



# Catalyseur Leader Partenaire



### Mot de la présidente du conseil

À tous nos bénévoles, partenaires, employés d'hier et d'aujourd'hui et directeurs qui ont contribué à faire d'ACCAvenir un pilier économique et communautaire pour Akwesasne, Cornwall et les Comtés S.D. & G. : MERCI. Votre engagement ne passe pas inaperçu et il nous touche énormément. Je tiens aussi à remercier tout spécialement notre conseil d'administration actuel, dont les perspectives et la prévoyance orientent les décisions d'ACCAvenir pour le mieux. Votre contribution surpasse toutes les attentes.

Lors de ma première année comme présidente, j'ai eu le plaisir de voir nombre de nos employés et directeurs relever de nouveaux défis, parfois au sein d'ACCAvenir et parfois à l'extérieur de l'organisation. En parallèle, de nombreuses entreprises locales ont fait leurs premiers pas ou sont passées au niveau supérieur grâce à notre appui. Nous vivons une période de changements très stimulante! Je suis impatiente de voir ce que l'avenir nous réserve.

#### Conseil d'administration actuel

Lila Romanko, *présidente*  
Sean HelmKay, *vice-président*  
Louis Savard, *secrétaire-trésorier*  
Patricia Remillard  
Garrett VanderBurg  
Jason Lazore  
Stephanie Nesbitt  
Kerry Gibson

#### Comité de gouvernance et de recrutement

Louis Savard, *président du comité*  
Lila Romanko  
Stephanie Nesbitt

#### Comité d'investissement

Sean HelmKay, *président du comité*  
Lila Romanko  
Patricia Remillard  
Garrett Vanderburg

#### Un grand merci aux anciens membres du conseil d'administration

Tim Mills  
Zachary Dorland  
Christina Morgan



### Mot du directeur général

Lorsque j'ai succédé à Lesley Thompson en 2022, j'ai compris qu'elle avait préparé le terrain pour permettre à ACCAvenir d'accroître le développement économique de notre région. Les occasions de créer des liens stratégiques entre les entreprises et les organisations, au profit de la collectivité, ne manquent pas.

Le développement économique durable à Akwesasne, à Cornwall et dans les Comtés S.D. & G. ne se résume pas aux solutions de financement, d'aide aux PME, de planification stratégique communautaire et de développement économique qu'offre ACCAvenir. Il repose sur une toile solide de liens, qu'ACCAvenir travaille fort à tisser.

Je suis persuadé que notre équipe, avec le soutien dévoué de notre conseil, de nos clients et de notre communauté, atteindra ses objectifs stratégiques importants et continuera à cultiver une économie forte et saine dans la région.

### L'équipe d'ACCAvenir

Greg Pietersma, *directeur général*

Louise Pilon, *administratrice de bureau*

Angela Vinet, *gestionnaire du développement des affaires*

Shannon Tierney, *assistante exécutive*

William Lafrance, *agent de projet*

Lexie Jasiewicz, *agente de projet*

# Le cadre d'ACCAvenir

Créée en 1987, ACCAvenir est un organisme à but non lucratif indépendant, géré par un conseil d'administration composé de bénévoles de la collectivité qui en représentent diverses facettes. ACCAvenir se consacre principalement à la livraison du Programme Développement des collectivités.

Le Programme Développement des collectivités appuie le développement économique dans des régions rurales à travers le Canada par le biais d'un réseau de 267 SADC. Grâce au Programme ACCAvenir appuie directement les collectivités locales selon quatre axes : financement d'affaires, services de soutien aux affaires, développement économique communautaire et planification stratégique.

Le Programme Développement des collectivités se rattache au portefeuille ministériel d'Innovation, Science et Développement économique Canada. Il est géré par quatre agences de développement régionales. ACCAvenir relève de l'Agence Fédérale de développement économique pour le Sud de l'Ontario (FedDev).

## Mission

ACCAvenir offre des solutions de financement, d'aide aux PME, de planification stratégique communautaire et de développement économique à Akwesasne, Cornwall et les comtés SDG..

## Vision

ACCAvenir est un catalyseur, un chef de file et un partenaire pour une économie durable diversifiée et en croissance qui s'appuie sur les atouts d'Akwesasne, Cornwall et les comtés SD&G.

## Values

Intégrité, collaboration, orientation client, orientation collectivité et travail d'équipe

## Buts stratégiques

Le conseil d'administration a établi des buts stratégiques pour chacun des quatre axes de travail d'ACCAvenir :

1.

### Planification stratégique

- a) Les plans d'ACCAvenir sont en ligne et intégrés à ceux des principaux intervenants.
- b) ACCAvenir est un partenaire de confiance de premier plan qui dirige le travail de planification communautaire stratégique régional et y collabore
- c) La réputation et la crédibilité du conseil et du personnel d'ACCAvenir sont reconnues à travers la région.

2.

### Développement économique communautaire

- a) ACCAvenir participe aux grands projets de développement économique régionaux et en est informée.
- b) La région possède un Centre d'Innovation entrepreneurial bien établi, en croissance et autonome.

3.

### Services-conseils aux entreprises

- a) L'information d'affaires est pertinente, ponctuelle, utile et exacte.
- b) Les principaux intervenants connaissent les buts et la programmation d'ACCAvenir et y recommandent souvent des clients
- c) ACCAvenir est reconnue au sein de la collectivité comme un organisme réputé et utile ; les personnes d'affaires la visitent souvent quand vient le temps de lancer, de faire croître ou de transformer une entreprise.

4.

### Financement d'affaires

- a) Les activités de prêt d'ACCAvenir ont un effet quantifiable sur le développement économique régional.
- b) ACCAvenir est en mesure de répondre à toutes les demandes de financement de requérants qualifiés directement ou grâce à des partenariats de financement stratégiques.
- c) Les pertes sur prêts se maintiennent à un niveau raisonnable de 5 à 8 % du portefeuille.
- d) De 85 à 95 % des fonds sont investis ; 5 à 15 % des fonds sont disponibles en tout temps.
- e) Les clients bancables passent à des prêteurs courants de façon à libérer des fonds pour l'investissement.

# Activités du Fonds d'investissement — Prêts

La raison d'être du fonds d'investissement est de fournir de l'aide financière remboursable sous forme de prêts à de petites et moyennes entreprises et des entreprises sociales. Ces prêts sont généralement consentis à des projets qui ont de la difficulté à obtenir du financement bancaire ; l'admissibilité aux prêts d'ACCAvenir se résume aux activités reliées à la création, au développement, à la stabilisation, à l'expansion et à la restructuration de l'exploitation.

À la suite de l'étude de l'information et de la documentation fournies par le client, ACCAvenir favorise les demandes de financement qui :

- assurent la création ou la rétention d'emplois et d'occasions
- entraîneront des avantages économiques ou un gain net à la collectivité par la participation d'ACCAvenir
- attirent des investissements au sein de la collectivité ;
- réunissent plusieurs partenaires financiers (subventions et prêts) pour une optimisation et un effet de levier maximal
- affichent des possibilités de rendement raisonnable et des capacités de service de la dette.

## Prêts

1<sup>er</sup> avril, 2021 au 31 mars, 2022

14

Demande  
reçues

8

Prêts  
accordés

\$833,750

Valeur des prêts

\$1,884,443

Investissements soutenus

59

Emplois créés  
ou maintenus

0

Entreprise  
lancées

8

Entreprises  
maintenus ou agrandies

75

Prêts actifs

\$8,569,255

Valeur actuelle du portefeuille

## Consultations d'affaires

336

Entreprise  
appuyées

# Progrès réalisés

Notre slogan « **Votre potentiel est notre affaire** » dit tout. Nous voyons des possibilités que d'autres ignorent. Les entrepreneurs et les organisations du coin qui soutiennent le développement économique reconnaissent notre profonde connaissance de notre région et notre expérience à épauler des PME locales. Voici quelques histoires de relations que nous avons établies avec nos clients pour les aider à prospérer.



## Happy Popcorn Co.

Cette entreprise pétillante au cœur du centre-ville de Cornwall a vu le jour à la fin de 2019, quand Kirstin Davey et Bill Hallman ont voulu créer un lieu de travail amusant et inclusif pour leur fils et d'autres personnes vivant avec un handicap. Leurs produits – du maïs soufflé gourmet frais, des bonbons classiques et artisanaux et d'autres friandises uniques – ont su charmer les dents sucrées des alentours et d'ailleurs, et l'entreprise a connu une croissance rapide. L'équipe d'ACCAvenir a collaboré avec Happy Popcorn Co. pour lui décrocher un prêt du Fonds d'aide et de relance régionale, puis un prêt d'investissement de 50 000 \$. Ce financement a permis aux entrepreneurs de déménager dans une boutique plus grande et de la rénover, d'acheter du nouvel équipement, de produire un plus grand volume et d'expédier leurs commandes en ligne.

**« Aujourd'hui, les affaires roulent à toute vitesse! Nous avons 10 employés et plusieurs étudiants de programmes coop. Plus de 70 % d'entre eux sont neurodivergents ou ont un handicap physique ou médical », raconte Kirstin Davey.**

Photo: Samantha Hawkins Photography



## Canobi Ag Tech

Située à Maxville, Canobi Ag Tech est en voie de devenir un fournisseur de premier plan de solutions d'automatisation agricole axée sur les données et de gestion des ressources pour l'agriculture intérieure et en serre. **« Les petites entreprises ne savent pas toujours où trouver des partenaires financiers. Nous avons découvert ACCAvenir grâce au Launch Lab, et l'équipe nous a dirigés vers le Southeastern Ontario Angel Network (SOAN) pour obtenir du**







### **financement. Il s'est avéré être une excellente source d'investissements », explique Robin Vincent, PDG.**

Durant la présentation de vente, Canobi Ag Tech a décroché des investissements importants. Depuis, l'entreprise a également reçu un prêt, a créé de nouveaux emplois et a suscité un intérêt de plus en plus marqué auprès d'autres investisseurs du SOAN et de nouveaux clients. Elle a récemment conclu une entente avec Fieldless Farms, un client d'ACC'Avenir, et collabore activement avec Cultivatd, une agence immobilière locale spécialisée en agriculture intérieure.



Un partenaire et laboratoire d'innovation régional qui soutient les entreprises en croissance de l'Est de l'Ontario.

### **Fortier Stark Industrial (FSI)**

Fondée par Curtis Stark et Joe Fortier en 2016, FSI offre des services de soudure spécialisés de confiance dans les secteurs de la production laitière, de l'alimentation et des boissons dans l'Est de l'Ontario. Le bureau de l'entreprise était situé à Metcalfe, mais les fondateurs souhaitent agrandir leurs installations et déménager leur siège social à Winchester, qui est plus au centre de leur marché. Leur projet était de construire un bâtiment de 6000 pieds carrés à North Dundas pour leur siège social, avec suffisamment d'espace pour accueillir des réservoirs et de la tuyauterie volumineux. Ces installations leur permettraient de renforcer la présence de FSI sur le marché local, national et international. Avec l'aide d'ACC'Avenir et de la Banque de développement du Canada (BDC), sa partenaire, FSI a obtenu une subvention du Fonds de développement de l'Est de l'Ontario (225 000 \$ sur trois ans) ainsi qu'un prêt additionnel de 110 000 \$. Grâce à ces fonds, FSI a pu entreprendre la construction de ses nouvelles installations cette année. Cette expansion favorisera la croissance de l'entreprise, en augmentant sa capacité de production, en créant de l'emploi et en stimulant les revenus, notamment par la conquête de nouveaux marchés.

## SOAN

Un partenaire et consortium d'investisseurs accrédités qui aide les entreprises en démarrage et favorise la pérennité de l'économie.

# Ouvrir la voie à la réconciliation

ACCParcours, notre programme de consultation axé sur la réconciliation, vise à agir comme intermédiaire entre les Premières Nations, les municipalités, les entreprises et les organisations.



Sa création a été inspirée par le travail du défunt Christopher Thompson, qui a plaidé sans relâche pour le maintien de relations entre Akwesasne et les collectivités non autochtones comme Cornwall et les Comtés S.D. & G, qui se traduirait par la prospérité économique pour tous.



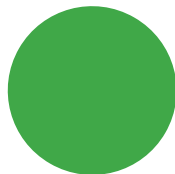
Pour honorer la mémoire de Christopher et réitérer son engagement envers la réconciliation, ACCAvenir a commandé une création de perlage spéciale à Fire Loom Creations, une entreprise d'Akwesasne. La sœur de Christopher, Kelly Back, et son époux Tyson ont créé une œuvre de 18 pouces comportant du perlage traditionnel et une frange en cuir. Au centre figurent une tortue, représentant le clan de Christopher, et le logo d'ACCAvenir. Ils sont entourés de wampum à deux rangs, qui symbolise deux vaisseaux naviguant côte à côte, dans un but commun et un esprit de coopération.

**« C'était un réel honneur de créer cette œuvre. Chris a joué un grand rôle dans cette collaboration. Il serait ravi de voir que les liens entre nos communautés perdurent », explique Kelly.**

ACCAvenir, par ACCParcours, est déterminée à concrétiser la vision de Christopher, qui souhaitait établir et renforcer les relations commerciales entre Akwesasne, Cornwall et les Comtés S.D. & G. Nous continuons aussi à soutenir le projet historique de la Zone portuaire (Port Lands), une terre riveraine qui est la propriété conjointe de la Première Nation d'Akwesasne et de la municipalité de Cornwall.



Une banque partenaire qui offre du financement et des conseils aux PME, peu importe leur secteur d'activité ou leur stade de croissance.



# Favoriser la croissance

La croissance est au cœur de la mission d'ACCAvenir, qui est fière d'appuyer autant les PME locales que les membres de son équipe. Joignez-vous à nous pour féliciter trois anciens employés qui ont utilisé notre organisation comme tremplin vers d'autres perspectives professionnelles.



**Corine Francis**  
*ancienne agente de projet subalterne*

En 2020, Corine a intégré notre équipe dans le cadre de notre partenariat avec les services d'aide à l'emploi d'Akwesasne. Elle occupe maintenant le poste d'adjointe de direction pour le Grand chef Abram Benedict au Conseil des Mohawks d'Akwesasne.



**Simon McLinden**  
*ancien gestionnaire de projet*

Simon s'est joint à notre équipe en 2017 et a été d'une aide inestimable pour la création d'ACCParcours. Il offre maintenant des services de conseiller pour ce projet important, tout en se consacrant à son rôle de gestionnaire des relations avec la clientèle – région de l'Ontario pour Canoe Procurement Group of Canada.



**Lesley Thompson**  
*ancienne directrice générale*

Lesley, notre chef infatigable pendant plus de six ans, a dirigé l'organisation avec brio et l'a aidée à devenir le catalyseur de croissance économique important qu'elle est aujourd'hui. Elle a rejoint les rangs de Food Cycle Science au début de 2022 et a rapidement grimpé les échelons jusqu'au poste de directrice, Relations gouvernementales et programmes de partenariat.

**Cornwall & The Counties Community Futures Development Corporation**  
**Financial Statements**  
*March 31, 2022*

# Cornwall & The Counties Community Futures Development Corporation

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*For the year ended March 31, 2022*

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# Independent Auditor's Report

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To the To the Board of Directors of Cornwall & The Counties Community Futures Development Corporation:

## Opinion

We have audited the financial statements of Cornwall & The Counties Community Futures Development Corporation (the "Organization"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. 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 Organization 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.

## 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization'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 Organization'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 Organization'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 Organization 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.

Cornwall, Ontario

Chartered Professional Accountants

Licensed Public Accountants

# Cornwall & The Counties Community Futures Development Corporation

## Statement of Financial Position

As at March 31, 2022

	Feddev Fund	Investment Fund	Project Fund	General Fund	2022	2021
<b>Assets</b>						
<b>Current</b>						
Cash	-	-	-	93,765	<b>93,765</b>	18,641
Restricted cash	-	2,589,949	-	-	<b>2,589,949</b>	1,311,394
Accounts receivable	-	-	-	167,591	<b>167,591</b>	245,929
Prepaid expenses	-	-	-	2,933	<b>2,933</b>	854
Interest receivable	-	12,247	-	-	<b>12,247</b>	12,247
Due from other funds	-	102,500	-	(102,500)	-	-
	-	<b>2,704,696</b>	-	<b>161,789</b>	<b>2,866,485</b>	1,589,065
<b>Capital assets (Note 3)</b>	-	-	-	943	<b>943</b>	1,414
<b>Long-term investments (Note 4)</b>	-	4,326,770	-	-	<b>4,326,770</b>	5,029,239
<b>Investment in CVCF Trust #1 (Note 5)</b>	-	2,098,781	-	-	<b>2,098,781</b>	1,979,396
	-	<b>9,130,247</b>	-	<b>162,732</b>	<b>9,292,979</b>	8,599,114
<b>Liabilities</b>						
<b>Current</b>						
Accounts payable and accruals	-	4,427	-	17,541	<b>21,968</b>	22,164
Deferred contributions (Note 5)	-	-	-	102,955	<b>102,955</b>	216,009
	-	<b>4,427</b>	-	<b>120,496</b>	<b>124,923</b>	238,173
<b>Fund balances</b>						
Reserve	-	-	-	7,000	<b>7,000</b>	7,000
Unrestricted	-	-	-	35,236	<b>35,236</b>	134,114
Restricted	-	9,125,820	-	-	<b>9,125,820</b>	8,219,827
	-	<b>9,125,820</b>	-	<b>42,236</b>	<b>9,168,056</b>	8,360,941
	-	<b>9,130,247</b>	-	<b>162,732</b>	<b>9,292,979</b>	8,599,114

Approved on behalf of the Board

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

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



# Cornwall & The Counties Community Futures Development Corporation

## Statement of Operations

For the year ended March 31, 2022

	Feddev Fund	Investment Fund	Project Fund	General Fund	2022	2021
<b>Revenue</b>						
Investment income	-	305,506	-	-	<b>305,506</b>	243,361
Program funding	-	200,000	102,684	-	<b>302,684</b>	652,211
FedDev Ontario - contributions	302,013	-	-	-	<b>302,013</b>	301,993
Other income	-	118,324	-	119,281	<b>237,605</b>	186,160
RRRF funding	30,000	-	-	-	<b>30,000</b>	2,040,795
	<b>332,013</b>	<b>623,830</b>	<b>102,684</b>	<b>119,281</b>	<b>1,177,808</b>	3,424,520
<b>Expenses</b>						
Salaries and benefits	202,255	-	-	110,958	<b>313,213</b>	335,320
Port Lands project	-	-	102,684	-	<b>102,684</b>	116,101
Advertising	15,031	-	-	51,804	<b>66,835</b>	9,776
Provision for forgivable loans	-	53,750	-	-	<b>53,750</b>	454,104
Rent	11,611	-	-	19,779	<b>31,390</b>	28,508
Consulting	30,712	-	-	-	<b>30,712</b>	35,164
Official Language	20,000	-	-	-	<b>20,000</b>	20,000
Professional fees	15,540	-	-	1,017	<b>16,556</b>	11,927
Communication	10,612	-	-	4,626	<b>15,238</b>	13,821
Meetings - directors and others	351	-	-	9,998	<b>10,349</b>	2,892
Computer	10,000	-	-	-	<b>10,000</b>	-
Office supplies	2,479	-	-	6,917	<b>9,397</b>	6,353
Loan management expenses	-	-	-	8,108	<b>8,108</b>	11,117
Insurance	4,221	-	-	1,883	<b>6,104</b>	5,075
Repairs and maintenance	1,631	-	-	3,891	<b>5,521</b>	15,727
Director's travel	-	-	-	2,826	<b>2,826</b>	901
RRRF projects	2,537	-	-	-	<b>2,537</b>	388,874
Equipment rental	2,506	-	-	-	<b>2,506</b>	2,776
Bank charges and interest	955	1,506	-	-	<b>2,462</b>	2,771
Membership fees	1,572	-	-	-	<b>1,572</b>	1,496
Travel	-	-	-	1,181	<b>1,181</b>	706
Amortization	-	-	-	471	<b>471</b>	471
Community based project/Digital Services	-	-	-	-	-	2,517
IRD Grant	-	-	-	-	-	32,500
EODP/RIIEO	-	-	-	-	-	200,000
RED Grant (recovery)	-	-	-	(5,300)	<b>(5,300)</b>	250,994
(Gain) loss on long-term investment	-	(119,385)	-	-	<b>(119,385)</b>	84,896
Training and education	-	-	-	-	-	266
Provision for (recovery of) doubtful loans (Note 4)	-	(218,034)	-	-	<b>(218,034)</b>	446,119
	<b>332,013</b>	<b>(282,163)</b>	<b>102,684</b>	<b>218,159</b>	<b>370,693</b>	2,481,172
<b>Excess (deficiency) of revenue over expenses</b>	<b>-</b>	<b>905,993</b>	<b>-</b>	<b>(98,878)</b>	<b>807,115</b>	943,348

The accompanying notes are an integral part of these financial statements

**Cornwall & The Counties Community Futures Development Corporation**  
**Statement of Changes in Net Assets**

*For the year ended March 31, 2022*

	<i>Feddev Fund</i>	<i>Investment Fund</i>	<i>Project Fund</i>	<i>General Fund</i>	<b>2022</b>	<b>2021</b>
<b>Fund balances, beginning of year</b>	-	<b>8,219,827</b>	-	<b>141,114</b>	<b>8,360,941</b>	7,417,593
<b>Excess (deficiency) of revenue over expenses</b>	-	<b>905,993</b>	-	<b>(98,878)</b>	<b>807,115</b>	943,348
<b>Fund balances, end of year</b>	-	<b>9,125,820</b>	-	<b>42,236</b>	<b>9,168,056</b>	8,360,941

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

**Cornwall & The Counties Community Futures Development Corporation**  
**Statement of Cash Flows**  
*For the year ended March 31, 2022*

	<i>Feddev Fund</i>	<i>Investment Fund</i>	<i>Project Fund</i>	<i>General Fund</i>	<b>2022</b>	<b>2021</b>
<b>Cash from operating activities</b>						
Surplus (deficit) for the year	-	905,993	-	(98,878)	807,115	943,348
Amortization	-	-	-	471	471	471
Provision for (recovery of) doubtful loans	-	(218,034)	-	-	(218,034)	293,938
Provision for forgivable loans	-	53,750	-	-	53,750	454,104
Gain (loss) on long-term investment	-	(119,385)	-	-	(119,385)	84,896
	-	622,324	-	(98,407)	523,917	1,776,757
Changes in working capital accounts						
Accounts receivable	-	-	-	78,338	78,338	(231,300)
Prepaid expenses	-	-	-	(2,079)	(2,079)	-
Accounts payable and accruals	-	1,978	-	(2,174)	(196)	(37,542)
Deferred contributions	-	-	-	(113,054)	(113,054)	206,037
Due to other funds	-	(212,500)	-	212,500	-	-
	-	411,802	-	75,124	486,926	1,713,952
<b>Investing</b>						
Advances of long-term investments	-	(983,750)	-	-	(983,750)	(3,144,138)
Repayment of long-term investments	-	1,850,503	-	-	1,850,503	1,380,915
	-	866,753	-	-	866,753	(1,763,223)
<b>Increase (decrease) in cash</b>	-	1,278,555	-	75,124	1,353,679	(49,271)
<b>Cash, beginning of year</b>	-	1,311,394	-	18,641	1,330,035	1,379,306
<b>Cash, end of year</b>	-	2,589,949	-	93,765	2,683,714	1,330,035
<b>Represented by:</b>						
Cash	-	-	-	93,765	93,765	18,641
Restricted cash	-	2,589,949	-	-	2,589,949	1,311,394
	-	2,589,949	-	93,765	2,683,714	1,330,035

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

# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

For the year ended March 31, 2022

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### 1. Purpose of the organization

Cornwall & The Counties Community Futures Development Corporation (the "Organization") is incorporated without share capital under the laws of Ontario as a non-profit organization. The Organization is a social enterprise "passionate about community, grounded in business, and committed to advancing reconciliation" in the communities of Akwesasne, Cornwall and Stormont, Dundas & Glengarry. They service to advance the region's largest economic development priorities by way of delivering funding to small to medium-sized enterprise's as well as developing, supporting, and implementing projects which support the socio-economic success of the region. The Organization is funded through a blend of core funding, project funding, and revenue generation/ The organization is exempt from income taxes under the Income Tax Act of Canada.

### 2. 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:

#### **Fund accounting**

The Organization follows the deferral method of accounting for contributions utilizing the following funds.

The FedDev fund accounts for the corporation's FedDev program delivery funded by FedDev Ontario. This fund reports restricted operating contributions.

The Investment fund was established as outlined in the Contribution Agreement with FedDev Ontario to provide financing for new and existing enterprises in order to protect or create new jobs. The fund is restricted pursuant to the agreement.

The project fund accounts for the specific programs undertaken by the corporation. This fund reports restricted contributions.

The general fund accounts for the corporation's program delivery and administrative activities. This fund reports unrestricted resources.

#### **Revenue recognition**

Contributions from FedDev Ontario are recognized as revenue in the year of receipt except for the following:

- i) Contributions relating to capital assets are credited to deferred capital contribution and recognized as revenue on the same basis as amortization on the related asset is charged against operations.
- ii) Contributions relating to approved expenditures not yet incurred are recorded as deferred contributions.
- iii) Unexpended funds at the end of the year may be refundable to the contributor. Repayable amounts reduce contribution revenue for the year. Excess expenditures may not be reimbursed by FedDev Ontario.

Other contributions are recognized as revenue in the year of receipt except for contributions relating to approved expenditures not yet incurred that are recorded as deferred contributions.

Other income includes administrative and management fees which are recognized when the fees are earned or services are performed.

Interest and dividend revenue in the investment fund are recognized when received or receivable. The corporation accrues interest on loans and mortgages in arrears until collection becomes doubtful.

#### **Capital assets**

Capital assets are recorded at cost. Amortization is based on the estimated useful life of the asset and is provided at the following rates and methods:

Leaseholds	- greater of 5 years or length of the lease
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# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

For the year ended March 31, 2022

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### 2. Significant accounting policies (Continued from previous page)

#### **Cash and cash equivalents**

Cash and cash equivalents is defined as cash on hand and cash on deposit. Cash subject to restrictions that require its use for specified purposes is included in restricted cash.

#### **Long-term investments**

Long-term investments are comprised of loans receivable and equity investments with set redemption values.

- i) Loans receivable consists of loans made out of the Organization's investment fund and are measured at amortized cost. The Organization maintains an allowance for impaired loans as estimated by management based on their assessment of the net recoverable amount of the Organization's loans, which is determined on a loan by loan basis.
- ii) Equity investments consist of non-controlling share interests in Canadian private small business corporations. The equity investments are recorded at amortized cost. Management assesses its equity investments for impairment on a periodic basis and, at least, annually.

#### **Investment in CVCF Trust #1**

The investment in CVCF Trust #1 is accounted for using the equity method. Accordingly, the investment is recorded at acquisition cost and is increased for the proportionate share of post-acquisition earnings and decreased by post-acquisition losses and distributions received.

#### **Measurement uncertainty (use of estimates)**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts or revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to excess (deficiency) of revenue over expenses as appropriate in the year they become known.

Significant items subject to such estimates and assumptions include the provision for doubtful long-term investments. As the Organization's long-term investments consist of loans and equity investments in small businesses, including start-up or developing entities, the Organization's long-term investments are exposed to various risk factors which may impact their net recoverable amount. These factors include the overall business environment of the Stormont, Dundas and Glengarry area, Canadian interest rates and factors and risks specific to the relevant small businesses. Management regularly reviews and assesses the net recoverable amount of its long-term investments and other estimates and, where necessary, makes adjustments prospectively. Actual results could differ from those estimates.

#### **Financial instruments**

The Organization adopted the amendments to Section 3856 Financial Instruments effective April 1, 2021. The new standard resulted in minimal impact on the Organization.

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

#### **Arm's length financial instruments**

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Organization has made such an election during the year.

The Organization subsequently measures investments in equity instruments not quoted in an active market at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

For the year ended March 31, 2022

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### 2. Significant accounting policies (Continued from previous page)

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess (deficiency) of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

#### Related party financial instruments

The Organization initially measures the following financial instruments originated/acquired or issued/assumed in a related party transaction ("related party financial instruments") at fair value:

- Investments in equity instruments quoted in an active market
- Debt instruments quoted in an active market
- Debt instruments when the inputs significant to the determination of its fair value are observable (directly or indirectly)
- Derivative contracts.

All other related party financial instruments are measured at cost on initial recognition. When the financial instrument has repayment terms, cost is determined using the undiscounted cash flows, excluding interest, dividend, variable and contingent payments, less any impairment losses previously recognized by the transferor. When the financial instrument does not have repayment terms, but the consideration transferred has repayment terms, cost is determined based on the repayment terms of the consideration transferred. When the financial instrument and the consideration transferred both do not have repayment terms, the cost is equal to the carrying or exchange amount of the consideration transferred or received.

At initial recognition, the Organization may elect to subsequently measure related party debt instruments that are quoted in active market, or that have observable inputs significant to the determination of fair value, at fair value.

The Organization has not made such an election during the year, thus all such related party debt instruments are subsequently measured at amortized cost.

The Organization subsequently measures its financial instruments using the cost method less any reduction for impairment.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of related party financial instruments are immediately recognized in excess (deficiency) of revenue over expenses.

#### Financial asset impairment

The Organization assesses impairment of all of its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group and there are numerous assets affected by the same factors. Management considers whether the issuer is having significant financial difficulty; whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current year excess (deficiency) of revenue over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in the excess (deficiency) of revenue over expenses in the year the reversal occurs.

# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

*For the year ended March 31, 2022*

### 3. Capital assets

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2022 Net book value</b>	<b>2021 Net book value</b>
Leasehold improvements	4,711	3,768	943	1,414

As at March 31, 2021 the cost and accumulated amortization of capital assets was \$4,711 and \$3,297 respectively.

### 4. Long-term investments

The loans and mortgages receivable bear interest ranging from Nil% to 10% with amortization periods from one to twenty years.

The loans and mortgages receivable balance is comprised of:

	<b>2022</b>	<b>2021</b>
Loans and mortgages receivable, principal	3,252,934	4,291,902
Equity investment, cost	375,000	160,000
COVID loans receivable, principal	184,606	355,435
IRD-COVID loans receivable, principal	130,267	82,864
RRRF loans receivable	1,554,005	1,551,767
	5,496,812	6,441,968
<b>Less:</b>		
Provision for doubtful loans	(714,688)	(958,625)
Provision for RRRF Loan forgiveness	(455,354)	(454,104)
	(1,170,042)	(1,412,729)
	4,326,770	5,029,239

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

	<b>2022</b>	<b>2021</b>
Balance, beginning of year	958,625	664,687
Loans written off during the year	-	(150,763)
Recovery of loans written off in previous periods	(218,034)	-
Adjustment to provision for doubtful loans	(25,903)	444,701
	714,688	958,625

# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

*For the year ended March 31, 2022*

**4. Long-term investments** *(Continued from previous page)*

The corporation determines the provision for doubtful loans by providing specific loan losses after reviewing outstanding loans on a loan-by-loan basis plus the use of an estimated percentage based on past experience for all loans for which no specific provision has been established.

The loan principal payments due to be received over the next five years are as follows:

<b>2023</b>	<b>761,694</b>
<b>2024</b>	<b>885,047</b>
<b>2025</b>	<b>818,968</b>
<b>2026</b>	<b>411,380</b>
<b>2027</b>	<b>84,150</b>
<b>Subsequent years unspecified</b>	<b>1,365,531</b>
	<b>4,326,770</b>

**RRRF loans receivable**

The organization issued loans under the Regional Relief and Recovery Fund (RRRF) which provides zero-interest, partially forgivable loans of up to \$60,000 to small businesses. These loans can be repaid at any time without penalty and if the individual loans are repaid on or before December 31, 2023 a portion of the loan will be forgiven. A provision of \$455,354 (2021 - \$454,104), which represents the maximum forgivable portion of these loans, is recorded as a reduction of the carrying value and is included as an expense on the Statement of Operations.

The equity investment represents the following investments:

300,000 preferred shares, non-voting, non-participating, redeemable at cost, no dividends.

100,000 preferred shares, non-voting, non-participating, convertible at cost into common shares.

80,466 Series A-1-2 preferred shares, voting, convertible into Class A Common Shares at a varying conversion price depending on circumstance, discretionary dividends.

60,763 Series A-2 preferred shares, voting, convertible into Class A Common Shares at a varying conversion price depending on circumstance, discretionary dividends.

110,684 preferred shares, non-voting, non-participating, redeemable at cost, annual dividends at 10% paid monthly commencing February 2020

**5. Investment in Community Ventures Capital Fund Trust #1**

	<b>2022</b>	2021
Investment in CVCF Trust #1	<b>2,098,781</b>	1,979,396

Investment in Community Ventures Capital Fund - Trust #1 is accounted for using the equity method. The Trust provides equity financing and loans to businesses within Eastern Ontario. Any distributions from the Trust are reinvested in the Trust.



# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

*For the year ended March 31, 2022*

### 6. Deferred contributions

Deferred contributions consist of unspent contributions externally restricted for delivery of specific programs. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. The deferred contribution balances are as follows:

	2022	2021
Port Lands	11,662	10,346
Technology Innovation Project	91,293	95,663
IRD Loan	-	110,000
	102,955	216,009

### 7. Economic dependence

The Organization receives a significant portion of its annual operating revenue from government contributions. If these revenues were lost, the Organization would be unable to operate and would need authorization by FedDev Ontario to use the earnings of the investment fund for operating purposes.

### 8. Financial instruments

The Organization, is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

#### ***Liquidity risk***

Liquidity risk is the risk that the Organization will not be able to meet its obligations associated with financial liabilities. Cash flow from operations provides a substantial portion of the Organization's cash requirements.

#### ***Credit risk***

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable, interest receivable and long-term investments. Accounts receivable arise primarily from contractual agreements with Federal and Provincial governments. The long-term investments, and resulting interest receivable, are comprised of long-term mortgages and loans, and equity investments.

The Organization's policy is to regularly assess the credit worthiness of its counterparties to mitigate the risk of financial loss from defaults. The Organization reviews its small business investment loan balances regularly and amounts are written down to their expected realizable value when outstanding amounts are determined not to be fully collectible. The maximum exposure to credit risk is the carrying value of accounts receivable, interest receivable and long-term investments.

The corporation has a geographical concentration of credit risk due to its operations being primarily in eastern Ontario. Accounts receivable, contributions receivable and interest receivable are non-interest bearing and are generally due in 30 to 60 days. The long-term investments are interest bearing, have varying due dates and are primarily secured.

#### ***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 Organization's interest-bearing assets comprise long-term investments. All of the long-term investments have fixed interest rates.

# Cornwall & The Counties Community Futures Development Corporation

## Notes to the Financial Statements

*For the year ended March 31, 2022*

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### 9. Significant event

In early 2020, there was a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders. At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the Organization as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus.

The Organization received grant funding of \$150,000 (2021 - \$1,556,418) in order to provide local businesses with partially forgivable loans. A total of \$150,000 (2021 - \$1,551,767) in loans was disbursed through this grant program of which \$41,250 (2021 - \$1,097,663) is expected to be repaid to the Organization by December 2022. In the prior year the Organization also received additional funding of \$484,377 to provide technical and professional assistance to eligible small and medium sized enterprises to adapt to the evolving business environment caused by the COVID-19 pandemic and qualified for the Canada Temporary Wage Subsidy in the amount of \$7,247 which is included in program funding. To assist in economic relief and recovery, the Organization agreed to defer payment plans and waive interest for up to six months from a significant portion of its loans receivable clients.

While the extent of the impact is unknown, we anticipate this outbreak may cause reductions in the Organization's scheduled collections of loans receivable, ability to collect its loans receivable, staff shortages/disruptions, and increased government regulations, all of which may negatively impact the Organization's business and financial condition.