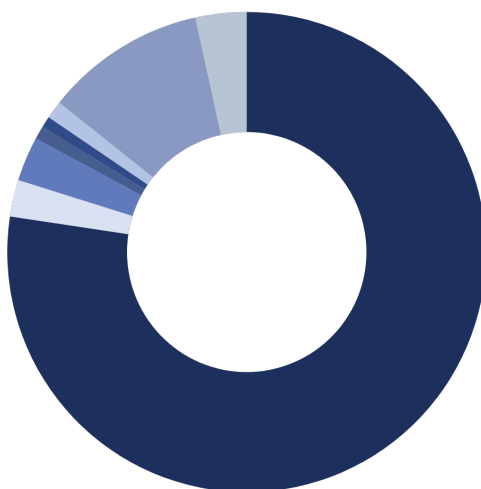


\$210M

Leveraged Financing



Number of Loans Approved Visualized



- Business Development Program
- Women Entrepreneurship Loan Fund
- Indigenous Women Entrepreneurship Micro-Loan and Grant Program
- Community Business Development Program
- Women's Equity Program
- Youth Equity Program
- Major Business Development Program
- Emergency Loans (Federal Program)

INDIGENOUS WOMEN ENTREPRENEURSHIP PROGRAM

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 ensuring Métis women have access to equitable services. CCDF's 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 can 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.

.....

168

IWE Workshop Participants



22

IWE Workshops



\$714K

Approved in Women Specific Financing



Laura Dutka, Paramount Day Spa, Saskatoon
Finance Café Participant

I am extremely grateful to CCDF for the support they have given my business both financially and from a community perspective. The Finance Café delivers information that is necessary, intimidating and confusing in a way that leaves you feeling empowered & challenged in a good way!







2023 CLIENT STORIES

“They specialized in Métis entrepreneurs, so CCDF was a natural fit for me.”
Perry Vermette, Vermette Wood Products, Prince Albert

It’s a feat likely not many can claim. But for Perry Vermette, his entrepreneurial trajectory resembles just that. What started with an entry level job with PA Janitorial Service and Supplies, soon turned into a passion for business, leadership, and innovation.

Fueled by an unwavering work ethic, Perry Vermette is now the owner of Vermette Wood Preservers, Canada’s only Indigenous family-owned business in the wood preservation industry. Perry’s path to success was as winding as it was exciting, tackling a variety of endeavors over the years.

After just two weeks of high school, at 15 years old Perry decided to look for a job. One morning he happened to walk past the home of a girl he met that summer, Wendy Davison. “Her dad was loading up his van - he owned a janitorial service,” explains Perry. “As I was walking by his house, I thought maybe I should ask Mr. Davison if he needs any employees.” Perry was hired on the spot. “And in July 1980, I married that girl I met in the summer of ‘76.”

With Mr. Davison now as his boss and father-in-law, Perry managed PA Janitorial Supplies until 1993, when he and his wife decided to expand. “I started to plan my own janitorial service company,” says

Perry, “XL Janitorial Services.” This new plan meant Perry and Wendy needed to source new funding. “And that’s when I first heard of CCDF.”

“In the late 1990s CCDF was one of the youngest, if not one of the only, Métis focused lending organizations in Saskatchewan,” says Perry. “They specialized in Métis entrepreneurs, so CCDF was a natural fit for me.” Although Perry didn’t know it then, he would go on to become a very prolific and successful business owner, and a long-standing client of CCDF. “They were willing to work with me and teach me the right way to approach lenders,” explains Perry. “They invested in my project and encouraged me.”

Perry went on to own a number of businesses including PA Parking Lot Maintenance, XL Security Service, XL Building Maintenance, PA Fire and Flood Respirators, and First General Services. Then, in 2004 Perry’s father suddenly passed away, leaving his uncle with the family business. On the brink of bankruptcy, Perry’s uncle turned to potential buyers to sell the business. However, Perry’s entrepreneurial spirit reared its head once again. “I asked Uncle if he would give me enough time to arrange the financing to pay him over a three-year period,” says Perry. “He

said absolutely - it is our family business whatever you need I will help.”

Although the decision may have seemed spontaneous, Perry’s sense of family duty surprised no one. “The potential buyers left the meeting and Uncle Gil broke down in tears,” says Perry. “He thanked us for keeping the business in the family, and I felt so good until I realized I had to go home and tell my wife I just paid too much for a family business I knew nothing about.”

Despite being new to the industry, under Perry, VWP flourished. With the help of his son, son in law, and continued support from CCDF, VWP has now expanded its product line into sectors such as the utility sector, oil and gas, construction, and the residential retail sector. Despite setbacks and market changes, Perry says he is always learning and has a firm grip on the reins. “Driving a team of horses, you need to show them the direction and control the speed. You need to be able to stop and backup or turnaround whenever necessary and start over - using what you learned as you move forward again.”

by: Cassi Smith





“The biggest obstacle is starting and feeling like you have the ability to do it.”
Devereaux Gatin, Postal Pizzas & Cafe Del Rey, Saskatoon

“Food is such a great catalyst for conversation. We often find ourselves gathering over food and it allows us to fill our minds, fill our bodies and our spirits... It creates connection within community and breaks down barriers.”

A classically trained chef, Devereaux Gatin found inspiration for his first business in what most would consider an unlikely place. “We found a vehicle out at Candle Lake, literally pulled from the bush and left for dead.” It was a 1974 Dodge B300, traditionally used in the postal service from 1974 until the early 90s. “I contacted the number on the side of it and brought a new life to the vehicle.” Postal Pizzas, the name inspired by the truck’s first life, is now a local Saskatoon food truck, specializing in Neapolitan pizza, with a crust so good, even the kids eat it.

“I went to culinary school and had been a chef for ten years,” says Devereaux, “I had experience through different restaurants and working with organizations both corporate and private, I just felt that the true connection to food is through simplicity and crafting high quality ingredients in a way that is

consumable - and that doesn’t need to be in a restaurant in a typical brick and mortar fashion.” Following his trip to Southeast Asia, Devereaux was inspired to create something similar to what he had seen on his travels. “I travelled through many different areas where the primary food was street food. I saw the culture and connection that can be made through people enjoying food on the street. That was a big eye opener for me. People would make one dish, one big pot of pho or stewed items, they’d serve it all day and when it ran out, they’d clean up, go home, and start all over again the next day. To me that was a cool approach to food and a way of specializing and being unique in what you offer.”

Devereaux’s inspired approach came to life in 2021 in the form of a mobile pizzeria, and after only two years in business, he has already gleaned major success. One of Postal Pizza’s recent highlights was catering a Stanley Cup party for NHL player, Chandler Stephenson. “After feeling like our idea maybe wasn’t going to pan out, we now have this milestone of being able to cook pizza for one of the most prestigious

sporting awards celebrations. And a player who has won the Cup twice wanted us to be at his event and to share our food with his family and friends.”

Not one to rest easily, Devereaux says the time off between food truck seasons had his entrepreneurial spirit itching. “We all know how long our winters are here in Saskatchewan, and we found ourselves twiddling our thumbs a little bit. We saw an opportunity to take over a café in the city and reanimate it. We started renovations this past June and breathed new life into the space and really put our touch on it.” With the help of CCDF, Devereaux now owns and operates Café Del Rey which specializes in coffee, sandwiches, paninis, and desserts. “We had a good vision of what we wanted and what could support us running a business parallel to the food truck. Our goal is to have the food truck parked out front of the café and create our own little Italy here in Saskatoon.”

As a young, Métis entrepreneur, Devereaux says the hardest part to starting a business is just that: starting. “The biggest obstacle is starting and feeling like you have the ability to do it.

But knowing I had a support network through CCDF was a good mental insurance policy for me. I knew there was someone rooting for me." CCDF's support doesn't end there. Rounding out their 26th year in business, CCDF is committed to helping Métis owned businesses every step of the way. "Between the online support with seminars and virtual skill building workshops, it's been great," says Devereaux. "It's great to see a continued support throughout the process of application and going through to get the reimbursement through the programs, it's always been an enjoyable process. It helps to encourage creativity and encourage people to take risks. It's a good source of information and good source of people in the organization to draw from."

The networking aspect of CCDF wasn't only beneficial to Devereaux's business, but to his cultural identity as well. "When we look at our Indigenous identity, it's sometimes hard to feel like you belong,

it's a journey that's constantly evolving. But finding that connection of ancestry and to the community of Métis people, has been great. CCDF has helped me take those steps which sometimes can feel like a journey you're doing on your own. It really speaks to the community nature and how CCDF approaches things. They find ways to showcase and be proud to be Métis as opposed to it just being a box you check on a form here and there. It allows you to feel proud of it."

Looking forward, Devereaux says it's the sense of community he feels in Saskatoon and within CCDF that keeps him going, "Saskatoon has really welcomed us," says Devereaux. "We didn't invent something new - pizza has been around forever. The cool thing is that everyone has a memory associated with pizza, and now we have the honour of our pizza being that core memory for people."

With the support of good people around him, some help from CCDF, and a little

vehicular inspiration, Devereaux has been able to bring his visions to life, something he doesn't take lightly. Although Saskatoon's restaurant industry can be intimidating, Devereaux says bringing people together through good food will always be his passion. "In my experience through travelling, there were times I'd be in smaller communities that don't speak the same language I do, but when you sit down at a table and you're looking for nourishment, most people will bring you a bowl of food. It's like a common ground. I think food is such a beautiful way to connect. I'm very happy that my industry and my passion from a young age is food, it's such a beautiful way to share with community."

by: Cassi Smith



“My biggest success so far is that I can support people in the community”

Natalie Haslund, Fin Salon, Lumsden

When you live in a small town, you know most people play more than one role. Teacher, employer, coach – a small population typically demands a certain amount of shared responsibility. And Natalie Haslund, owner of Fin Salon, is proud to do just that. Owner and operator of her local salon, Natalie is also General Manager of the town’s hockey rink and a manager at the Lumsden Hotel and Steakpit, she has been president of the minor hockey board, and recently added her favourite title to the list: sponsor. “My biggest success so far is that I can support people in the community,” says Natalie. “I’ve been able to sponsor the Monarchs, our senior men’s hockey team; the U22 Lynx, Lumberjaxx, donate gifts, and sponsor a few events around town. For me, it gives me a sense and purpose in the community.”

Natalie, who accessed CCDF’S Women’s Micro-Loan and Grant Program, actually began her career in Agriculture financing. However, she soon realized her dream was moving in another direction. “I grew up in a salon with my mom,” says Natalie, who unfortunately lost her mother to Cancer two years ago. “She was a stylist,

so when I had the opportunity to buy a salon and continue my mom’s dream, that’s what I did.”

Fin Salon, located in Lumsden, Saskatchewan and servicing surrounding areas, offers much more than your typical esthetic services. “We are not just strictly hair,” explains Natalie, “we have hair stylists, a registered massage therapist, two nail techs – one who does lashes; we do sugaring, waxing, spray tanning, scalp micropigmentation, and more. We have changed the model – a beauty salon is what we classify ourselves as.”

Natalie’s unique business model is impressive and something she credits to her relationship with CCDF. “A lot of us entrepreneurs, we have great ideas but we’re not great at the paperwork side of things,” she says. “So, it was great to walk through all of that with CCDF. They introduced me to someone who helped write my business plan and it really brought a lot of things to life. They just kept feeding my brain more ideas of what I could do. It felt really rewarding to have somebody who has your back and believes in you.”

Believing in your business plan is just the start of what CCDF offers. “I attended their marketing using AI class a few months ago and I took some of their business classes last spring,” says Natalie. “Those were both great programs and there’s a network of people you can get to know just by attending the courses. The Métis business circle is small, but we help each other out, too.” Natalie adds that CCDF’s support after accessing their services is truly what sets them apart. “They stay in touch. my lender even came out to the salon, got to know us, and saw the business firsthand. She took photos and posted about the salon. Those are the things that really make you feel valued.”

Today, as Natalie’s business thrives and her mother’s dream lives on, she says she looks forward to replicating her business model in other small communities. “I would love to purchase another salon and grow the Fin name,” says Natalie. “I grew up speaking French and in French, ‘fin’ means ‘the end’ – but I look at it as ‘the finishing touch’.” And for Natalie, Fin is certainly just the beginning.

by: Cassi Smith







“I have always felt connected to the earth, the animals, holistic natural healing”
Mary-Lou Halliday, Aloha K9, Regina

When Mary-Lou was just seven years old, she unknowingly spoke her dream into existence. “I actually said out loud, ‘When I grow up, I am going to be a dog trainer!’” 23 years later, she did just that.

For as long as she can remember, Mary-Lou Halliday has been an animal lover. “I don’t kill bugs,” says Mary-Lou, “I will feed wasps sugar water, I spend too much time trying to catch a fly to let it outside. I believe we are all a part of this earth; we all belong here.” Today, Mary-Lou is the owner of Aloha K9 Training and Pet Resort. She specializes in aggressive dogs, working dogs, and behaviour problem solving, something she says she was born to do. “I am very in-tune to dogs and can read them very easily,” explains Mary-Lou. “I’ve had clients who have worked with trainers before me and never got results, but then I come in and in one session they can see a change. I have always been able to find success with tough dogs.”

Mary-Lou started pursuing her dream of animal training after she graduated from Canada West Canine Centre (CWCC) in 2002. “It was always a dream to open my own facility since the day I drove back to Saskatchewan, and I just never gave up on it.” Despite having the drive and the knowledge, Mary-Lou struggled to turn her vision into reality. “A friend opened a yoga studio, and I went to congratulate her. She told me about CCDF and it has been a blessing ever since,” says Mary-Lou. In December of 2022, with the help of CCDF, Aloha K9 opened in Regina, Saskatchewan. “I would not have my facility without them!”

As a Métis woman, adopted into a non-Métis family, Mary-Lou says her relationship with CCDF has done more than help her business. “The support CCDF offers Métis entrepreneurs is beyond what I could have imagined and makes me proud to be Métis. I didn’t even know my nationality until I was 24,” explains Mary-Lou, who reconnected

with her biological family and discovered her Métis heritage. “I have always felt connected to the earth, the animals, holistic natural healing, and that was not because of my upbringing – it was something I felt deep within. So, to now know who I am, to recognize it, celebrate it, and own that part of me, I am very proud. Connecting to my Métis heritage has given me my sense of belonging. It is the core of what makes me me. I am really proud to be Métis.”

Mary-Lou, who is also a graphic designer, a certified Life Coach, and a licensed practitioner of Body Talk and Reiki, says that her work as a dog trainer is the most fulfilling role she’s had. “When you have a tough dog, it can be a very emotional experience. I really focus on educating my clients, helping them understand where the dog is coming from and finding a balance. Seeing the emotional change humans and dogs go through and how grateful they are, I get the biggest natural high,” says Mary-Lou. “Knowing a dog

isn't going to be medicated or euthanized and has a chance at a good life, that's what really grounds me and solidifies that I am doing the right thing with my life."

As Aloha K9 celebrates their first anniversary, Mary-Lou sees nothing but growth in her future and hopes to bring more passionate trainers to the industry. "I was so lucky to have an amazing mentor! We need more good dog trainers. And I would love to get a bigger space where you can exercise and have fun with your dog during any weather. Essentially create a doggy Disneyland!"

For those looking to bring their own version of a "doggy Disneyland" to life, Mary-Lou says the key is never giving up. "I have been manifesting this goal for 20 years. I took a few wrong turns, but the Universe went to work for me since I declared my dream out loud. I have been intentionally manifesting my life ever since!" Her next piece of advice? "Be patient. Timing is everything. And use the amazing gifts like CCDF to help set you up on the path to success. I appreciate CCDF for believing in me. Knowing you have others in your corner rooting for you gives you the confidence to push through the hurdles. I will say it a million

times over, I would not be where I am today without the Clarence Campeau Development Fund and their amazing team!"

by: Cassi Smith



CLIENT TESTIMONIALS

Kabrina Selinger, Annakk Home

Hague, Saskatchewan

I have been in the antiques & vintage business for over 10 years and have been doing wood restoration for the past 6 years in my home garage. It was time for a step up to build a shop and studio. CCDF helped me find the right loans and funding and guided me through the business details. I am immensely grateful for their help.

I now have a beautiful studio to work in and a larger professional space where my clients can feel welcome to look at my work. Thank you, CCDF, for making my dream a reality.



Summer Szakacs, Warrior Energy Services Ltd.

Kipling, Saskatchewan

I will be forever grateful for the help, encouragement and support that CCDF has provided me in my dream of becoming a Métis Women Entrepreneur. If you're looking for an organization that not only wants to help fund your endeavours but also truly wants to see you succeed at what you do, this organization is it! The process from beginning to end was stress-free and accompanied by a supportive network that helped me see my vision into reality. When it felt as though I was in over my head with the business start-up, I was reassured that I can in fact succeed at my dreams! Because of CCDF, I am able to work on building my business and continue creating the life I've always dreamed of for my family.

Through CCDF, I have also had the opportunity to get connected with other partnerships that value Métis Women Entrepreneurship, further providing opportunities for business expansion. Because of the help and hope this organization has given me, I can be a great encouragement to the next generation, especially my daughters, to work hard and achieve your dreams. Thank you, CCDF!

Harold (Buckley) Belanger, Buck's Place

Ile-a-la Crosse, Saskatchewan

It is so difficult to start businesses in northern Saskatchewan. You are a great distance from a large customer base, and many northern communities have socio-economic challenges, but we still have to find the ways and means to foster local businesses and encourage entrepreneurs. Clarence Campeau Development Fund was with me every step of the way, and they were not political in any way, shape, or form but very methodical, intelligent, and professional. They offered my business an incredible shot in the arm at a critical time, and I'd like to recognize the CCDF program for that effort.



Marcy Ellis, Biggar Bites
Biggar, Saskatchewan

I like to think of myself as the luckiest gal around. I have a beautiful family; I started a small catering company, then moved over to the food truck scene, and this year opened up an Eatery. Not everyone gets to fulfill their dreams, but Clarence Campeau was exactly the help I needed to bring these ideas to fruition.

My lenders were my “people,” always patiently answering questions and virtually holding my hand. Here I was, a 52-year-old woman who hadn’t written a resume in 30-some years, and now they wanted a business plan..... Scary stuff. But they supplied me with the information needed to apply for much-needed funding as well as contacts that helped make a business plan.

I have also been lucky enough to be able to sit in on a few virtual seminars. The knowledge the hosts bring is priceless to any entrepreneur. You soon realize that you are not the only person with shortcomings and fears, and they give you unionist and objective advice. I can honestly say I came out a stronger well rounded business woman with all my experiences with Clarence Campeau.

Thank you so very very much for helping me expand Biggar Bites Catering & Food Trailer to Biggar Bites Eatery!



Kelly Gosselin, High Regard Artisanal Catering & Kitchen
Moose Jaw, Saskatchewan

CCDF played a pivotal role in turning my entrepreneurial dream into a reality. They took the time to understand my business goals & financial needs and supported me every step of the way. They had a genuine commitment to my success and made me feel like more than just a client in this journey. Their professionalism and expertise was truly instrumental in navigating the challenges of entrepreneurship. I have the deepest gratitude for the support and guidance that CCDF provided me during the process of opening my small business.

Chandra Marchuk and Matthew Marchuk, Onyx & Ivory House of Beauty
Estevan, Saskatchewan

My name is Chandra Marchuk, and I am the proud owner along with my husband of Onyx + Ivory House of Beauty in Estevan on Treaty 4 land. I had been working with a lender at the Clarence Campeau Development Fund for 10 months, and what a breeze! They are incredibly knowledgeable and go above and beyond to help business owners build their dreams. I have been in the beauty industry working seasonally as a makeup artist since 2015. I then took a few more courses and built a clientele where I was able to branch off and open my own beauty spot in 2023.

Never in my wildest dreams did I think I would be owning a 2-storey building in the heart of my hometown. With the help of CCDF we were able to completely renovate more so than we had planned. It was all worth it when you hear the amazing things people have to say! We owe a huge thank you to the CCDF for providing us with the exceptional services they provide and for believing in us!



Cynthia Shoaf and Tyler Shoaf, Saw Horse Mulching
Lashburn, Saskatchewan

CCDF is the reason this business exists today! Every single person, in each step of the process, was fundamentally responsible for the success of this business launching. Each challenge was faced with hope and determination to turn this dream into a reality. From preparation to purchase, it was so great to work with such kind and caring professionals. The grant and interest free loan made a huge difference, especially in this economy to be able to start a small business. I am so thankful for this team and the support they have given me!

Financial Statements of

CLARENCE CAMPEAU DEVELOPMENT FUND

And Independent Auditor's Report thereon

Year ended December 31, 2023



KPMG LLP
500, 475 – 2nd Avenue South
Saskatoon, SK S7K 1P4
Canada
Tel 306-934-6200
Fax 306-934-6233
www.kpmg.ca

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 Entity), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of revenue, expenses and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, and its results of 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. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity 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 Matter – Comparative Information

The financial statements for the year ended end of December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on March 16, 2023.



Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will 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 and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in Annual Report as at 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 the 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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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 generally accepted auditing standards 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 the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, 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 Entity'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 Entity'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 Entity 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.
- 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.

Chartered Professional Accountants

Saskatoon, Canada

March 26, 2024

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

Statement of financial position

As at December 31, 2023

	MBDP \$	IWE \$	General Fund \$	Total 2023 \$	Total 2022 \$
Assets					
Current assets					
Cash	339,850	320,656	2,184,452	2,844,958	3,140,265
Short-term investments (note 4)	3,960,001	—	6,079,000	10,039,001	10,975,000
Accounts receivable	30	4,998	150,410	155,438	90,776
Prepaid expenses	—	—	869	869	2,918
Interest receivable	90,687	—	97,408	188,095	24,680
Current portion of mortgages receivable (note 5)	112,819	—	—	112,819	102,601
Current portion of loans receivable (note 6)	662,931	83,956	3,126,815	3,873,702	4,128,891
Current portion of emergency loans receivable (note 7)	—	—	1,376	1,376	95,638
	5,166,318	409,610	11,640,330	17,216,258	18,560,769
Mortgage receivable (note 5)	2,389,031	—	—	2,389,031	1,895,998
Loans receivable (note 6)	264,704	210,823	9,410,227	9,885,754	8,331,401
Emergency loans receivable (note 7)	—	—	—	—	—
Capital assets (note 8)	301	—	710,235	710,536	739,694
	7,820,354	620,433	21,760,792	30,201,579	29,527,862
Liabilities					
Current liabilities					
Accounts payable	—	44,014	143,642	187,656	155,439
Due to NACCA - emergency loans (note 7 & 9)	—	—	1,376	1,376	95,638
Deferred revenue (note 9)	—	—	98,818	98,818	312,893
	—	44,014	243,836	287,850	563,970
Commitments (note 10)					
	7,820,354	576,419	21,516,956	29,913,729	28,963,892
Net assets	7,820,354	620,433	21,760,792	30,201,579	29,527,862

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

Approved by the Board

 , Director

 , Director



Clarence Campeau Development Fund (Operating as the Méis Development Fund)
Statement of revenue, expenses and changes in net assets
Year ended December 31, 2023

	MBDP Budget	MBDP \$	IWE/WELF Budget	IWE/WELF \$	General Fund Budget	General Fund \$	Total 2023	Total 2022
	(Unaudited)		(Unaudited)		(Unaudited)		\$	\$
Revenue								
Government funding (emergency pandemic funding) (note 2)	—	—	—	—	1,174,900	2,633,300	2,633,300	1,189,175
Aboriginal Business Financing Program funding (note 9)	—	—	—	—	1,473,427	1,772,549	1,772,549	1,521,734
Reimbursements from National Aboriginal Capital Corporation Association (NACCA)	—	—	—	—	31,300	19,606	19,606	27,516
Emergency loan program (note 7 & 9)	289,914	396,613	—	14,294	27,930	397,770	808,677	481,681
Interest and investment income	—	20,660	—	—	400,337	796,254	816,914	399,354
Interest accretion (note 6)	5,000	11,000	—	—	—	41,837	52,837	801,715
Administration fees	—	—	—	—	46,400	52,837	44,483	44,483
Recovery of bad debt	—	—	—	—	3,000	159,970	159,970	11,640
Miscellaneous income	—	—	—	7,279	30,398	39,323	46,602	45,061
NACCA grants - Aboriginal Developmental Lending Assistance	—	—	—	—	—	—	—	247,973
NACCA grants - Indigenous Portfolio Stabilization Program	—	—	5,000	—	—	—	—	146,000
NACCA grants - Indigenous Women Entrepreneurs	—	—	263,185	223,045	—	—	223,045	314,078
NACCA grants - Women Entrepreneurship Loan Fund (note 13)	—	—	261,448	26,813	—	—	26,813	346,937
	294,914	428,273	529,633	271,431	3,187,692	5,888,539	6,588,243	5,577,347
Operating expenses								
Advertising and promotion	—	—	1,800	2,372	41,528	27,082	29,454	31,081
Amortization of capital assets	—	78	—	—	—	39,553	39,631	44,074
Bank charges	—	—	—	—	3,000	2,588	2,588	2,707
Building expenses	—	—	2,559	2,634	62,068	55,645	58,279	67,017
Consulting fees	—	—	—	—	—	—	—	—
Directors' expenses	—	—	—	—	39,204	31,901	31,901	29,112
Donations	—	—	—	—	28,000	6,000	6,000	1,000
Workshops	—	—	—	—	—	—	—	—
Administrative expense	—	—	35,835	49,078	—	49,078	49,078	33,895
Aboriginal Business Financing Program expenses (Schedule 2 & note 9)	—	—	20,000	20,000	—	—	20,000	6,218
Employee travel	—	—	10,168	4,761	166,587	157,679	157,679	179,328
Miscellaneous	—	—	—	—	55,128	35,216	39,977	58,659
Professional fees	—	—	—	—	15,000	3,564	3,564	18,814
Regina office expenses (Schedule 1)	5,000	257	—	5,345	112,032	79,086	84,688	86,996
Salaries and benefits	—	—	—	—	123,716	125,891	125,891	107,803
Office expenses	—	—	101,963	103,972	1,054,859	936,039	1,040,011	956,666
Telephone	—	—	1,500	339	16,000	15,420	15,420	14,097
Training	—	—	1,500	327	19,500	17,196	17,535	17,174
	5,000	335	175,325	191,728	1,750,122	1,540,408	1,732,471	1,669,415
Excess of revenue over expenses before other expenses	289,914	427,938	354,308	79,703	1,437,570	4,348,131	4,855,772	3,907,932
Other expenses								
Non-repayable contributions to community projects	—	—	—	—	469,960	768,604	768,604	168,698
Non-Repayable contributions IWE	—	—	38,500	62,748	—	—	62,748	24,379
Loss on disposal of capital assets	—	—	—	—	—	—	—	223
Emergency loan program - non-repayable (note 7)	—	—	—	—	—	5,772	5,772	453,750
NACCA Contingency	—	—	—	—	—	—	—	146,000
Defaulted loans receivable	—	—	—	—	—	—	—	34,608
Aboriginal Business Financing Program contributions (note 9)	—	—	—	—	1,281,241	1,626,324	1,626,324	1,342,406
Discount for interest free and low interest loans (note 6)	—	—	—	—	—	—	—	—
Provision (recovery of provision) for loans and mortgages receivable losses	—	(15,301)	—	—	—	1,490,702	1,490,702	1,505,177
	—	(15,301)	—	25,285	—	(58,200)	(48,216)	—
	—	(15,301)	38,500	88,033	1,751,201	3,833,202	3,905,934	133,446
Excess (deficiency) of revenue over expenses	289,914	443,239	315,808	(8,331)	(313,631)	514,929	949,837	99,245
Net assets, beginning of year	—	7,377,115	—	534,750	—	21,052,027	28,963,892	28,864,647
Interfund transfer	—	—	50,000	50,000	(50,000)	(50,000)	—	—
Net assets, end of year	289,914	7,820,354	365,808	576,419	(363,631)	21,516,956	29,913,729	28,963,892

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

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

Statement of cash flows

Year ended December 31, 2023

	MBDP \$	IWE/WELF \$	General Fund \$	Total 2023 \$	Total 2022 \$
Operating activities					
Excess of revenue over expenses	443,239	(8,331)	514,929	949,837	99,245
Items not affecting cash					
Amortization of capital assets	78	—	39,553	39,631	44,074
Defaulted loans receivable	—	—	5,772	5,772	34,608
(Recovery) provision of loans receivable losses	(15,301)	25,285	(58,200)	(48,216)	133,446
Interest accretion (note 6)	(20,660)	—	(796,254)	(816,914)	(801,715)
Discount for interest free and low interest loans (note 6)	—	—	1,490,702	1,490,702	1,505,177
Loss on disposal of capital assets	—	—	—	—	223
Emergency loan program forgiveness	—	—	—	—	453,750
Net change in non-cash working capital items relating to operations	(88,325)	39,016	(452,839)	(502,148)	(904,333)
	319,031	55,970	743,663	1,118,664	564,475
Investing activities					
Loan disbursements	(1,909,730)	(282,147)	(4,662,989)	(6,854,866)	(6,063,494)
Collection of loans receivable	1,908,896	37,857	3,071,867	5,018,620	4,921,238
Purchase of capital assets	—	—	(10,473)	(10,473)	(12,332)
Disposal of investments	2,936,000	—	8,039,000	10,975,000	12,560,648
Purchase of investments	(3,960,001)	—	(6,079,000)	(10,039,001)	(10,975,000)
Mortgage disbursements	(614,995)	—	—	(614,995)	—
Collection of mortgages receivable	111,744	—	—	111,744	144,018
	(1,528,086)	(244,290)	358,405	(1,413,971)	575,078
Increase in cash during the year	(1,209,055)	(188,320)	1,102,068	(295,307)	1,139,553
Cash position, beginning of year	1,548,905	353,238	1,238,122	3,140,265	2,000,712
Interfund transfer	—	155,738	(155,738)	—	—
Cash position, end of year	339,850	320,656	2,184,452	2,844,958	3,140,265

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



CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements

Year ended December 31, 2023

1. Nature of the fund:

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 projects costs excluding pre-operating costs and working capital. Minimum funding under this program is \$301,000 up to a maximum of \$1 million.

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

1. Nature of the fund (continued):

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.

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. The agreement was revised August 2, 2023 and has been extended to March 31, 2025. Over the course of the agreement, under the Indigenous Women Entrepreneurship (IWE) program, NACCA will contribute program dollars up to \$100,000 to support a loan fund, \$90,000 for a non-repayable micro-loan contribution, \$72,000 for a grant and mentorship program and \$94,013 for workshops. The Fund contributed \$100,000 from their 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 November 1, 2019 to 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 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 was extended to January 31, 2024 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. During the period, the Saskatchewan Gaming Corporation Act was repealed and replaced with the Lotteries and Gaming Saskatchewan Act effective June 1, 2023.

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

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:

(a) 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.

(b) Cash and investments:

Cash consists of cash on hand and balances with banks. Investments consist of short-term investments in Guaranteed Investment Certificates ("GICs"), with initial maturity of three months or less.

(c) 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.

(d) 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:

Asset	Rate
Building	4%
Office furniture	20%
Computer equipment	30%

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

3. Significant accounting policies (continued):

(e) 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.

(f) 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 as well as general operations. Externally restricted contributions to be used for programs and operations are reported in this fund.

(g) 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.

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

3. Significant accounting policies (continued):

(h) Loans and mortgages receivable:

Loans and mortgages under \$200,000 are approved for funding 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 approved for funding when the Investment and Audit Committee of the Board has approved the proposal. Loans and mortgages over \$500,000 approved for funding when the Board has approved the proposal. Loan and mortgages receivables are recorded when the funds have been disbursed.

(i) Non-repayable contributions:

Non-repayable contributions up to \$99,999 approved for funding 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 approved for funding 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.

(j) 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 5.15% (2022 - 2.88% and 4.35%) with maturity dates within one year (2022 - one year).

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

5. Mortgages receivable:

Mortgages against land and building had balances at December 31, 2023, between \$280,852 and \$606,000 (2022 - \$289,872 and \$518,390) with interest rates between 2.45% and 6.7% (2022 - 2.45% and 4.95%) and maturity years between 2029 and 2038 (2022 - 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.

	2023	2022
Mortgages receivable	\$ 2,501,850	\$ 1,998,599
	2,501,850	1,998,599
Less current portion	112,819	102,601
	\$ 2,389,031	\$ 1,895,998

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

6. Loan 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. 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

Notes to Financial Statements (continued)

Year ended December 31, 2023

6. Loan receivable (continued):

	2023	2022
Interest free loans	\$ 18,283,913	\$ 16,333,647
Equity investments	338,846	365,781
Loans at face value	18,622,759	16,699,428
Discount for interest-free and low interest loans	(3,393,523)	(2,719,735)
Loans at amortized cost	15,229,236	13,979,693
Provision for loans receivable losses	(1,471,185)	(1,519,401)
	13,758,051	12,460,292
Less current portion	3,873,702	4,128,891
	\$ 9,884,349	\$ 8,331,401
	2023	2022
Unamortized fair value discount, start of year	\$ 2,719,735	\$ 2,016,273
Discount for interest-free and low interest loans	1,490,702	1,505,177
Interest accretion	(816,914)	(801,715)
	\$ 3,393,523	\$ 2,719,735

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

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, 2023, the Fund forgave an additional \$5,772 (2022 - \$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, 2023, \$1,376 (2022 - \$95,638) is receivable from borrowers and due to NACCA.

In addition, the Fund incurred \$27,930 (2022 - \$27,931) 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.

8. Capital assets:

				2023	2022
	Cost	Accumulated amortization		Net book value	Net book value
Land	\$ 94,600	\$ -	\$	94,600	94,600
Building	1,013,001	436,382		576,619	600,645
Office furniture	210,567	188,189		22,378	23,802
Computer equipment	194,877	178,632		16,245	19,612
Leasehold improvements	10,537	9,843		694	1,035
	\$ 1,523,582	\$ 813,046	\$	710,536	739,694

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

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, 2023, \$1,281,241 (2022 - \$1,323,117) 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, 2024, but not fully disbursed prior to March 31, 2024, may be repayable to NACCA.

The Fund disbursed \$1,626,324 (2022 - \$1,342,406) of non-repayable contributions in 2023 which are recorded as non-repayable contributions on the statement of revenue, expenses and net assets. A total of \$1,772,550 (2022 - \$1,521,734) has been recognized as revenue relating to \$146,226 (2022 - \$179,328) of operational funding and \$1,626,324 (2022 - \$1,342,406) related to the non-repayable contribution disbursed for the year ended December 31, 2023.

Deferred revenue balances at December 31, 2023 are as follows:

	2023	2022
Balance, beginning of year	\$ 312,893	\$ 511,510
Amounts received		
- operations	192,186	232,187
- contributions	1,281,241	1,090,930
Less revenue recognized		
- operations	(72,631)	(179,328)
- loans/non-repayable contributions disbursed	(1,626,324)	(1,342,406)
Interest	11,453	-
	\$ 98,818	\$ 312,893

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

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 \$26,117 (2022 - \$27,055). The lease expires on October 31, 2025. Future lease payments of \$1,467 are due monthly, for a total of lease commitments of \$32,274 in 2024 - 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 (2022 - \$1,000,000) which will be disbursed when the funds are required. As of December 31, 2023, \$543,687 is outstanding (2022 - \$nil). 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 \$1,542,564 (2022 - \$1,471,603) and a Community Development non-repayable contribution in the amount of \$119,064 (2022 - \$300,000) 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 \$1,194,997 (2022 - \$901,157) 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 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 Institute of \$632,014 (2022 - \$572,437).

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.

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

12. Financial instruments and risk management (continued):

(a) 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.

(b) 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.

(c) 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, 2023, the Fund's most significant financial liabilities are accounts payable and deferred revenue.

(d) 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.

CLARENCE CAMPEAU DEVELOPMENT FUND

Notes to Financial Statements (continued)

Year ended December 31, 2023

13. National Aboriginal Capital Corporations Association Funding

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. No contingency funding was received in the current year.

Women's Entrepreneur Loan Fund

The Fund received \$26,813 (\$346,937 in 2022) from NACCA to support WELF activities and recorded as revenue in the statement of revenue, expenses and changes in net assets. No funds received in the year (\$325,000 in 2022) to disburse repayable micro-loans to Indigenous Women Entrepreneurs. In 2023, \$214,318 (\$29,333 in 2022) was disbursed in re-payable loans which are recorded in loans receivable in the statement of financial position. Expenses incurred related to operations of WELF for the year ended December 31, 2023 were \$34,729 (\$2,192 in 2022).

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 2023, a total of \$223,044 (\$314,078 in 2022) was received of which \$nil (\$100,000 in 2022) was allocated to disbursements of repayable micro-loans, \$45,000 (\$45,000 in 2022) was to provide nonrepayable grants and contributions to qualifying women entrepreneurs, \$28,000 (\$16,000 in 2022) was to spend on mentorship of Indigenous women, and \$150,045 (\$153,078 in 2022) was provided to cover operations of the program. For the year ended December 31, 2023, \$67,324 (\$49,384 in 2022) was disbursed as micro-loans and is recorded as loans receivable on the statement of financial position, \$32,748 (\$24,379 in 2022) was disbursed as non-repayable contributions, \$30,000 (\$nil in 2022) incurred expenses for mentoring Indigenous women, and \$156,998 (\$158,939 in 2022) incurred as operating expenses for running the program and are recorded on the statement of revenue, expenses and changes in net assets.

14. Comparative information:

Certain comparative information have been reclassified from those previously presented to conform to the presentation of the 2023 financial statements.

CLARENCE CAMPEAU DEVELOPMENT FUND

Schedule 1 - Regina office expenses

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Regina office expenses		
Advertising and promotion	457	268
Building expenses	20,225	15,674
Employee travel	8,816	7,068
Office expenses	3,369	4,482
Professional fees	685	1,362
Salaries and benefits	87,149	74,205
Telephone	4,143	3,244
Training	1,047	1,500
	125,891	107,803

CLARENCE CAMPEAU DEVELOPMENT FUND

Schedule 2 - Aboriginal Business Financing Program expenses

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Aboriginal Business Financing Program expenses		
Building expense	\$ 9,537	\$ 8,905
Employee travel	1,464	1,951
Administrative expense	14,198	10,000
Professional fees	3,750	5,345
Salaries and benefits	127,915	152,739
Telephone	815	388
	\$ 157,679	\$ 179,328

CLARENCE CAMPEAU DEVELOPMENT FUND

Schedule 3 - IWE Financial Statement Schedule

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Grants and Loans		
Balance at the beginning of the year	\$ 140,180	\$ -
Received from NACCA during the fiscal year - loans	-	100,000
Received from NACCA during the fiscal year - Micro-Grants	45,000	45,000
Received from NACCA during the fiscal year - Mentorship	28,000	16,000
Interest earned - allocated to Micro-grants	14,294	-
IFI Contribution to the Fund	50,000	50,000
Add: Re-payments	19,396	2,943
Repayable loans disbursed to entrepreneurs	(67,324)	(49,384)
Non-repayable grants disbursed to entrepreneurs	(32,748)	(24,379)
Non-repayable mentorship grants disbursed to entrepreneurs	(30,000)	-
Less: Allowance of doubtful debts	(7,455)	-
	159,343	140,180
Operations		
Balance at the beginning of the year	3,385	-
Received from NACCA during the fiscal year - Operations	150,045	153,078
Miscellaneous revenue received	7,278	9,246
Less: expenses	(156,998)	(158,939)
	3,710	3,385
	\$ 163,053	\$ 143,565

CLARENCE CAMPEAU DEVELOPMENT FUND

Schedule 4 - WELF Financial Statement Schedule

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Loans		
Balance at the beginning of the year	\$ 295,667	\$ -
Received from NACCA during the fiscal year - loans	-	325,000
Add: re-payments	17,956	-
Repayable loans disbursed to entrepreneurs	(214,318)	(29,333)
Less: Allowance of doubtful debts	(17,830)	-
	81,475	295,667
Operations		
Balance at the beginning of the year	19,746	-
Received from NACCA during the fiscal year - operations	26,813	21,938
Less: expenses	(34,729)	(2,192)
	11,830	19,746
	\$ 93,305	\$ 315,413

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.

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 an interest-free loan 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.

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 a loan 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.

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. 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.

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.

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 an interest-free loan 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 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 grant 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 a non-repayable grant of 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 grant 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 MEPP 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 MEPP grant 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





MEET THE TEAM

OUR STAFF



Pam Larson
Chief Executive Officer



Steve Danners
Chief Operating Officer



Ryan Patterson
*Division Manager,
South*



Alicia Cheng
*Senior Corporate
Accountant*



Janelle Lacey
Executive Assistant



Maxine Reddekopp
*Business Development
Specialist*



Victoria Gagné
*Business Development
& Community Relations
Specialist*



Kendall Horan
*Business Development
& Marketing Specialist*



Isabel Gagné
*Business Development
& Marketing Specialist*



Darien Heebner
*Business Development
Specialist*

BOARD OF DIRECTORS



Jason Schell
*Urban Director
Vice Chair*



Nick Daigneault
*Northern Director
Voting Member*



Colette Heshel
*Southern Director
Voting Member*



Bryan Dilling
*Ex-Officio
Province of
Saskatchewan*

***Thank you for your
continuous support of the
Clarence Campeau
Development Fund!***





Saskatoon Office

1-306-657-4870

Toll Free: 1-888-657-4870

2158 Airport Drive

Saskatoon, Saskatchewan

S7L 6M6

Regina Office

1-306-790-2233

Toll Free: 1-877-359-2233

2380 2nd Avenue

Regina, Saskatchewan

S4R 1A6

www.clarencecampeau.com

info@clarencecampeau.com