



## **Economic Partners**

Sudbury East / West Nipissing Inc.  
Sudbury Est / Nipissing Ouest Inc.

# **2024 ANNUAL REPORT**



**A Community Futures  
Development Corporation**

**Une société d'aide au  
développement des collectivités**

**With a board of  
local volunteers,  
and a professional  
staff, a grass roots  
approach is taken  
to invest in local  
entrepreneurs,  
exporters, and  
community  
initiatives.**



## Message from the Chairsperson

It is with great pleasure that I write to welcome our staff, Board of Directors, community partners and guests to our Annual General Meeting. We are grateful for your presence this evening.

I am delighted to present an overview of another steady year of progress for Economic Partners Sudbury East West Nipissing. By working as a team, in concert with committed volunteers and a vibrant business community, we continue to strive to exceed our clients' expectations, and to respond to the needs of those seeking to start, grow and maintain businesses in our beautiful region.

After 39 years, we remain proudly committed to our mission: to foster economic stability, growth and job creation to create a diversified and competitive local economy, that is the backbone of sustainable and self-reliant rural communities.

We hope you enjoy the opportunity to discuss strategic leadership, share ideas, and celebrate the achievements of Economic Partners and our business community with us. On behalf of the Board of Directors and our team, thank you for sharing your time and energy this evening. We thoroughly enjoy this opportunity to connect with you each year.

I would like to highlight our relationship with FedNor, Mrs. Isabelle Spence-Legault and the Ministry of Innovation, Science and Economic Development. Your commitment to our programs is what enables our corporation to support entrepreneurship, and uplift success stories in our communities.

Lastly, a heartfelt word of recognition goes out to our Board of Directors for their unwavering commitment and many years of service. It continues to be a privilege and honor to work alongside such a diverse group of driven leaders, that advocate for the best interests of all communities across Sudbury East, and West Nipissing area.

Without these key collaborators, none of these achievements would have been made possible.

Through impactful investments, we can make a difference.

**Claude Bouffard**  
Chair



# **ORDER OF BUSINESS**

**Welcome and opening of meeting**

- 1. Approval of Order of Business**
- 2. Approval of minutes**
  - 2.1 Annual General Meeting of May 16<sup>th</sup>, 2024**
- 3. Approval of Audited Financial Statements**
  - 3.1 2024 Audited Financial Statements – Baker Tilly**
- 4. Reports**
  - 4.1 Chairperson's Report – Claude Bouffard**
  - 4.2 General Manager's Report – Neil V. Fox**
- 5. Adjournment**



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# ANNEX 1

# MINUTES

## ***Annual General Meeting***

*Minutes of the Annual General Meeting of Economic Partners –  
Sudbury East/West Nipissing Inc. held on Thursday, May 16<sup>th</sup>, 2024  
at the Musée at 5:00 p.m.*

### **PRESENT**

#### **Board of Directors:**

Patrick Keough, **Chair**  
Bob Prévost, **Vice Chair**  
Royal Poulin **Treasurer**  
Zack Lafleur  
Jackie Lafleur  
Claude Bouffard  
Claude Dubuc  
Denise Brisson

#### **Ordinary Members:**

Kathleen Thorne-Rochon **Mayor West Nipissing**  
Anne Tessier **Councilor West Nipissing**  
Georges Pharand **Councilor Municipality of West Nipissing**  
Steven Olsen **Mayor Markstay-Warren**  
Kim Morris **CAO/Clerk Markstay-Warren**  
Rachelle Poirier **Councilor Markstay-Warren**  
Marc Gagnon **CAO French River**  
Willie Schneider **Councilor French River**  
Roger Landry **Councilor French River**  
Renée Carrier **Councilor French River**

#### **Staff:**

Neil V. Fox, **General Manager**  
Claire Béland, **Financial Administrator**  
Sylvie Quenneville **Executive Assistant**

#### **Other Guests:**

Jessica Dion **Baker Tilly**  
Noel Hefferman **Baker Tilly**  
Jesse Longlade **Caisse Alliance**  
Micheline Boutin **Caisse Alliance**  
Marcy Lemieux **Caisse Alliance**  
Stéphane Méthot **Caisse Alliance**  
Janelle Roy **Caisse Alliance**  
Guy Desormiers **Caisse Alliance**  
Bruno Fortin **Caisse Alliance**  
Kassandra Girard **EDO Municipality of West Nipissing**  
Dominique Marleau **MNDN**  
Guy Paquette **FEDNOR**  
Nathalie Girouard-Brulé **Collège Boréal/Unemployment**  
Royal Lafleur  
Sue McCormick

## **1.Call to Order**

**AGM24-001 MOVED BY** Jackie Lafleur  
**SECONDED BY** Claude Dubuc

**BE IT RESOLVED THAT** Economic Partners Sudbury East/West Nipissing Inc.'s Annual General Meeting for May 16<sup>th</sup>, 2024 be called to order at 5:15 PM.

**CARRIED**

## **2.Approval of Order of Business**

**AGM24-002 MOVED BY** Bob Prévost  
**SECONDED BY** Claude Bouffard

**BE IT RESOLVED THAT** the membership accepts the Order of Business for Economic Partners Sudbury East/West Nipissing Inc.'s Annual General Meeting of May 16<sup>th</sup>, 2024 as presented.

**CARRIED**

## **3.Approval of minutes**

**AGM24-003 MOVED BY** Denise Brisson  
**SECONDED BY** Jackie Lafleur

**BE IT RESOLVED THAT** the membership accepts the minutes from the Annual General Meeting of May 18<sup>th</sup>, 2023 as presented.

**CARRIED**

## **4.Approval of Audited Financial Statements**

### **4.1 2023 Audited Financial Statements –Baker Tilly**

Jessica Dion from the accounting firm Baker Tilly presented the audited financial statements for the year 2023.

**AGM24-004 MOVED BY** Dan Richard  
**SECONDED BY** Royal Poulin

**BE IT RESOLVED THAT** the membership accepts the audited financial statements for the year 2023 for Economic Partners Sudbury East/West Nipissing Inc. as presented.

**CARRIED**

## 4.2 Selection of Auditors for 2024

The Board of Directors appoints Baker Tilly as auditing firm for the 2021, 2022, 2023, 2024 and 2025 fiscal years as per Board motion dated January 1<sup>st</sup>, 2021.

**CARRIED**

## 5.Reports

### 5.1 Chairperson's Report

**AGM24-005 MOVED BY** Denise Brisson

**SECONDED BY** Royal Poulin

**BE IT RESOLVED THAT** the membership accepts the Economic Partners Sudbury East/West Nipissing Inc. Chairperson's report as presented.

**CARRIED**

### 5.2 General Manager's Report

**AGM24-006 MOVED BY** Claude Bouffard

**SECONDED BY** Claude Dubuc

**BE IT RESOLVED THAT** the membership accepts the Economic Partners Sudbury East/West Nipissing Inc. General Manager's report as presented.

**CARRIED**

## 6.Elections (none)

## 7. Adjournment

**AGM24-007 MOVED BY** Bob Prévost

**SECONDED BY** Royal Poulin

**BE IT RESOLVED THAT** the membership approves the adjournment of the Annual General Meeting at 5:33 PM

**CARRIED**

-----  
Patrick Keough-Chairperson

**CARRIED**

-----  
Neil V. Fox-General Manager

# ANNEX 2

# CED REPORT

WHAT IS CED?

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## Community Economic Development

*Through the actions of local people, Community Economic Development is to create and/or enhance economic opportunities that improve social conditions, local communities, overall climate for local business, and to build the community's overall economic capacity in a sustainable way. It ranges from the development of key infrastructures to skills development, and other community needs. The process assists in improving our communities, forging strong local partnerships and developing strong, community minded volunteers.*

# ACHIEVEMENTS

## ELEVATING RURAL PROSPERITY:

### A YEAR OF COLLABORATIVE ACHIEVEMENT

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*As the sun set on 2024, we reflected on a year brimming with collaborative efforts, transformative projects, and steadfast commitment to rural economic development. Here's a closer look at select highlights that have defined our journey:*

#### **EMPOWERING SMALL BUSINESS**

Our commitment to nurturing small businesses was exemplified by our collaboration with the Ministry of Northern Development and FedNor. Hosting an in-person funding program information session brought invaluable opportunities to small businesses across Sudbury East, laying the groundwork for their growth and success.

#### **DATA DRIVEN INSIGHTS**

Securing a partnership with the Sudbury & Manitoulin Workforce Partnerships Board was a significant achievement, unveiling detailed insights into the economic landscape of Sudbury East. This strategic collaboration has been pivotal in revealing job counts and employer dynamics, enhancing our understanding of the region's rural economy.

## **SHAPING FUTURE GROWTH**

Our engagement with Markstay-Warren culminated in a pivotal moment—the final review of the new Municipal Official Plan. Through collaborative work sessions, we helped pave the way for orderly growth and harmonious land use, setting the stage for future sustainable economic development.

## **STRENGTHENING PARTNERSHIPS: FOSTERING ECONOMIC DEVELOPMENT**

Our collaboration with the French River EcDev Committee marked a significant milestone with our participation in its inaugural meeting. This momentous occasion showcased EPSEWN's dedication to fostering economic development and resilience in French River.

At this initial gathering, we engaged in meaningful discussions, advocating for essential infrastructure projects and addressing pressing community concerns. From advancing high-speed internet initiatives to advocating against the potential closure of the OPP Noëlville Detachment, our involvement in the committee's debut meeting underscored our proactive approach to community engagement and partnership building.



## **COMMUNITY VISION & ENGAGEMENT**

In French River, we embarked on a journey to capture the aspirations and concerns of residents through a Community Vision Plan. This grassroots initiative will shape future policies, ensuring that economic growth aligns with the community's values and priorities.

## **CHAMBER OF COMMERCE LEADERSHIP**

Our enduring partnership with the Sudbury East Chamber of Commerce has been instrumental in advancing the interests of the region's business community. With representation at the board level, EPSEWN has helped steer strategic initiatives that promote entrepreneurship, economic development, and collaboration.

As we celebrate these milestones through FedNor's Community Investment Initiative for Northern Ontario (CIINO) program, we are reminded of the collective strength and resilience that define our rural communities.



For over a century, the Royal Agricultural Winter Fair (RAWF) has stood as the world's largest indoor agricultural and equestrian showcase. The 102nd edition of this prestigious event drew visitors, with the Northern Ontario Agri-Food Pavilion emerging as one of its most compelling attractions. The 2024 Royal Agricultural Winter Fair transformed Toronto's Exhibition Place into a vibrant showcase from November 1-10, drawing hundreds of thousands of visitors to experience its diverse attractions, including the Northern Ontario Agri-Food Pavilion. Sponsored by FedNor, this dynamic space featured nearly 50 innovative businesses representing the best of Northern Ontario's flourishing agri-food sector. The pavilion marked a significant milestone in 2024, celebrating its remarkable journey since 2001. Over these 23 years, it has catalyzed nearly \$20 million in exhibitor sales, demonstrating its crucial role in promoting regional economic growth. FedNor commemorated this enduring success with a ceremonial ribbon cutting, highlighting their sustained commitment to supporting Northern Ontario's agricultural and culinary enterprises.

# ROYAL AGRI CULTURAL WINTER FAIR

**A TOTAL OF 46 AGRI-FOOD RELATED BUSINESSES ATTENDED WHICH INCLUDED BREWERIES PARTICIPATING IN THE TASTING BAR AND LICENCED RETAILERS AT HERITAGE COURT. OF THESE ORGANIZATIONS, 11 WERE NEW PARTICIPANTS IN THE EVENT THIS YEAR. 35 EXHIBITORS STAYED FOR THE FULL 10 DAY SHOW, 6 STAYED FOR THE FIRST 5 DAYS, AND 5 STAYED FOR THE LAST 5 DAYS.**

# ROYAL AGRICULTURAL WINTER FAIR (CONTINUED)

Economic Partners Sudbury East-West Nipissing, a Community Futures Development Corporation, the 7,000-square-foot Northern Ontario Agri-Food Pavilion serves as a dynamic marketplace where Northern Ontario's agricultural and culinary businesses showcase their finest products. This Fair enables Northern Ontario businesses to forge valuable connections with GTA consumers, distributors and wholesalers while expanding their reach beyond Northern Ontario's borders. The 2024 exhibition marked a remarkable year of growth, featuring 46 culinary and agri-food businesses that generated estimated sales of \$1.2 million—surpassing 2023's performance. These participating companies reported significant achievements in meeting their business objectives, including securing new customers and exploring innovative marketing channels. Several exhibitors enhanced their success by implementing pre-sale orders with direct-to-home delivery options while others acquired new contracts and contacts in the distribution space. What truly sets this pavilion apart is the extraordinary spirit of collaboration among participants. Exhibitors routinely champion one another's products, engage in cross-promotion, and work together to boost collective sales. This genuine camaraderie and shared commitment to mutual success creates an inspiring business environment.

## PARO CENTRE FOR WOMEN'S ENTERPRISE

EPSEWN Inc. has been in partnership with PARO, an organization that not only prioritizes diversity, but builds culturally diverse and gender analyses into all their programs and services. At PARO, all women-identifying people are welcome to access their services in a supportive space. Together, we provide business loan services for entrepreneurial women, whether it's to start-up, maintain or expand their business ventures.

# STARTER COMPANY PLUS

A comprehensive Entrepreneurship development program designed to assist adults to launch a new business or expand an existing business. There is no cost to participants.

- You will receive one-on-one guidance from The Business Centre
- Participate in business development workshops on topics including writing a business plan, market research, sales, marketing, financial forecasting, record keeping, management and operations
- Be mentored by a successful entrepreneur
- Earn the potential to pitch up to \$5,000 in grant funding
- Be better positioned to obtain future financing
- Have the opportunity to grow your network and participate in business events

## Eligible to apply if you are:

- An Ontario resident 18 years of age or older
- Not attending school fulltime
- Able to contribute at least 25% (in-cash or in-kind) of your potential grant amount

## SECONDARY & POST SECONDARY SCHOOL BURSARIES

- École de la Rivière-des-Francais
- Collège Boréal
- École Secondaire Publique Nipissing Ouest
- École Secondaire Catholique Franco-Cité
- Northern Secondary School
- Nbisiing Secondary School



## STRATEGIC PLANNING FOR VARIOUS LOCAL BUSINESSES







**ANNEX 3**

**2023**

**AUDITED  
FINANCIAL  
STATEMENTS**

**Economic Partners - Sudbury  
East/West Nipissing Inc.**

**Independent Auditor's Report and  
Financial Statements**

**December 31, 2024**

**Baker Tilly SNT LLP / s.r.l.**

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## **Independent Auditor's Report**

**To the Members of  
Economic Partners - Sudbury East/West Nipissing Inc.**

### **Qualified Opinion**

We have audited the financial statements of Economic Partners - Sudbury East/West Nipissing Inc. ("the corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the corporation as at December 31, 2024, and its results of operations and cash flows for the year then ended, in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

### **Basis for Qualified Opinion**

The corporation participates in a program with other Community Futures Development Corporations (CFDC's) where funds are contributed to an investment fund pool whose objective is to issue and manage loans and mortgages within the communities of the participating CFDC's. The carrying value of these non-hosted pooled loans and mortgages are not susceptible to satisfactory audit verification. Accordingly, our verification of these non-hosted pooled loans and mortgages was limited to the amounts recorded in the records of the corporation and we were not able to determine whether any adjustments might be necessary to loans and mortgages receivable, provision for doubtful loans and mortgages receivable, excess (deficiency) of revenue over expenditure and fund balances.

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 report. We are independent of the corporation 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 qualified opinion.

ACCOUNTING • TAX • ADVISORY

*Baker Tilly SNT LLP is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.*

COMPTABILITÉ • FISCALITÉ • SERVICES-CONSEILS

*Baker Tilly SNT s.r.l. est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.*

## **Independent Auditor's Report (Continued)**

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

Management is responsible for the preparation and fair presentation of these 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 corporation'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 corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the corporation'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 these 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 corporation's internal control.

## Independent Auditor's Report (Continued)

- 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 corporation'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 corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

North Bay, Ontario  
February 24, 2025

*Baker Tilly SNT LLP*

CHARTERED PROFESSIONAL ACCOUNTANTS,  
LICENSED PUBLIC ACCOUNTANTS

## **Economic Partners - Sudbury East/West Nipissing Inc.**

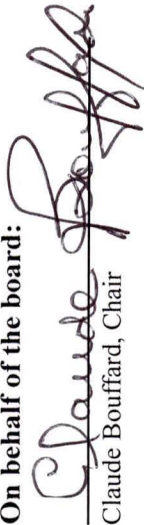
### **Financial Statements December 31, 2024**

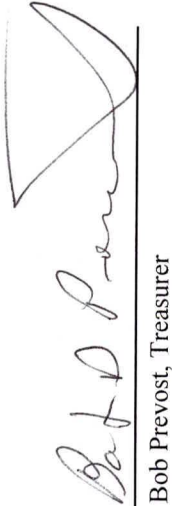
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**Economic Partners - Sudbury East/West Nipissing Inc.**  
**Statement of Financial Position**  
**December 31, 2024**

|                                           | Operating Fund | RRRF Fund  | Investment Fund | BPI Fund  | Bovine Fund | Royal Agricultural Winter Fair (RAWF) | CIINO Fund      | 2024 Total     | 2023 Total     |
|-------------------------------------------|----------------|------------|-----------------|-----------|-------------|---------------------------------------|-----------------|----------------|----------------|
| Current Assets                            |                |            |                 |           |             |                                       |                 |                |                |
| Cash                                      | \$ 364,703     | \$ -       | \$ 4,061,991    | \$ 36,568 | \$ -        | \$ 5,948                              | \$ 37,966       | \$ 4,507,176   | \$ 4,031,415   |
| Contributions receivable                  | <u>3,556</u>   | <u>-</u>   | <u>6,291</u>    | <u>-</u>  | <u>-</u>    | <u>41,349</u>                         | <u>12,144</u>   | <u>63,340</u>  | <u>41,764</u>  |
|                                           | 368,259        | -          | 4,068,282       | 36,568    | -           | 47,297                                | 50,110          | 4,570,516      | 4,073,179      |
| Loans and mortgages receivable (note 4)   | -              | 159,141    | 2,596,843       | 2,125     | -           | -                                     | -               | 2,758,109      | 2,903,467      |
| Interfund balances (note 5)               | <u>47,380</u>  | <u>-</u>   | <u>4,730</u>    | <u>-</u>  | <u>-</u>    | <u>(3,500)</u>                        | <u>(48,610)</u> | <u>-</u>       | <u>-</u>       |
|                                           | \$ 415,639     | \$ 159,141 | \$ 6,669,855    | \$ 38,693 | \$ -        | \$ 43,797                             | \$ 1,500        | \$ 7,328,625   | \$ 6,976,646   |
| Current Liabilities                       |                |            |                 |           |             |                                       |                 |                |                |
| Accounts payable and accrued liabilities  | \$ 16,345      | \$ -       | \$ 7,377        | \$ -      | \$ -        | \$ 33,269                             | \$ 1,500        | \$ 58,491      | \$ 44,125      |
| Deferred Contributions (note 6)           |                |            |                 |           |             |                                       |                 |                |                |
| Deferred operating contributions - FedNor | <u>265,048</u> | <u>-</u>   | <u>-</u>        | <u>-</u>  | <u>-</u>    | <u>9,936</u>                          | <u>-</u>        | <u>274,984</u> | <u>274,931</u> |
|                                           | 281,393        | -          | 7,377           | -         | -           | 43,205                                | 1,500           | 333,475        | 319,056        |
| Fund Balances                             |                |            |                 |           |             |                                       |                 |                |                |
| Restricted                                | 56,000         | 159,141    | 6,662,478       | 38,693    | -           | 592                                   | -               | 6,916,904      | 6,582,344      |
| Internally restricted                     | <u>56,471</u>  | <u>-</u>   | <u>-</u>        | <u>-</u>  | <u>-</u>    | <u>-</u>                              | <u>-</u>        | <u>56,471</u>  | <u>53,471</u>  |
| Unrestricted                              | <u>21,775</u>  | <u>-</u>   | <u>-</u>        | <u>-</u>  | <u>-</u>    | <u>-</u>                              | <u>-</u>        | <u>21,775</u>  | <u>21,775</u>  |
|                                           | 134,246        | 159,141    | 6,662,478       | 38,693    | -           | 592                                   | -               | 6,995,150      | 6,657,590      |
|                                           | \$ 415,639     | \$ 159,141 | \$ 6,669,855    | \$ 38,693 | \$ -        | \$ 43,797                             | \$ 1,500        | \$ 7,328,625   | \$ 6,976,646   |
| Commitments (note 7)                      |                |            |                 |           |             |                                       |                 |                |                |
| Contingencies (note 8)                    |                |            |                 |           |             |                                       |                 |                |                |

On behalf of the board:

  
Claude Bouffard, Chair

  
Bob Prevost, Treasurer

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

Economic Partners - Sudbury East/West Nipissing Inc.

Statement of Operations

For The Year Ended December 31, 2024

|                                                                  | Operations | RRRF Administration | Community Development |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
|------------------------------------------------------------------|------------|---------------------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
|                                                                  |            |                     |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Revenue                                                          | \$ 262,020 | \$ -                | \$ -                  | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Government of Canada                                             |            |                     |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Municipal partner contributions                                  | -          | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Interest earned                                                  |            |                     |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| - loans and mortgages                                            | -          | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| - cash                                                           | 14,752     | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Other income                                                     | 102,236    | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
|                                                                  | 379,008    | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Expenditure                                                      |            |                     |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Loan management fees                                             | 2,717      | 30,000              | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Client support                                                   | -          | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Minor equipment and supplies                                     | 10,722     | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Insurance                                                        | 3,649      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Marketing and promotion                                          | 9,465      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Meetings and conferences                                         | 24,948     | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Office and general                                               | 3,753      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Professional fees                                                | 2,711      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Program expenses                                                 | 4,694      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Provisions for (recoveries of)                                   |            |                     |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| doubtful loans                                                   | -          | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Rent                                                             | 17,214     | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| RRRF loan forgiveness                                            | -          | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Salaries and benefits                                            | 283,491    | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Telephone and internet                                           | 10,037     | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Travel - board                                                   | 2,821      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| - staff                                                          | 2,786      | -                   | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
|                                                                  | 379,008    | 30,000              | -                     | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    | -    |
| Excess of Revenue Over Expenditure<br>(Expenditure Over Revenue) | \$ -       | \$ (30,000)         | \$ -                  | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

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

Economic Partners – Sudbury East/West Nipissing Inc.

Statement of Changes in Fund Balances

For The Year Ended December 31, 2024

|                                                               | Operating Fund |           |              |                       |      |                |                       |           |                 |          | Restricted            |              |          |                 |             | Royal Agricultural Winter Fair (RAWF) |            |            |  |  | 2023 Total |  |
|---------------------------------------------------------------|----------------|-----------|--------------|-----------------------|------|----------------|-----------------------|-----------|-----------------|----------|-----------------------|--------------|----------|-----------------|-------------|---------------------------------------|------------|------------|--|--|------------|--|
|                                                               | Unrestricted   |           |              | Internally Restricted |      |                | RRRF                  |           |                 |          | Community Development |              | BPI Fund | Investment Fund | Bovine Fund | CHNO Fund                             | 2024 Total | 2023 Total |  |  |            |  |
|                                                               | Operations     | Other     | CED Projects | Administration        | RRRF | Administration | Community Development | RRRF Fund | Investment Fund | BPI Fund | Bovine Fund           | CHNO Fund    |          |                 |             |                                       |            |            |  |  |            |  |
| Balance, beginning of year                                    | \$ 21,775      | \$ 12,760 | \$ 40,711    | \$ 86,000             | \$ - | \$ 595,874     | \$ 36,751             | \$ 3,000  | \$ 592          | \$ -     | \$ 6,657,590          | \$ 6,370,959 |          |                 |             |                                       |            |            |  |  |            |  |
| Excess of revenue over expenditure (expenditure over revenue) | -              | -         | -            | (30,000)              | -    | 23,772         | 1,942                 | -         | -               | -        | 337,560               | 286,631      |          |                 |             |                                       |            |            |  |  |            |  |
| Interfund Transfers                                           | -              | -         | 3,000        | -                     | -    | (460,505)      | -                     | (3,000)   | -               | -        | -                     | -            |          |                 |             |                                       |            |            |  |  |            |  |
| Balance, end of year                                          | \$ 21,775      | \$ 12,760 | \$ 43,711    | \$ 56,000             | \$ - | \$ 159,141     | \$ 38,693             | \$ -      | \$ 592          | \$ -     | \$ 6,995,150          | \$ 6,657,590 |          |                 |             |                                       |            |            |  |  |            |  |

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

Economic Partners - Sudbury East/West Nipissing Inc.

Statement of Cash Flows

For The Year Ended December 31, 2024

| Operating activities                             |            |           |              |           |         |            |           |              |              |  |  |
|--------------------------------------------------|------------|-----------|--------------|-----------|---------|------------|-----------|--------------|--------------|--|--|
| Cash Provided By (Used for):                     |            |           |              |           |         |            |           |              |              |  |  |
| Government of Canada funding                     | \$ 382,585 | \$ -      | \$ -         | \$ -      | \$ -    | \$ 707,988 | \$ 41,173 | \$ 1,131,746 | \$ 1,049,222 |  |  |
| Municipal partners contributions                 | -          | -         | -            | -         | -       | -          | 22,529    | 22,529       | 50,580       |  |  |
| Interest on loans and mortgages                  | -          | -         | 175,801      | 142       | -       | -          | -         | 175,943      | 145,504      |  |  |
| Interest on cash                                 | 14,752     | -         | 180,413      | 1,800     | -       | 4,807      | 3,510     | 205,282      | 199,379      |  |  |
| Other income                                     | 102,236    | -         | -            | -         | -       | -          | -         | 102,236      | 57,709       |  |  |
|                                                  | 499,573    | -         | 356,214      | 1,942     | -       | 712,795    | 67,212    | 1,637,736    | 1,502,394    |  |  |
| Cash (Used For) Provided By:                     |            |           |              |           |         |            |           |              |              |  |  |
| Salaries and benefits                            | (283,493)  | -         | -            | -         | -       | (82,632)   | (101,733) | (467,858)    | (465,691)    |  |  |
| Materials and services                           | (192,101)  | -         | (2,937)      | -         | -       | (652,245)  | (9,626)   | (856,909)    | (760,202)    |  |  |
|                                                  | (475,594)  | -         | (2,937)      | -         | -       | (734,877)  | (111,359) | (1,324,767)  | (1,225,893)  |  |  |
| Cash (used for) provided by operating activities | 23,979     | -         | 353,277      | 1,942     | -       | (22,082)   | (44,147)  | 312,969      | 276,501      |  |  |
| Investing Activities                             |            |           |              |           |         |            |           |              |              |  |  |
| Loans and mortgages repaid                       | -          | 460,505   | 277,062      | 619       | 3,000   | -          | -         | 741,186      | 802,202      |  |  |
| Loans and mortgages advanced                     | -          | -         | (578,184)    | (210)     | -       | -          | -         | (578,394)    | (568,955)    |  |  |
| Cash used for (provided by) investing activities | -          | 460,505   | (301,122)    | 409       | 3,000   | -          | -         | 162,792      | 233,247      |  |  |
| Increase (decrease) in Cash                      | 23,979     | 460,505   | 52,155       | 2,351     | 3,000   | (22,082)   | (44,147)  | 475,761      | 509,748      |  |  |
| Cash, Beginning of Year                          | 337,724    | -         | 3,549,331    | 34,217    | -       | 28,030     | 82,113    | 4,031,415    | 3,521,667    |  |  |
| Interfund Transfers                              | 3,000      | (460,505) | 460,505      | -         | (3,000) | -          | -         | -            | -            |  |  |
| Cash, End of Year                                | \$ 364,703 | \$ -      | \$ 4,061,991 | \$ 36,568 | \$ -    | \$ 5,948   | \$ 37,966 | \$ 4,507,176 | \$ 4,031,415 |  |  |

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

# **Economic Partners - Sudbury East/West Nipissing Inc.**

## **Notes to the Financial Statements**

**December 31, 2024**

### **1. Purpose of Corporation**

Economic Partners - Sudbury East/West Nipissing Inc. (EPSEWN) is a not-for-profit Community Futures Development Corporation, without share capital and incorporated under the laws of the Province of Ontario. The corporation is exempt from Income Taxes under section 149 of the Income Tax Act of Canada.

EPSEWN's goals and objectives is to promote and assist community economic development in the communities of Sudbury East and West Nipissing including Dokis Reserve No. 9 and Nipissing Reserve No. 10 by:

- Working with the community towards economic growth and diversification
- Coordinating research exercises on our community and economic needs
- Encouraging community based partnerships
- Assisting and encouraging entrepreneurs to start-up a business or expand existing businesses
- Providing financial and technical assistance to entrepreneurs and small businesses to create and maintain jobs and
- Ensuring that proper procedures are followed so that all participating communities are equally served.

If the corporation were to dissolve after the payment of all debts, the remaining assets of the corporation would be distributed or disposed of to another organization with similar goals and objects as approved by Industry Canada/FedNor.

### **2. Economic Dependence**

The corporation is dependent on annual contributions from Industry Canada/FedNor in order to finance its general fund operations. Should these contributions cease, the corporation would be unable to continue its operations.

### **3. Significant Accounting Policies**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). The significant policies are detailed as follows:

#### **Fund Accounting**

The corporation follows the restricted fund method of accounting for contributions.

The Operating Fund accounts for the corporation's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating contributions.

# **Economic Partners - Sudbury East/West Nipissing Inc.**

## **Notes to the Financial Statements**

**December 31, 2024**

### **3. Significant Accounting Policies (Continued)**

#### **Fund Accounting (Continued)**

The Regional Relief and Recovery Fund (RRRF) was established to provide financial support directly to small and medium size enterprises to address and mitigate COVID-19 impacts, contributing to their short-term stability.

The Community Futures Investment (Investment) Fund was established to provide financing for new and existing enterprises in order to maintain or create new jobs.

The Business Planning Initiative (BPI) Fund assists small businesses or entrepreneurs in covering a portion of the costs associated with the business plan developed by professionals.

The Bovine Investment Fund (Bovine) was established to develop and diversify the economy by assisting regional farmers in increasing their herds.

The Royal Agricultural Winter Fair Fund (RAWF) reports restricted contributions that are to be used for the costs relating to the program.

The Community Investment Initiatives for Northern Ontario (CIINO) was established as a three year contract to pay for the salary and travel for the Economic Development Officer in the Sudbury East area.

#### **Loans and Mortgages Receivable**

The corporation advances funds to new and existing enterprises. These advances may be made directly by the Corporation ("hosted") or through its participation in the Northeastern Ontario Investment Pool ("non-hosted").

Loans and mortgages receivable ("advances") are recorded on inception at fair value. The carrying amounts subsequently include accrued interest, less write-offs and provisions for doubtful loans.

For hosted advances, an allowance for impairment is established in the event of the borrower failing to make a required payment, seeking creditor protection, declaring bankruptcy or when the corporation identifies deterioration in the credit quality of the borrower.

For hosted and non-hosted advances, the provision for doubtful loans is determined based on management's best estimate of likely credit losses. Provisions include specific provisions in addition to a general loss provision where specific loss provisions have not been provided.

# **Economic Partners - Sudbury East/West Nipissing Inc.**

## **Notes to the Financial Statements**

**December 31, 2024**

### **3. Significant Accounting Policies (Continued)**

#### **Loans and Mortgages Receivable (Continued)**

Other than for non-hosted advances, when a provision for a doubtful loan or mortgage receivable is recorded, the corporation ceases recognition of the related accrued interest. The corporation recognizes interest on non-hosted advances, as per the information provided by the Northeastern Ontario Investment Pool, even if an allowance for impairment was recorded by the corporation.

Loans and mortgages receivable are written-off when all efforts to collect have been exhausted.

#### **Revenue Recognition**

Contributions from Industry Canada/FedNor and other agencies are recognized as revenue in the year of receipt except for the following:

- i) Contributions relating to approved expenditures not yet incurred are credited to deferred operating contributions.
- ii) Unexpended funds at the end of the year from contributions to the Operating Fund reduce contribution revenue and are reported as amounts due to Industry Canada/FedNor unless approval has been received to use excess funds for specific upcoming expenditures. Over expenditures may not be reimbursed by Industry Canada/FedNor.

Interest on loans and mortgages revenue in the Investment Fund is recognized on the accrual basis. The corporation accrues interest on loans and mortgages in arrears until collection becomes doubtful.

Contributions from municipal partners, interest on cash, loan administration fees, and other income is recognized as revenue in the year earned or received.

#### **Financial Instruments**

The corporation initially measures its financial assets and financial liabilities at fair value. Any amounts due to and from related parties are measured at the exchange amount, being the amount agreed upon by the related parties.

The corporation subsequently measures its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, contributions receivable and loans and mortgages receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in net income.

# Economic Partners - Sudbury East/West Nipissing Inc.

## Notes to the Financial Statements

December 31, 2024

### 3. Significant Accounting Policies (Continued)

#### Use of Estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are provision for doubtful loans and mortgages receivable and accrued interest. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.

### 4. Loans and Mortgages Receivable

The loans and mortgages receivable balance is comprised of:

|                                            | <b>Hosted<br/>Loans and<br/>Mortgages</b> | <b>Non-<br/>Hosted<br/>Pool Loans</b> | <b>RRRF<br/>Fund</b> | <b>BPI<br/>Fund</b> | <b>Bovine<br/>Fund</b> | <b>2024<br/>Total</b> | <b>2023<br/>Total</b> |
|--------------------------------------------|-------------------------------------------|---------------------------------------|----------------------|---------------------|------------------------|-----------------------|-----------------------|
| Principal balance,<br>beginning of<br>year | \$ 2,631,629                              | \$ 127,681                            | \$ 1,269,629         | \$ 2,534            | \$ 3,000               | \$ 4,034,473          | \$ 4,467,720          |
| Loans advanced<br>during the year          | 578,184                                   | -                                     | -                    | 210                 | -                      | 578,394               | 568,955               |
| Loans repaid<br>during<br>the year         | (255,086)                                 | (21,976)                              | (460,505)            | (619)               | (3,000)                | (741,186)             | (802,202)             |
| Loans forgiven<br>during the year          | -                                         | -                                     | (195,000)            | -                   | -                      | (195,000)             | (200,000)             |
| Loans written-off<br>during the year       | (22,292)                                  | (8,952)                               | (159,569)            | -                   | -                      | (190,813)             | -                     |
| Principal balance,<br>end of year          | <u>\$ 2,932,435</u>                       | <u>\$ 96,753</u>                      | <u>\$ 454,555</u>    | <u>\$ 2,125</u>     | <u>\$ -</u>            | <u>\$ 3,485,868</u>   | <u>\$ 4,034,473</u>   |
| Principal, per<br>above                    | \$ 2,932,435                              | \$ 96,753                             | \$ 454,555           | \$ 2,125            | \$ -                   | \$ 3,485,868          | \$ 4,034,473          |
| Accrued interest                           | 30,540                                    | -                                     | -                    | -                   | -                      | 30,540                | 28,418                |
| Provision for<br>doubtful loans            | (460,950)                                 | (1,935)                               | (295,414)            | -                   | -                      | (758,299)             | (1,159,424)           |
| Balance, end of<br>year                    | <u>\$ 2,502,025</u>                       | <u>\$ 94,818</u>                      | <u>\$ 159,141</u>    | <u>\$ 2,125</u>     | <u>\$ -</u>            | <u>\$ 2,758,109</u>   | <u>\$ 2,903,467</u>   |

The term loans and mortgages receivable bear various interest rates from 5% to 9% and are fixed for terms of eighteen months to five years with amortization periods from five to fifteen years. The North East Ontario Investment Pool (NEOIP) term loans receivable bear interest at fixed rates ranging from 4.5% to 10% per annum, with amortization not exceeding fifteen years.

# Economic Partners - Sudbury East/West Nipissing Inc.

## Notes to the Financial Statements

December 31, 2024

### 4. Loans and Mortgages Receivable (Continued)

The Regional Relief and Recovery Fund (RRRF) loans were interest and principal free until January 18, 2024, at which time the loans were converted to three-year loans with interest rates up to 5%, effective January 19, 2024, with the full balance due by December 31, 2026. For loans up to \$40,000, if 75% repaid prior to January 18, 2024, 25% of the loan, up to a maximum of \$10,000 was forgivable. For loans up to \$60,000, if 75% of the first \$40,000 was paid prior to January 18, 2024, 25% of the loan, up to a maximum of \$10,000 was forgivable and if 50% of amounts between \$40,001 and \$60,000 were repaid prior to January 18, 2024, 50% of the loan, up to a maximum of \$10,000. The maximum total forgiveness was no more than \$20,000. If a refinancing application was submitted prior to January 18, 2024 by the client, the repayment deadline was extended until March 28, 2024 and loan forgiveness as per above obtained if the loan was repaid in full by March 28, 2024.

The corporation is one of the 14 economic development corporations that participate in NEOIP loans. A potential loan recipient will approach a participating corporation and make an application of up to \$500,000. The hosting corporation will provide up to \$150,000 and apply to the group to equally fund the remainder. The hosting corporation is responsible for assessing the initial application as well as ongoing collectability of the NEOIP loans. The corporation is no longer actively pursuing loans within this pool.

The activity in the provision for doubtful loans account is as follows:

|                                                              | <b>Hosted Loans<br/>and<br/>Mortgages</b> | <b>Non-Hosted<br/>Pool</b> | <b>2024<br/>Total</b> | <b>2023<br/>Total</b> |
|--------------------------------------------------------------|-------------------------------------------|----------------------------|-----------------------|-----------------------|
| Balance, beginning of year                                   | \$ 1,156,871                              | \$ 2,553                   | \$ 1,159,424          | \$ 1,356,315          |
| Loans written-off during the year                            | (181,861)                                 | (8,952)                    | (190,813)             | -                     |
| Current year's (recovery)<br>provision for doubtful<br>loans | (218,646)                                 | 8,334                      | (210,312)             | (196,891)             |
| Balance, end of year                                         | <u>\$ 756,364</u>                         | <u>\$ 1,935</u>            | <u>\$ 758,299</u>     | <u>\$ 1,159,424</u>   |

The corporation determines the allowance for doubtful loans and mortgages receivable by providing specific loan losses by loan after reviewing outstanding loans on a loan-by-loan basis plus the use of an estimated percentage of 2% based on past experience for all loans for which no specific provision has been established. For the RRRF fund loans, the corporation has determined that a provision also be established using an estimated percentage of 50% based on the expectation that a significant number of loans will not be collectible given the uncertainty surrounding the economic recovery from the COVID-19 pandemic. Loans are deleted from the accounts when all efforts to collect have been exhausted and the loans are approved to be written-off by the board of directors.

Pursuant to the terms of the RRRF fund loans, if all the loans were fully repaid by January 18, 2024, the loan forgiveness will be recorded in the year in which the loan is repaid and qualifies for loan forgiveness.

The maturities of principal on loans receivable in each of the next five years were not presented since the information is not readily available.

# Economic Partners - Sudbury East/West Nipissing Inc.

## Notes to the Financial Statements

December 31, 2024

### 5. Interfund Balances

Many years ago, the investment fund advanced funds to the operating fund with the approval from the Ministry. These funds are non-interest bearing and are repaid in monthly instalments of \$100.

The operating fund has charged the Investment Fund, the RAWF fund and the CIINO fund an administration fee as per the funding agreements. These funds are non-interest bearing and are repayable on demand.

These advances are considered long-term in nature.

### 6. Deferred Contributions

|                                        | <u>2024</u>              | <u>2023</u>              |
|----------------------------------------|--------------------------|--------------------------|
| <b>Operating Fund</b>                  |                          |                          |
| Balance, beginning of year             | \$ 143,807               | \$ 128,900               |
| Contributions received during the year | 383,261                  | 327,571                  |
| Amounts recognized during the year     | <u>(262,020)</u>         | <u>(312,664)</u>         |
| Balance, end of year                   | <u><u>\$ 265,048</u></u> | <u><u>\$ 143,807</u></u> |
| <b>CIINO Fund</b>                      |                          |                          |
| Balance, beginning of year             | \$ 77,073                | \$ 97,223                |
| Contributions received during the year | 75,646                   | 95,402                   |
| Amounts recognized during the year     | <u>(152,719)</u>         | <u>(115,552)</u>         |
| Balance, end of year                   | <u><u>\$ -</u></u>       | <u><u>\$ 77,073</u></u>  |
| <b>RAWF Fund</b>                       |                          |                          |
| Balance, beginning of year             | \$ 54,051                | \$ 43,287                |
| Contributions received during the year | 769,198                  | 679,505                  |
| Amounts recognized during the year     | (759,681)                | (668,741)                |
| Repayments                             | <u>(53,632)</u>          | <u>-</u>                 |
| Balance, end of year                   | <u><u>\$ 9,936</u></u>   | <u><u>\$ 54,051</u></u>  |
| Total deferred contributions           | <u><u>\$ 274,984</u></u> | <u><u>\$ 274,931</u></u> |

# **Economic Partners - Sudbury East/West Nipissing Inc.**

## **Notes to the Financial Statements**

**December 31, 2024**

### **7. Commitments**

#### **Operating Leases**

Under the terms of operating leases for property and equipment expiring between January 2025 and August 2029, the corporation is committed to make minimum payments as follows:

|      |    |                      |
|------|----|----------------------|
| 2025 | \$ | 7,522                |
| 2026 |    | 4,382                |
| 2027 |    | 1,892                |
| 2028 |    | 1,692                |
| 2029 |    | <u>423</u>           |
|      | \$ | <u><u>15,911</u></u> |

The corporation had entered into a lease commitment for its business premises which expired on October 31, 2020. The lease, which contains two five year renewal periods, provides for annual rent payments of \$16,561. The organization is in the process of negotiating the renewal of the existing lease agreement.

#### **Loans Approved Not Yet Disbursed**

The corporation has approved loans totalling \$- (2023 - \$126,500) which have not been disbursed as at December 31, 2024.

### **8. Contingencies**

#### **Subsidies**

The corporation receives subsidies and contributions from various funding agencies. Pursuant to the related agreements, if the corporation does not meet established objectives, the funding agencies are entitled to seek refunds. Should any amounts become refundable, the refunds would be charged to operations in the period in which the refund is determined to be payable.

### **9. Financial Instruments**

Transactions in financial instruments may result in a corporation assuming or transferring one or more financial risks to another party. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments. The corporation's financial instruments consist of cash, contributions receivable, loans and mortgages receivable and accounts payable and accrued liabilities.

# **Economic Partners - Sudbury East/West Nipissing Inc.**

## **Notes to the Financial Statements**

**December 31, 2024**

### **9. Financial Instruments (Continued)**

#### **Fair Value**

The fair value of cash, contributions receivable and accounts payable and accrued liabilities, are comparable to their carrying value due to their short-term nature. The differences between the book value and estimated fair value of the loans and mortgages receivable are due primarily to changes in interest rates. The fair value of the loans and mortgages receivable has not been determined due to the NEOIP loan portfolio unavailability of fair value information, and the cost and timeliness associated in determining this information with any degree of reliability.

#### **Credit Risk**

Credit risk is the risk of financial loss to the corporation if a party to a transaction fails to discharge an obligation and cause the other party to incur a financial loss. The corporation is exposed to credit risk through its loans and mortgages receivable, including interest receivable, if an entrepreneur fails to meet its contractual obligations of the loan agreement. The corporation performs due diligence and credit checks on its customers regularly, and maintains provisions for contingent credit losses which, once they materialize are recognized in the current period. In the opinion of management the credit risk exposure to the corporation is low.

#### **Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The corporation has fixed interest rate assets and is exposed to interest rate risk to the extent of the fluctuation of the market rates of interest. Management adjusts interest rates on issuance of new loans according to the market interest rates. In the opinion of management the credit risk exposure to the corporation is low.

### **10. Comparative Figures**

The presentation of certain accounts of the previous year has been changed to conform with the presentation adopted for the current year.

# ANNEX 4

## INVESTMENT FUND REPORT

### Investments

|                 | # of Closed Deals | \$ Value of Closed Deals | Total Funds Leveraged (Owner and 3 <sup>rd</sup> Party) | Total Funds Invested |
|-----------------|-------------------|--------------------------|---------------------------------------------------------|----------------------|
| <b>2021</b>     | 5                 | \$ 550,000               | \$ 607,970                                              | <b>\$ 1,157,970</b>  |
| <b>2022</b>     | 8                 | \$ 616,470               | \$ 778,665                                              | <b>\$ 1,395,135</b>  |
| <b>2023</b>     | 7                 | \$ 560,000               | \$ 560,000                                              | <b>\$ 1,120,000</b>  |
| <b>2024</b>     | 4                 | \$ 578,184               | \$ 578,184                                              | <b>\$ 1,156 368</b>  |
| <b>2025 YTD</b> | <b>2</b>          | <b>\$ 200,000</b>        | <b>\$ 200,000</b>                                       | <b>\$ 400,000</b>    |

### Investment Fund Activity / Job Creation

|                 | Number of Businesses Assisted |             |           |          | Number of Jobs Created/Maintained |            |           |
|-----------------|-------------------------------|-------------|-----------|----------|-----------------------------------|------------|-----------|
|                 | Start-Ups                     | Maintenance | Expansion | Total    | Created                           | Maintained | Total     |
| <b>2021</b>     | 3                             | 2           | 0         | 5        | 9                                 | 5          | <b>14</b> |
| <b>2022</b>     | 4                             | 3           | 2         | 9        | 26                                | 44         | <b>70</b> |
| <b>2023</b>     | 1                             | 0           | 1         | 2        | 18                                | 43         | <b>61</b> |
| <b>2024</b>     | 4                             | 3           | 2         | 9        | 11                                | 9          | <b>20</b> |
| <b>2025 YTD</b> | <b>0</b>                      | <b>1</b>    | <b>0</b>  | <b>1</b> | <b>49</b>                         | <b>22</b>  | <b>71</b> |

### 2024 Fiscal Year Results

|                                                                |                  |
|----------------------------------------------------------------|------------------|
| <b>Investment Dollars Received from FedNor:</b>                | <b>0</b>         |
| <b>Dollars invested by Economic Partners:</b>                  | <b>578,184</b>   |
| <b>Dollars invested by region:</b>                             |                  |
| <b>Sudbury East:</b>                                           | <b>25,000</b>    |
| <b>West Nipissing:</b>                                         | <b>553,184</b>   |
| <b>Total Value of Investment Fund Portfolio:</b>               | <b>6,662,478</b> |
| <b>Funds Available for Investment as of December 31, 2024:</b> | <b>4,061,991</b> |
| <b>2024 Provision for Doubtful:</b>                            | <b>(210,312)</b> |
| <b>2024 Write-Off</b>                                          | <b>190,813</b>   |

### Totals since Inception (1986-2024)

|                                          |            |
|------------------------------------------|------------|
| Investment Dollars Received from FedNor: | 6,255,000  |
| Dollars invested by Economic Partners    | 26,822,008 |
| <b>Dollars invested by region:</b>       |            |
| Sudbury East                             | 12,024,527 |
| West Nipissing                           | 14,684,307 |

### Loan Loss Provision 2024

|                                           |         |
|-------------------------------------------|---------|
| Loan Loss Provision 2024                  | (5.59%) |
| Loan Loss Provision <u>5 year</u> Average | 2.76%   |
| Loan Loss Provision since Inception       | 18.15%  |

# ANNEX 5

# 2025

## OPERATIONAL BUDGET

| REVENUES             |           |
|----------------------|-----------|
| FedNor-CFDC          | \$320,000 |
| Other Revenue        | \$45,974  |
| Total:               | \$365,974 |
| EXPENDITURES         |           |
| Salaries             | \$225,700 |
| Employee Benefits    | \$51,675  |
| Operational Expenses | \$76,077  |
| Other Expenses       | \$12,522  |
| Total:               | \$365,974 |

# What we do...

## **Strategic community planning and socio- economic development**

CFDCs work closely with communities to assess local challenges and to look at new ideas and opportunities that could strengthen their economies.

In consideration of the unique circumstances of the local area, they plan and help implement development strategies that are designed to build brighter futures for the communities they serve.

## **Support for community-based projects**

CFDCs collaborate with a variety of partners from the public and private sectors to implement projects or special initiatives targeted to their communities in areas such as tourism, entrepreneurship, economic diversification and community adjustment.

## **Business information and planning services**

CFDCs understand small businesses and the local marketplace. They provide important services to businesses, entrepreneurs and social enterprises, including:

- Business counselling, documentation and referrals
- Guidance with business plans
- Export support
- Entrepreneurial training
- Information on relevant federal and provincial programs and services

## **Access to capital for small and medium-sized businesses and social enterprises**

Through Government of Canada funding, CFDCs administer local investment funds to help finance new or existing small businesses and social enterprises for start-up, expansion or stabilization plans that help maintain or create jobs.

Repayable financing of up to \$250,000 on commercial terms through loans, loan guarantees or equity investments is available when financing from other sources is insufficient. All CFDC financing decisions are made at the community level by the local Boards of Directors.



## Staff

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Claire Béland

**Financial Administrator**

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Sylvie Quenneville

**Executive Assistant**

(maternity leave)

Stephanie Dupuis

**Executive Assistant**

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## Executive Committee

Claude Bouffard - **Chairsperson**

Patrick Keough - **Vice Chair**

Royal Poulin - **Secretary**

Bob Prévost - **Treasurer**

Neil V. Fox - **General Manager**  
(non-voting member)

## Board of Directors

Chris Dokis

Renée Beauparlant

Jim Putman

Monique Robitaille

Jackie Lafleur

Zachary Lafleur

Monica Loftus

Claude Dubuc

Denise Brisson

Dan Richard

**FedNor Representative:**

Isabelle Spence-Legault

(non-voting member)







## **Economic Partners**

Sudbury East / West Nipissing Inc.  
Sudbury Est / Nipissing Ouest Inc.



Government  
of Canada

Gouvernement  
du Canada



Federal Economic Development  
Agency for Northern Ontario

Agence fédérale de développement  
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