



1987 - 2017

NISHNAWBE ASKI  
DEVELOPMENT FUND

Supporting Aboriginal Success  
[www.nadf.org](http://www.nadf.org)

2016/2017

# Annual Report





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# OUR VISION

# ABORIGINAL PROSPERITY

## Our Mission

**To advance the well-being of Aboriginal people in Northern Ontario through business and economic development.**

## About NADF

Incorporated in 1984 and established in 1987, NADF is a wholly-owned non-profit Aboriginal organization providing a range of financial and business support services to support Aboriginal business and economic development in Northern Ontario.

## Clients

NADF provides commercial financing, business support, and resource sector support services to Aboriginal businesses and entrepreneurs to establish, expand or acquire a business in remote, rural and urban communities in Northern Ontario, including Nishnawbe Aski Nation (Treaty #9 and Ontario portion of Treaty #5), Robinson-Superior 1850 Treaty and Treaty #3.

- Aboriginal entrepreneurs (18 years and older)
- Aboriginal organizations
- First Nations
- Majority Aboriginal-owned businesses
- Métis
- Status (on or off-reserve)

## Services

- Appraisal Services
- Bookkeeping Training and Support
- Business Loans and Grants
- Business Plan Guidance
- Business Support Services
- Business Related Workshops
- Comprehensive Community Planning
- Due Diligence Services
- Micro-Lending
- Resource Advisory Services
- Winter Road Financing
- Youth Entrepreneur Programs

## Partners

- FedNor
- Indian and Northern Affairs Canada
- Ministry of Indigenous Relations and Reconciliation
- Ministry of Advanced Education and Skills Development
- Ministry of the Status of Women
- National Aboriginal Capital Corporations Association
- Northern Ontario Heritage Fund Corporation
- Ontario Native Womens Association

# SUPPORTING ABORIGINAL SUCCESS

## Board & Staff Listing

(as of April 2016 to March 2017)

### Board of Directors

Arlene Meekis, Chair	Wawakapewin First Nation
Aaron Kakepetum, Vice Chair	Keewaywin First Nation
Shawn Batise	Matachewan First Nation
Adam Fiddler	Sandy Lake First Nation
Travis Boissoneau	At-Large
Ron Marano	At-Large
Gary Beardy	Muskrat Dam First Nation
Jason Rasevych	Ginoogaming First Nation
Albalina Metatawabin	Fort Albany First Nation

### Ex-Officio

Deputy Grand Chief Derek Fox	Nishnawbe Aski Nation
Giuseppe Buoncore	FedNor

### Members

Russell Wesley	Cat Lake First Nation
Lillian Suganaqueb	Webequie First Nation
Derek Fox	Bearskin Lake First Nation

### NADF Staff

#### Executive

Brian Davey, Executive Director  
Dawn Willoughby, Executive Assistant

#### Loans

Kimberley Bird, CPA, CMA, Loans Manager  
Charlton Thompson, CPPA, Senior Account Manager  
Abby Robinson, Business Development Consultant  
Karen Shalley, Account Manager  
Lucille Iserhoff, Loans Administrative Assistant

#### Aboriginal Business Financing Program (ABFP) Community Futures Development Corporation (CF)

Kimberley Bird, CMA, Loans Manager  
Cory Robin, Business Development Officer (ABFP)  
Shirley Degrechie, Finance Officer (ABFP)  
Lorraine Whitehead, Business Development Officer (ABFP/Loans)  
Duane Armstrong, Business Support Officer (CF)  
Melanie Harding, RPP, MCIP, Senior Community Planner

#### Marketing and Communications

Dawn Willoughby, Executive Assistant  
Brittany Millard, Marketing and Communications Assistant  
Li Kang, Marketing and Communications Assistant  
Ryan Choi, Web Developer and Graphic Designer

#### Nishnawbe Maajjikaywin

Dan Paradis, Senior Project Manager  
Tracey Willoughby, BIO Project Coordinator  
Anna Deminski, Due Diligence Analyst  
Wendy McKay, Youth Project Coordinator  
John Gagnon, Youth Entrepreneurship Event Coordinator  
Lucy Percy, Administrative Assistant  
Hillary Black, Planning Research Analyst  
Derek Wentzell, Community Economic Development Consultant

#### Resource Sector Advisory Services

Denise Hardy, Special Initiatives Advisor

#### Finance and Administration

Mari Bishop, CPA, CA, Financial Controller  
Millie Carpenter, Human Resources Manager  
Liesa Wynn, Finance Officer  
Regina Jamie Hunter, Finance and HR Assistant  
Vincent McGuire, Receptionist

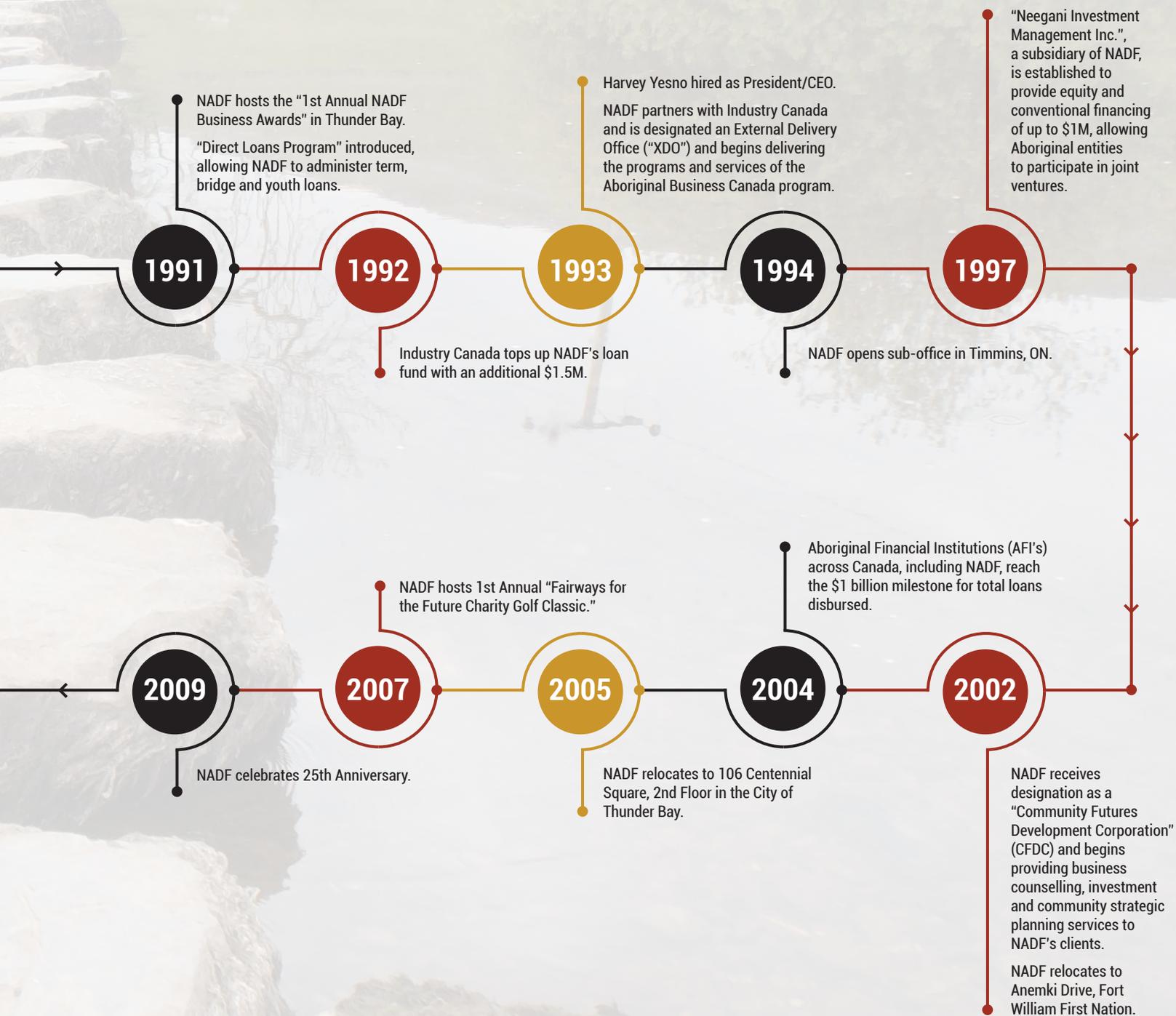
#### Financial Support Services

Lloyd Wabigwan, CPA, CMA, Manager  
Johnathan Beardy, Account Manager  
Susan King, Bookkeeper

# Milestones



# 1984-2017



# Message from the Chair

## Arlene Meekis, Board Chair



On behalf of the NADF Board of Directors, I am pleased to present the 2017 Annual Report. The report serves as our link to you and is an opportunity to share our achievements over the past fiscal year (April 1, 2016-March 31, 2017). I welcome you and encourage you to read through to learn more about what we do and to become familiar with the programs and services that we offer that help us achieve our mandate of supporting

Aboriginal business and economic development in Northern Ontario.

As the Chair of the NADF Board of Directors, I have had the pleasure of working alongside a team of individuals who share a wealth of knowledge, expertise, and interpersonal skills that have helped guide the corporation over the past year. Sound governance is the key responsibility of the Board of Directors. We provide careful and thoughtful oversight of the corporation to ensure our clients are well served. We are responsible for overall policy decisions, approving operating budgets and major expenditures, and we are actively involved in the loans decisions. The day-to-day operations are delegated to our Executive Director, Brian Davey.

NADF's Board remains focused on improving our programs and services to ensure we deliver on our mandate to support Aboriginal business and economic development in Northern Ontario. We have seen consistent growth in new business start-ups, expansions, and acquisitions across all sectors, and it gives me great pride to see more and more Aboriginal People and First Nation communities turning to business and economic development as a means of enhancing quality of life and achieving financial independence.

It is my great pleasure and honor to serve as the NADF Chair of the Board of Directors. On behalf of the Board, I wish to thank Brian, his executive team and all staff for another great year. It is through their extraordinary efforts that we continue to make good things happen for our clients. I also want to thank our partners for their ongoing support and our clients for the opportunity to serve them every day.

In closing, I would like to remind our readers that our programs and services are available to all Aboriginal entrepreneurs, businesses, and First Nation communities in Northern Ontario. If you have a business idea, we invite you to reach out to us to learn how we can help you grow and nurture your idea into reality.

On behalf of the Board of Directors, thank you for taking the time to read our 2017 Annual Report.

Meegwetch!

**Arlene Meekis**  
**Board Chair**

# Message from the Executive Director

Brian Davey, Executive Director



Welcome to Nishnawbe Aski Development Fund (NADF)'s 2017 Annual Report.

Once again, we welcome the community we serve to our 2017 Annual Report. For those that are hearing about us for the first time our Vision is "Aboriginal Prosperity" and our Mission is "To advance the well-being of Aboriginal people in Northern Ontario through business and economic development.". We do this

by providing financing to small

and medium size businesses through loans, grants, business and financial support services. We also provide assistance in community comprehensive planning, business incubation for aspiring entrepreneurs, we hold networking and business events, and we have one of the longest active Aboriginal business awards show in Canada, the NADF Business Awards. NADF is a non-profit corporation that serves Aboriginal entrepreneurs and businesses in Northern Ontario.

Regarding our core business of providing loans, this year proved to be a better year compared to the previous fiscal year. As of March 31, 2017, we have actual loan disbursements of \$2,517,815 which represents an 105% increase in comparison to last year's actual disbursements ending March 31, 2016. The significant increase in comparison to the same time last year is mainly attributed to better economic conditions in the area we serve. Hopefully we can keep this trend up and meet our \$3.0 million target by the end of this fiscal year.

As a developmental lender, it has its challenges compared to your typical chartered banks. We are expected to take greater risk and we do. Fortunately, because of the aftercare and the continuing

support we provide to our clients, we can keep our loan losses to a reasonable level. Since the beginning, our loan losses are approximately 10% and on average in recent years our losses have been declining.

Finally, this year represents the beginning of our 30th year of operations. We are so fortunate to have the people that have served the organization as members, directors and staff since NADF's inception. Without them, we would not be as successful of our achievement in disbursing \$39 million in loans and creating 600 businesses. A big thank you to them all.

Meegwetch!

**Brian Davey**  
**Executive Director**

# Loans

Kimberley Bird, CPA, CMA, Loans Manager



Nishnawbe Aski Development Fund (NADF) did have a good performance year ending with thirty-six (36) loans totalling \$2,517,819 in disbursements. We did not meet our F17 target of \$3,800,000 for loan disbursements, however, our staff worked very hard to more than double our disbursements from the previous fiscal year (F16) which was \$1,228,858.

These loans were spread out over various industry

classifications that include Mining, Retail Services, Forestry, Heavy Equipment, Accommodation, and Tourism.

We received 503 enquires that resulted in 46 loan applications. Of the 46 loan applications, 19 were for expansions, 24 for start-ups, and 3 were business acquisitions. 17 were approved for financing.

NADF staff travelled to 24 communities with 10 of them being remote access.

We continued to make improvements throughout the year to increase our loan activity. Some of these changes included;

1. Matching interest rates for those who qualify, the rates beginning at Prime + 2%.
2. We have also reviewed and reduced our loan administration fees, resulting in savings being passed onto our clients.
3. Commercial mortgages for property located in urban centres.
4. Increased term of loans, to a maximum of 20 years for those that qualify.
5. Non-Business Loans, we recognize that First Nation service organizations often need financing and bridge financing for supplies, construction and maintenance costs. We are now taking loan applications from non-business organizations.
6. Microloans, often an entrepreneur just needs a little bit of seed money to start a business. Our microloans range from \$1,000 to \$7,500, with the application fee waived.

For fiscal 2018, we will be continuing to evaluate our services, so that we can make positive improvements for our clients.

## Enhanced Access (EA) Loans

The actual loans disbursements, not including fees, for the Robinson Superior-Treaty 3 area this year totalled \$411,614. The loans supported heavy equipment, confectionary store, marketing business, and tourism. The Enhanced Access loans can be accessed to a maximum amount of \$250,000 per applicant. Funds for Enhanced Access loans are approved and advanced by the National Aboriginal Capital Corporation (NACCA).

## Community Futures Development Corporation (CFDC)

NADF services a total of eighty-nine (89) First Nations in Northern Ontario. NADF was designated as a Community Futures Development Corporation (CFDC) by FedNor in July 2002. Under this designation NADF provides programs and services to thirty-three (33) First Nation communities in northern Ontario. For a full list of communities serviced under the CF Agreement visit [www.nadf.org](http://www.nadf.org).

We completed the third year of a three (3) year funding agreement, which ended March 31, 2017. With a \$320,000 annual operating budget, the agreement focused on three areas:

1. Community-based economic development
2. Business advisory services
3. Investment fund

NADF had approved Community Future loans in the amount of \$547,632 for F2017. We assisted seven businesses, where three (3) were start-ups, two (2) were expansions and two (2) maintenance loans. The businesses created twenty-four (24) new jobs and maintained twenty (20) jobs in Kasabonika, Keewaywin, Long Lake #58, Sandy Lake, Mishkeegogaming, Big Trout Lake and Webequie.

The CFDC loans disbursed were for mining, gas station, accommodation, mobile food services, tourism, and a education authority.

## Comprehensive Community Planning

Our community planning services have supported and provided guidance to over fourteen (14) First Nations; the demand is growing. NADF also hosts CCP facilitation training and also has developed tools and templates to aid communities in their planning. Our Senior Community Planner, Melanie Harding, has obtained the designation of a Registered Professional Planner. She is also on the Indigenous Community Planning Committee with the Canadian Institute of Planners. Our Senior Community Planner also works closely with the Nishnawbe Maajijikaywin Department.

# Community Futures Development Corporation (CFDC)

**Figure 1: F2017 Loan Activity**

Loan Activity				
	F2017	F2016	F2015	F2014
NUMBER OF LOANS APPROVED	36	25	36	30
APPLICATIONS RECEIVED	46	43		
LOANS APPROVED (\$)	\$3,077,272	\$2,414,656	\$2,509,468	\$2,497,508
<b>LOANS DISBURSED</b>				
TOTAL LOANS DISBURSEMENT	\$2,517,819	\$1,228,858	\$2,441,316	\$2,285,504
<b>JOB STATS</b>				
CREATED	65	32	47	18
MAINTAINED	44	82	85	37
<b>TOTAL JOBS</b>	<b>109</b>	<b>114</b>	<b>132</b>	<b>55</b>
Overall, In F2017, our loans funds assisted with: Seven (7) business start-ups, Six (6) business expansions, and, Four (4) maintain business operations.				

**Figure 2: F2017 Loan Targets**

Regular Loan Fund	\$700,000	\$724,392
Enhanced Access - NACCA	\$500,000	\$411,614
Youth Loans	\$60,000	\$0
Community Future Loans	\$1,550,000	\$547,632
Aboriginal Economic Development Fund	\$1,000,000	\$834,176
<b>TOTAL LOAN DISBURSEMENT TARGET</b>	<b>\$3,810,000</b>	<b>\$2,517,815</b>

**Figure 3: F2017 Targets and Results for CFDC Loans**

	Target	Q1	Q2	Q3	Q4	
General Inquiries	160	85	71	6	98	260
In Depth Interviews	150	115	81	14	12	222
Business Start-Ups	6	0	1	1	1	3
Assisted - #Maintained	6	0	1	0	1	2
Business Expansions	4	0	0	1	1	2
Jobs Created	8	0	2	9	13	24
Jobs Maintained	19	0	3	3	14	20

# Micro Lending

The Micro Lending Program is funded by the Ministry of the Status of Women. The program was introduced as a two (2) year program that was to end in February 2014, however the program was extended to March 31, 2017. Program turnover impacted progress and the new Small Business Instructor, Mahogany McGuire was hired in the last 6 months of and made great progress over this short period.

The Micro Lending Program has evolved but the program goal remains the same, which is “to reach low-income and underserved Aboriginal women; who face barriers trying to access a small business loan and or start a small business. Micro loans are designed to help build credit where our clients have no credit and or bad credit.”

The micro loan amounts start at a minimum of \$1,000.00 to a max of \$7,500.00.

## Program Highlights

- The program had a total of 86 Aboriginal participants. 38 were Aboriginal women, with 25 receiving their workshop certificates for attending two (2) full-days of training equalling 10 hours.
- One micro loan was processed for the start up of a take-out food business.
- Micro Lending Program hosted a mini-conference on March 21-22, 2017, featuring keynote speakers and presenters. A total of 40 participants were in attendance.
- Facilitated a total of 4 micro loan specific workshops in remote/isolated northern communities and in the surrounding area, including the mini-conference.
- Incorporated the use of traditional learning through oral storytelling and successful business owners, such as Tammy Beauvais, Tammy Beauvais Designs, sharing their stories.
- 91% of participants were satisfied with the improved curriculum and had few comments for improvements.

Micro Lending Program supported start ups and expansions, on and off reserve, of a variety of businesses, including catering services, takeout food service, cleaning service, tourism outposts, and inventory.

## Historical Highlights

- Trained 107 Aboriginal women who completed a 10-hour business planning/financial literacy workshop.
- Assisted 7 Aboriginal women with 8 microloans, ranging from \$1,000 to \$5,000, with 5 of the seven 7 still in operation.
- Polled workshop participants and 74% were satisfied with the level of training they received, of which, 70% would like to receive more in-depth learning about business planning.
- The micro loan program offered participants the experience and opportunity to build or re-establish their credit.



## Program Barriers, Changes and Developments:

### **Removal of Microlending Circles**

Due to lack of group support and participants were reluctant to rely on micro loan circles. The idea of circle formation was discontinued and the program now focuses on individual micro loan applications.

### **No Credit**

Participants who did not have a credit card were unable to apply for a Master Business Licence. To address this barrier, NADF purchased prepaid credit cards.

### **Access to Child Care**

To address the issue of women being unable to attend workshops due to lack of child care, the Micro Loan Program covered the cost of childcare for women attending the workshops.

### **Online Marketing, Radio Show & Live Information Video Feeds**

It was identified that using social media to reach our isolated and remote communities versus using the traditional outlets of marketing (i.e. newspaper, radio) has proven to be more effective in promoting the program, workshops, partnerships, and for Q&A. Live feeds for the micro loans program began in December 2016 and has produced 9 short (18-35 minutes) micro loan specific videos. Videos range from 18-35 minutes with data showing the number of viewings ranging from 92-902 views per video released.

### **Curriculum Changes**

In response to feedback, workshops now incorporate more hands-on exercises, more group work, utilize videos as learning tools, and providing workshop material in an easy to understand format.

### **Socio-Economic Issues**

Individuals have shown that they are interested in business and in expanding their hobbies into a business but are often unable to produce the 10% equity. This issue is being examined and potential solutions are being explored by NADF.

# Special Initiatives

Denise Hardy, Special Initiatives Advisor



## Overview

The primary role of the Special Initiatives Advisor is to provide advisory and support services to First Nation communities and organizations to increase First Nation participation in the resource sector industries, specifically the mining and energy sectors.

The following are some of the activities and initiatives that were undertaken over the past year to achieve this purpose:

## Corporate Events

Under the direction of the Executive Director, and in collaboration with NADF's Marketing Department and Event Planning Committees, the Special Initiatives Advisor was responsible for coordinating several events throughout the year, including:

### 2016 Forestry Expo – Our Forests, Our Future Generations

NADF hosted the 2016 Forestry Expo and Tradeshow on April 20-21, 2016 at the Valhalla Inn. Building upon the theme - Our Forests, Our Future Generations - the agenda focused on the latest programs and innovations in forestry and featured speakers who demonstrated that there is more to forestry than “cut and skid”.

Highlights included showcasing the First Nations Natural Resources Youth Employment Program, the advancements in the bio-economy, and Ontario Forest Industries Associations promoting “wood is good”. Guest speakers were also in attendance from regional First Nation Forestry businesses, sharing their success stories and best practices in building relationships in the forestry sector. A Youth Panel featured young leaders who captured the audience by sharing their experiences, their challenges and their goals. The tradeshow hosted 50 exhibitors that showcased new technology, forestry services and suppliers.

## Aboriginal Partnership Exchange

NADF partnered with the Thunder Bay Chamber of Commerce to host the Aboriginal Partnership Exchange (APEX) on June 8, 2016. The primary goal of APEX was to bring Aboriginal and non-Aboriginal communities and businesses together to develop business alliances, create partnerships, expand networks for economic and business growth.

## 6th Annual Mining Summit

The 6th Annual Mining Summit was presented at the Days Inn and Conference Centre in Timmins, Ontario on October 20th. The conference consisted of a tradeshow, guest speakers and breakout sessions. Guest speakers shared their valuable knowledge and expertise with the conference delegates, including best practices in developing mutually beneficial partnerships and joint ventures, updates and outlook on mining activity in Northern Ontario and the Ring of Fire. Although attendance was down when compared to previous year, the conference nonetheless achieved its purpose, with delegates gaining new knowledge to take back to their communities and several new business connections being made.

## Energy and Forestry Expo

On March 28-29th, NADF hosted the Energy and Forestry Expo 2017 at the Victoria Inn, Thunder Bay, ON. With the overlap in the two industries, a decision was made to combine forestry and energy into one event. The two-day conference featured exhibitors and guest speakers from both industries. Each of the speakers did an amazing job on their presentations and sparked interest amongst the participants. We were successful with the many connections that were made between the attendees, communities, exhibitors, speakers and companies.

## Networking and Outreach

During the past year, the Special Initiatives Advisor attended several conferences, meetings, and communities for the purpose of collecting and sharing information:

- Canadian Mining Expo (Timmins, ON, June 1-2, 2016)
- Assembly of First Nations 37th Annual General Assembly (Niagara Falls, ON, July 12-14, 2016)
- Biomass North Development Centre Annual General Meeting and Forum (North Bay, ON, October 24-26, 2016)
- Mining Innovation Summit (Sudbury, ON, October 31, 2016)
- Canadian Aboriginal Minerals Association (Ottawa, ON, November 6-8, 2016)
- Ontario Wood Works (Toronto, ON, November 15, 2016)
- Assembly of First Nations Special Chiefs Meeting (Gatineau, QC, December 6-8, 2016)
- Prospectors and Developers Association of Canada (Toronto, ON, March 4-8, 2017)

## Bridging Connections

In addition to coordinating events, networking and outreach, the Special Initiatives Advisor assisted in bridging connections between Aboriginal and non-Aboriginal communities and businesses to explore business development, joint ventures, and partnerships.

- Tree Nursery (Robinson-Superior 1850) - Sale of assets.
- Organic Farming (Robinson-Superior 1850) - Explore opportunities to expand products into remote First Nations.
- Pulp and Fibre Business (Robinson-Superior 1850) - Explore opportunities to partner with area First Nations for job training and business development.
- Solar LED Light Manufacturer (Southern Ontario) - Exploring expansion opportunities in Thunder Bay, ON.
- Water and Waste Management (Robinson-Superior 1850) - Exploring opportunities to partner with First Nation community or business for maintenance of waste and water facilities.
- Value-Added Mill (Treaty 3) – Feasibility study for community project.
- Ferry Service (Treaty 3) – Feasibility study for community project.
- Aquaculture (Robinson-Superior) – Collaboration of Government agencies to implement a project to support First Nation's starting or expanding an aquaculture business.

## Independent Power Authorities

With the majority of Independent Power Authorities involved with the Wataynikaneyap Power Project, Nishnawbe Aski Development Fund's involvement has been limited. Over this past fiscal year, the Special Initiatives Advisor did meet with Nishnawbe Aski Nation representative to advise on what supports NADF is able to provide to assist communities in transition and advising on renewable energy sources and options that are available to those communities that are not connecting to the power grid.

It has been assuring to see increased interest and activity from First Nations to become involved in the mining sector, whether it be sole proprietorship, joint ventures, business partnerships or investments. With continued support from organizations, such as Nishnawbe Aski Development Fund, and from industry, this will only increase.

# Nishnawbe Maajjikaywin

Dan Paradis, Senior Project Manager



Nishnawbe Maajjikaywin is a NADF initiative with a focus on providing community planning and community economic development supports to First Nations communities in northern Ontario. The two main goals of the project are to:

1. Enhance the planning, economic and business development capacity of First Nations entrepreneurs and communities; and,
2. Increase the number of First Nations businesses.

We are attempting to realize these goals through the following four strategic activity areas:

- Comprehensive Community Planning (CCP)
- Capacity Development – Community Economic Development (CED)
- Business and Entrepreneurial Development Supports – Aboriginal Business Incubation
- Youth Entrepreneurial Development

## Our Approach

1. We only work with communities that request our services. Further we provide those supports as defined and controlled by the communities (i.e. our activities are community controlled and community-driven).
2. We seek, not to compete with but, to partner and collaborate with other Aboriginal organizations (i.e. Tribal Councils, PTOs, training organizations etc.), governments and institutions in the region, adding value to the existing efforts to support First Nations communities and people.
3. We strive to build long-term capacity within the communities while providing the necessary short-term technical support to the communities to address their immediate needs.

We have a great team of dedicated, caring people who are keen to work with communities, people and organizations towards defining and developing some of the diverse conditions of prosperity for First Nations in northern Ontario. We do our best at doing our part. The following highlights some of our work that has taken place over the last year:

## Comprehensive Community Planning (CCP)

NADF has been hard at work to support First Nations across northern Ontario with Comprehensive Community Planning. Our services fall under six categories which have been identified and supported by the communities we serve. These include community based planning support, tool and resource development, and training and networking opportunities for CCP coordinators.

## Training Sessions and Workshops for CCP Coordinators

- NADF hosted an annual CCP workshop for all 89 First Nations in our service area in September 2016 with 135 participants from 55 First Nations.
- We hosted speakers from across Canada
- 3rd Annual Workshop planned for February 2018
- We also hosted three training sessions (August 2016, February 2017 and May 2017) targeted at CCP coordinators undertaking the CCP process to build specific planning skills relating to facilitation and analysis.
- August 2016: CCP 101
- February 2017: Facilitation Skills for CCP
- May 2017: CCP Nuts and Bolts (Designing engagement and making sense of data)

## Technical Planning and Facilitation Support Services

NADF provides on the ground pre-planning to implementation support for First Nations in varying capacities. This includes data analysis and technical planning support, one-on-one mentorship and training for CCP Coordinators, and facilitation support.

- Currently supporting 10+ communities in varying capacities

## CCP Tools and Templates

In partnership with a committee of representatives from First Nations in northern Ontario as well as EcoPlan International, NADF is developing culturally relevant tools and templates for CCP to empower CCP Coordinators in their planning processes. These will be released in early 2018.

## Promote Online Resources and Tool Sharing

NADF is currently developing a northern Ontario CCP website where communities can find CCP toolkits, resources, funding information, CCP and community development success stories and more. This will also include a forum for communities to connect, share, and network with each other.

## Funding and Resources

As part of our website, we are currently developing an online resource that outlines all funding available for a CCP process and implementation in Ontario. NADF provides support with the development of funding applications and reporting for First Nations interested in CCP. NADF liaises with government as communities express interest in CCP to secure funding.

## Partnerships and Peer to Peer Learning

NADF hosts 3 trainings per year and an annual workshop to provide a space for communities to connect and share with each other. Partnerships are in development with University of Guelph's School of Environmental Design and Rural Development and Lakehead University to provide further technical support to First Nations with their CCP process. These are in the process of being developed and piloted.

## CCP Advocacy

NADF also plays a role provincially and nationally to advocate for CCP support and funding for the communities in our service area. NADF plays a key role in the feedback loop, collecting input from the First Nations and communicating their needs to Provincial and Federal funders.

## Observations & Lessons Learned

- The pre-planning stage is essential to the success of a CCP process. NADF has been able to support communities in this stage to ensure that First Nations are ready for the process and are prepared for what it takes. Our support has included funding proposal development, meeting with Chief, Council, and other staff, and supporting with the hiring of the CCP coordinator.
- CCP Training sessions are very successful and continue to grow. CCP processes that prioritize hiring a local community member to be the CCP Coordinator have been the most successful. These coordinators are eager to connect with each other and to gain further capacity which enables them to succeed in their job. Our trainings have provided an important space for these community planners to connect, share, and learn with each other.
- The CCP Coordinators are eager for more tools and templates that can support and guide their work. These tools enable the CCP Coordinators to tailor planning engagement to the context of their own communities and ensure it is useful and relevant. We piloted our toolkit in May 2017 and received very positive feedback.
- Without funding for process, there will be no process. There is currently a bottleneck in northern Ontario with more First Nations wanting to do a CCP than there is available funding. There is a lack of clarity from funders about the process for securing funding for CCP. This holds many communities back from the planning work they wish to complete.

# Nishnawbe Maajijikaywin



Youth Entrepreneur Programs

## Youth Entrepreneur Program (YEP)

The youth entrepreneurship program (YEP) was very busy over the 2016-2017 fiscal year, participating in numerous career fairs, in-class workshops, training sessions and weekend events across Northern Ontario. YEP's approach over this last year was to deliver fun, entrepreneurial-related workshops to youth in the north of Ontario. Working closely with 'Head start In Business' the two teams combined efforts and passions to deliver meaningful programming such as: Create a Logo, Market Your Thoughts, Nish Family Enterprise Weekend, Enterprise Olympics, and many more.

In early 2016 YEP developed, delivered and supported the participants in the new 'Debinnun Business Planning Competition' as a means of inciting youth to develop their own business ideas. Twenty two contestants initially signed up for the competition with three final submissions received.

The Youth Program has continued to deliver the Nish Family Enterprise workshops. One was held in Constance Lake First Nation at their conference centre Eagles Earth. The surrounding First Nation communities of Ginoogamang, Long Lake #58, Aroland and Nakina were invited to participate. Families and youth from the community participated in this workshop enjoyed the challenge of developing a business idea, creating a marketing strategy, working on 'the numbers' and finished with presenting it or 'pitching it' to a panel of professional business development professionals. After some team coaching each team (family or group of youth) all rose to the occasion and overcame any fears of public speaking, and shared their concept with the judges. The YEP team were incredibly proud to see how every participant in the weekend grew and developed their business capacity, willingness to work on their ideas, and even sparked some passion in others. This event continues to be successful and much appreciated by the participants.

Over the summer of 2016 youth programing piloted an initiative in Long Lake 58 First Nation known as 'Youth Summer Business Program.' This initiative began with a local workshop that focused on opportunity identification followed by business planning and application support. Each participant was given \$250 to buy their inventory/supplies/equipment to help start-up their business. The feedback from our community champion who helped this project said the youth were very happy to have had the experience and learned a lot about handling money and customer service. Although no future program funding for this pilot could be secured, this was a great learning experience for the youth and NADF as an organization.



## Comprehensive Community Planning Workshops

### Observations & Lessons Learned

- Younger youth (elementary school) are now more aware of what a “business” is and can identify a business in their community.
- Older youth have learned the importance of creating a budget, setting goals, saving/banking, and having/building good credit.
- Through family enterprise workshops, the children can learn and contribute to their parents/guardians’ business ideas. Meanwhile the parents/guardians are learning more about potential opportunities and starting a business in the community.
- Fundraising efforts are more common in the communities where our youth programs have been delivered.
- The youth program’s delivery of Entrepreneurship workshops is helping the communities’ youth to understand the importance of money management, business opportunities and creating a sense of empowerment and belonging to the First nation youth.
- Many youth seek to address challenges or shortcomings in their respective communities and have a keen eye for opportunities exploring business ideas ranging from t-shirt making businesses, to minnow businesses, ice cream take-away and food vendors at the local pow-wow. The youth seem to know where they could make money selling a product or service.

### Aboriginal Business Incubator (ABI)

In January 2016, NADF launched the new and innovative Aboriginal Business Incubator (ABI) pilot program in Northern Ontario. This initiative seeks to support the formation, development and expansion of new business to sustainably grow economic opportunities in First Nations communities. This initiative works towards 3 key objectives:

1. Increase the rate of business formation;
2. Increase the rate of survival and success of new businesses; and,
3. Increase the rate of development of new businesses.

What makes this project innovative is the highly adaptive, and tailored approach to supporting entrepreneurs in their quest to develop business opportunities. It is important to note that the ABI is designed to work through business planning with the entrepreneur/business/ec.dev.co., and to develop his/her skills along the way.

This program was originally offered exclusively to communities located within Matawa and the Ring of Fire area, but has since expanded its service area to reflect all of NADF’s service region. To date workshops/training/mentorship provided by this program has been accessible in 7 First Nation communities, and has worked directly with over 57 entrepreneurs or people with business ideas. In addition, this program began offering Business Advisory support directly to community owned businesses, or potential future First Nation owned business ventures and has supported the assessment, pre-feasibility and business planning for over 5 community owned enterprises.

The ABI program is proud to announce that a client recent succeeded in securing over \$400k in funding from the NADF loans department. In addition, a number of other ABI clients have been positively screened through for further funding/grant making opportunities. Although this may not be a large financial commitment coming from this program, as we develop more clients and businesses, the benefit to NADF will increase year over year.

In an effort to develop meaningful and successful partnerships with local development organizations, the ABI spearheaded what is now known as the ‘local developers group’ consisting of mainly front-line working organizations that deliver entrepreneurial programming to Northern Ontario. This newly formed group facilitates discussion of challenges and opportunities, local events, and client sharing based on needs. It has proven successful to NADF as a few of our successful ABI clients have come from this group.

# Nishnawbe Maajikaywin



Aboriginal Business Incubator

## Observations & Lessons Learned

Much has been learned about the climate of economic development in Northern Ontario from the ABI program. Although the program offers comprehensive, confidential, free and without judgement business support services, many challenges and obstacles are observed daily. Some of the prevailing challenges range from:

- Business/entrepreneurial capacity;
- Communication and information sharing;
- Owners' equity, credit history and debt load;
- Motivation/will;
- Freight costs to ship goods to remote communities;
- Personal and family issues.
- Lack of space to develop or operate the business,
- Lack of tools, equipment and resources available to them in the community,
- Economic development corporations/departments focused solely on the big-ticket projects only,
- Economic development capital unable to be allocated to businesses due to a variety of reasons,
- Lack of support from community members, aka lateral violence.
- Unclear roles and support from Economic Development Officers (EDO's) in communities.

A common challenge is faced by all entrepreneurs is that of record keeping of sales and expenses. This element of business operations is extremely important and often a funding requirement from lenders such as NADF. We strive to ensure that all businesses supported by the ABI program have bookkeeping and business operational support beyond funding, which emphasizes the objective of "Increase the rate of survival and success of new businesses." In the future, we hope to have all successful ABI clients participate in the Bookkeeping Training Workshop provided by NADF Financial Services program, which facilitates cohesive and comprehensive client development support from NADF as an organization.

Another common challenge to business and economic development is the frequency and duration of visits NADF and other development organizations make to communities. It's understood that to have a permanent or regular visit is infeasible, but it's important to note this discovery. Often communities, clients or potential clients request additional visits and longer stays to really help them work through their business ideas. Our current approach requires all entrepreneurs to connect with us via email or phone call which is often very difficult for them to do. The NADF ABI has learned that increased presence in the community facilitates increased trust, awareness and business development.

The NADF ABI program is currently experiencing an increase in client servicing requests, which indicates that trust is being developed at the individual and community levels in First Nation's across Northern Ontario.

# Financial Support Services

## Lloyd Wabigwan, CPA, CMA, Manager, Financial Support Services



In F15 NADF was successful in its proposal to the Ministry of Indigenous Relations and Reconciliation – Business and Community Fund, Aboriginal Economic Development Fund for a \$2.5M project. Given the timing of the approval, the hiring of staff for the newly created Financial Support Services division took effect in this F16. The agreement expired March 31, 2017, but NADF was successful in obtaining a one-year extension with additional funding of \$1M for F18.

The funding provides for building capacity in the form of bookkeeping and policy development assistance, bookkeeping set-up, bookkeeping training, business financing in the form of loan funds to complement our current loan portfolio, and non-repayable grant funding for both not-for-profit and for-profit First Nation owned organizations and Aboriginal owned businesses.

Up until the end of F17 the agreement allotted \$1.3M to assist businesses with financing in the areas of Seed Start-up & Early Stage Loans, Expansion Capital Loans, and Acquisition Loans. The non-repayable grant funding allotted was \$684,964, and the remainder of the funding was allotted to hire a Chartered Professional Accountant, an Account Manager, and Bookkeeper to deliver the Financial Support Services.

Overall, this funding has created jobs both within NADF and externally and has assisted both for-profit businesses and not-for-profit organizations to achieve their goals. It has had a very positive impact on economic development within NADF's catchment area. The funding has assisted NADF in working towards its mission and vision by allowing us to offer bookkeeping services to assist our clients with bookkeeping set-up and training, to provide grant funding (non-repayable) to those clients in need of funds to achieve the goals of the organization or business, and to offer loans to start a business, expand, or acquire a business.

### Grants

The total dollar amount of grants issued in F17 amounted to \$343,921 allowing for thirty-nine (39) projects/initiatives to be supported. Fifteen (15) Community Initiative Grants (CIG) amounting to \$134,563 were issued, and twenty-four (24) Equity Assistance Grants (EAG) amounting to \$209,358 were also issued. In terms of jobs - 58 jobs were created and 37 jobs sustained because of the CIG and EAG funding.

The EAG and CIG assisted financially in creating 14 new businesses within NADF's catchment area. The following are the types of businesses that were created:

- Top soil;
- Roofing;
- Landscaping;
- Food truck;
- Firewood;
- Logging;
- Bookkeeping;
- Restaurant – fast food take-out;
- Hair & Spa;
- Café;
- Equestrian Assisted Learning;
- Band Council Resolution – Online;
- Negotiation and Advisory; and
- Convenience Store.



### Aboriginal Economic Development Fund

From a training perspective, 51 people were provided with training because of either a CIG or EAG. The following is a list of the types of training that people were trained in:

- Mental Health First Aid First Nations Co-Facilitator Training;
- Project Management;
- Trainer Training – Martial Arts;
- General Construction/Renovations;
- Bookkeeping Software;
- Asset Mapping and Community Economic Development;
- Chainsaw training; and
- Landscaping.



The following are some statistics on the data collected for the grants that were issued.

### Equity Assistance Grant - 24 Approved Applications

Business Type	Treaty Affiliation						Business Location	
	Treaty #9 and #5	Robinson Superior	Treaty #3	Metis	Ab. Decl.	Other	On FN	Off FN
Sole Proprietorships (16)	5	3	3	5	0	0	5	11
Partnerships (2)	2	1	0	0	0	0	2	1
Corporations (5)	3	0	0	2	0	0	0	5
<b>Total</b>	<b>10</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>17</b>

#### Examples of EAG Activities Funded

Business start-up costs, capital assets, expansion, inventory, marketing, training and professional certification costs.

### Community Initiatives Grant - 15 Approved Applications

Organization Type	Treaty Affiliation					Activity Location	
	Treaty #9	Robinson Superior	Treaty #3	Treaty #5	N/A	On FN	Off FN
FN Owned Business (5)	4	1	0	0	0	3	2
FN Owned NFP (1)	4	0	0	0	0	1	0
First Nation (9)	6	0	3	0	0	9	0
Tribal Council	0	0	0	0	2	0	0
<b>Total</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>13</b>	<b>2</b>

#### Examples of Activities Funded

Capital equipment for business start-ups, training, feasibility studies, strategic and comprehensive community planning, business planning, economic development strategy, and marketing costs.



## Bookkeeping/Policy Development

Our goal with the bookkeeping and policy development service is to assist qualified clients with one or all of the following:

1. Books and records set-up;
2. Bookkeeping Training;
3. Bookkeeping set-up and training; and
4. Policy creation and development.

We utilize Sage 50c software as the bookkeeping software to assist in providing the above services. We strive to ensure that the result will be having our clients possess the ability and understanding to properly input business transactions into the books and produce correct financial statements. When books are being created for our clients we strive to ensure Generally Accepted Accounting Principles are followed, thereby reducing the year-end costs of having an accountant make adjusting entries and costs related to producing audited financial statements.

This fiscal, two clients have been the focus for bookkeeping set-up and training. Our bookkeeper has been actively working with the clients to obtain all proper supporting documentation and information to support the business transactions that are required to be entered to the books. One of the main challenges we have experienced with clients is obtaining the proper documentation to support a transaction. Documents are sometimes difficult to locate and obtain, hence; we strive to ensure our clients understand the importance of why they are required to obtain such information and documentation. As at year-end, our active clients were close to the completion of the books set-up. The next step will be to provide one-on-one training so that the client will have the necessary skills to maintain the books of the business.

Workshops – In F17 we began offering bookkeeping workshops to qualified applicants. To date we facilitated two workshops. One was held in Thunder Bay and the other was held in Timmins. These workshops include training on the basics of bookkeeping, and training on the modules within Sage 50c, i.e. Receivables, Payables, Employees and Payroll, and Inventory.

## Loans

As at year-end we were successful in disbursing \$834,176 in AEDF loan funds. Of the applications approved for AEDF loan funds, the following is an overview of the approved applications and funds disbursed:

1. A \$192,819 loan was provided to assist with leveraging the purchase of a dump truck and chip truck and refinancing other loan funds with a total project cost of \$436,752.
2. A \$203,500 loan was provided to assist with leveraging the purchase of two above ground mining drills and a new drill services mining company with a total project cost of \$553,700.
3. A \$20,131 loan was provided to assist with leveraging the start-up of a new gas/convenience store for the purchase of capital equipment with a total project cost of \$118,735.
4. A \$109,058 loan was provided to leverage the purchase of a business, inventory, and renovations with total project costs of \$274,592.
5. A \$67,664 loan for expansion and inventory was provided to a client for expansion and inventory purposes and to leverage a total project of \$123,409.
6. A \$28,296 inventory loan was provided to leverage a total project cost of \$187,472.
7. A \$102,000 loan was provided to assist with leveraging the purchase of a resort business with overall project costs of \$626,000.
8. A \$4,791 inventory loan.
9. A \$45,975 expansion loan.
10. A \$59,428 capital asset loan for construction purposes.

In conclusion, we have been working diligently to make the Financial Support Services a success and will continue to do so in hopes of creating Aboriginal Prosperity for our clientele.

# NADF Business Awards

Dawn Willoughby, Executive Assistant & Marketing Manager



## About the Awards

NADF hosted the 1st Annual NADF Business Awards dinner in 1991 to recognize two award recipients for their achievement in business: Business Man and Business Woman of the Year. Traditionally awards have been presented to Aboriginal entrepreneurs, businesses and organizations from the Nishnawbe Aski Nation territory (Treaty #9 and Ontario portion of Treaty #5). In recent years, with NADFs expansion into neighboring territories, the award criteria also opened up to include all Aboriginal

entrepreneurs, businesses, and organizations across Northern Ontario.

Since 1993, the proceeds from the annual awards have supported the Dennis Franklin Cromarty (DFC) Memorial Fund; a bursary fund to assist Aboriginal pursuing post secondary education. The DFC Memorial Fund was created in memory of the late Dennis Franklin Cromarty, former Grand Chief of Nishnawbe Aski Nation and past President/CEO of Nishnawbe Aski Development Fund.



## 26<sup>TH</sup> ANNUAL NISHNAWBE ASKI DEVELOPMENT FUND BUSINESS AWARDS

NADF hosted the 26th Annual NADF Business Awards on Wednesday, October 19, 2016 at the Days Inn & Conference Centre in Timmins, ON. We were pleased to welcome back Stan Wesley as this year's Master of Ceremonies and, as usual, he did a fantastic job. Our keynote this year was one of Canada's top entrepreneurs and motivational speakers, Kendal Netmaker, founder of Neechie Gear. Kendal shared his entrepreneurial journey, which has taken him to France, Columbia and even as far as Russia and Dubai. In addition to running his business, Kendal is on a personal mission to empower youth across Canada by showing them that regardless of where they come from and what they have gone through, they can become anything they are willing work hard for. Kendal delivered a strong and inspiring message that resonated with our guests and listeners on Wawatay Radio.

## Our Award Recipients

### Youth Entrepreneur: Kris Ratte

Kris began his career as graduate from Cambrian College in the Software Engineering Technology program and worked in the IT field as a computer technician over 4 years, but always had an interest in martial arts. Kris began training in the Korean martial art of Taekwondo and achieved the rank of deputy black belt in under 4 years. It was during this time that Kris was introduced to Gracie Jiu-Jitsu and his life instantly changed. Kris has traveled to the famed Gracie Academy in Torrance, California on several occasions to train with the Gracie Family. Recognizing Kris' passion and willingness to give back to his community, the family urged him to open the second Gracie Academy Certified Training Centre in Canada. Five years later, boasting nearly 200 members and growing, Timmins Gracie Jiu-Jitsu and Muay Thai Academy is renowned for its ability to empower anyone, regardless of age, gender or athletic ability and has expanded its program to include Muay Thai Kickboxing, Yoga, and Fitness.

Award Sponsor:



### Businesswoman: Sandi Boucher

Sandi Boucher established Traditionally Speaking in 2009, offering seminars that empower her clients to build confidence and take pride in who they are and where they came from. Sandi is also an author and her first book, Honorary Indian, honours her mother's Anishnaabe teachings.

Since then, Sandi has fine-tuned her services to reflect the distinct needs of the four target markets she now serves: Indigenous Women, Indigenous Youth, Indigenous communities, and non-Indigenous allies. Sandi has had the privilege of speaking to audiences in elementary, secondary, and post-secondary institutions; at numerous conferences and gathers and even in penal institutions. Her work has given her the opportunity to converse with children and Chiefs across Canada and with individuals across the world.

Recently, Sandi has revamped Traditionally Speaking into the Traditionally Speaking.ca Indigenous Speakers Academy and now offers one-on-one training to new Indigenous speakers.

Award Sponsor:



### Businessman: Corey Wesley

After graduating with his Master of Science Degree in Kinesiology in 2012, Corey put his personal training business on hold to accept a contract at a local health unit. While there he felt confined and restless, and gained 25 lbs while sitting at his desk. It was then that Corey decided to become his own boss and returned to the world of personal training to empower others to be the best they could be through physical fitness and nutritional counseling. Corey has since helped hundreds of people and athletes meet their fitness goals.

In 2016, Corey added to his entrepreneurial portfolio and introduced Juice Monkey, a mobile smoothie and juice bar, to the Thunder Bay region. Cory travels to events and Pow Wows promoting healthy eating through his all-natural fruit smoothies and superfood booster shots.

As a health and fitness entrepreneur, Corey takes pride in offering services and products that improve the lives of his clients and customers. His strong commitment to making the regional community healthier and stronger is what drives him to continue on his entrepreneurial path.

Award Sponsor:



### Partnership: Paul Giles and Melissa Hardy-Giles

Paul and Melissa started Hardy-Giles Consulting almost 6 years ago. Hardy Giles Consulting is a First Nations consulting and training company specializing in developing “outside the box” approaches and solutions for training, planning, and other specialized projects. They started the business to share their talents and gifts to help build capacity in First Nations communities. Paul and Melissa have designed, implemented and management various types of projects from strategic and business planning, fitness, recreational and multiple types of training projects.

After being in business for two years, they built on that experience and created Origin, a company that provides heavy equipment operator recruitment and training services. The company has an inventory of operators from across Northwestern Ontario and are revolutionizing operator training and how operators find career positions.

Both companies are grass root level and are focused on empowering people, enhancing their individual gifts and realizes their dreams through employment and business.

Award Sponsor:



### Corporation: CreeWest General Partnership Inc.

In 2004, a regional working group consisting of community economic development officers from Attawapiskat, Fort Albany, Kashechewan, Moose Cree, and Weenusk First Nations came up with the original concept for CreeWest. The group wanted to ensure that their First Nations were able to maximize the benefits arising from the development and operations of the De Beers Canada Victor Diamond Mine, located approximately 90 kms west of Attawapiskat.

In 2013, CreeWest expanded with the purchase of a hanger facility, maintenance operations, and an air charter service in Sioux Lookout, ON. CreeWest is eager to expand these operations and deliver first class services to Northwestern Ontario communities and expanding these services to the Timmins and James Bay Coastal communities.

CreeWest has demonstrated its commitment to its own communities through promoting and supporting First Nation postsecondary education and has created the CreeWest First Nations Education Award. In addition to the scholarship program, CreeWest provides regular donations to support community initiatives and sponsorships.

Award Sponsor:



### New Business: Okimaw Technology Consulting

Jason Okimaw was first introduced to the world of computers when working on the security team at the De Beers Victor Mine. Jason was hooked. He bought his first computer and taught himself how to upgrade and work on computer operating systems. In 2006, Jason enrolled in the Computer System Technology program at Cambrian College in Sudbury, ON, graduating in 2010. Jason wanted to work for himself and after work experience, he left his job to start Okimaw Technology Consulting, an IT company. Okimaw Technology Consulting is based out of Jason’s hometown of Attawapiskat First Nation, serving the Timmins and James Bay coast.

Jason encourages youth to pursue a career in the IT industry and has established a bursary for post-secondary students from the James Bay Coast studying in the IT field.

Award Sponsor:



## Marketing in a Global, Digital & Connected World.

For the second consecutive year, NADF hosted the digital media summit on February 27, 2017 at the Valhalla Inn, Thunder Bay, ON, bringing together industry professionals to share their experiences and expertise in utilizing digital marketing tools to effectively manage and engage with an online audience.

The business of content – from mobile to digital and social media – was presented through captivating keynote and presentations. Participants received up close and personal learning experiences and an opportunity to engaged with international and local talent, including keynote by Canada’s most respected geek, Steve Dotto.

Engage 2018 | Digital Media Summit will be coming to you in winter 2018 and will build upon this year’s event. Stay tuned to [engagesummit.ca](http://engagesummit.ca) for more details.



# Human Resources

Millie Carpenter, Human Resources Manager



It is with pleasure I share Human Resource's annual report; a snapshot of the human resources' activities from Fiscal Year 2017. This year, Human Resources assisted with the creation of several innovative solutions and services to meet the organizations needs and consistent with Human Resources best practices. Listed are summaries for the following:

- Recruitment
- Staff Listing
- Years of Services
- Staff Training

Recruitment Summary for April 2016 - March 2017	
Number of Postings	7
Number of Positions to be filled	7
Total New EE's Hired:	7
Internal EE's new position:	1
Total New EE's: Status Hired:	5
Total Non-Status EE's Hired	2
<b>% of Status Recruitment:</b>	<b>71</b>
<b>Number of Resignations/end of contracts</b>	<b>7</b>

Staffing Summary April 2016 – March 2017	
<b>Total Number of Employee:</b>	<b>37</b>
Status Employees	27
Non-status Employees	10
<b>Percentage</b>	
Status Employees	73%
Non-Status Employees	27%
<b>Years of Service</b>	
# of EE's > 5 yrs service	27
# of EE's 5+ - 10 yrs service	2
# of EE's >10 -15 yrs service	2
# of EE's >15 yrs service	6

Total Number of Employees by Gender	
Female	25
Male	12

Status Employees Affiliated with	
IFNA	5
Keewaytinook Okimakanak	0
Matawa	4
Mushkegowuk	6
Nokiiwin	6
Windigo	5
Unaffiliated	1

Number of Employees in each site office	
Fort William First Nation	3
Thunder Bay	30
Timmins	4

Number of Employees in each program	
Administrative/Finance	11
Aboriginal Business Financing Program	2.5
Financial Support Services	3
Loans	10.5
Nishnawbe Maajijikaywin	10



NADF Staff Retreat

NADF offered a variety of training and development opportunities this year. A total of 8 comprehensive workshops – conferences were attended by the staff this year. A variety of training programs offered this year and attended by the staff were:

- Staff Retreat: Five Bridging Principles
- Advanced Excel Level 1 & 2 Training
- Client Service Training
- Smartphone Video Training
- Emotional Intelligence (EI) Training
- Professional Selling Training

# Finance & Administration

Mari Bishop, CPA, CA, Financial Controller



Nishnawbe Aski Development Fund's (NADF's) financial results for the fiscal year ended March 31, 2017 (F17) show a significant improvement over the prior fiscal year, with additional improvements still required. NADF incurred a consolidated operating loss of \$154,024 for the year, net of a surplus of \$39,300 for its wholly-owned subsidiary, Neegani Investment Management Inc. F17 increased NADF's cumulative deficit by about 20%, to \$1M. Challenges to achieving self sustainability

remain evident; they are being addressed within a framework which has formally identified the challenges and is now working on implementing a deficit reduction and sustainability plan. The tenets of this plan are increasing revenues, and cost containment and reduction. Within this overall structure the plan addresses loans, marketing, core costs, funding contributions, and revenues, and includes a rolling five year revenue and cost projection. This plan clearly shows a path towards self sustainability, contingent upon achieving a number of assumptions around loans, funding, other revenues, and costs.

Loan interest at approaching \$330,000 for each of the current and two prior years is at its highest level since NADF commenced operations. The three year average of \$326,000 compares very favourably to the five year average, \$299,000, and the ten year average, \$235,000. This is consistent with continuing increases in average annual loan disbursements: \$1.4M over ten years, \$1.8M over five years, and \$2M over three years. Volatility does continue in loan losses, though, but current year loan losses at \$96,000 are a notable improvement over the three year average, \$140,000, and in particular the last fiscal year, \$277,000. On a cumulative basis NADF has disbursed loans totalling nearly \$39M. With cumulative loan losses at 10%, implementation and ongoing monitoring of the deficit reduction and sustainability plan is essential.

NADF had excellent returns on ancillary investments during the year, with its investment portfolio increasing 10% during the fiscal year. This compares to 7.6% three years ago, 8.3% two years ago, and minus 0.3% last year. Ancillary investments are leveraged to provide security for a line of credit available for cash flow management, and loan disbursements. Managing access to cash in this manner generates income in the 'spread' between what is earned on investments held in the portfolio, and what is paid on any outstanding line of credit balance. It also ensures that ancillary investments are able to be held for the long term, with a corresponding higher expected return, while still permitting access to cash by leveraging the portfolio.

The combined government and private funding for all programs and projects except grants was \$2.6M during the fiscal year, compared to \$2.4M the prior year, and \$3.6M the year before that. Salaries and benefits continue to account for the majority of costs: 50% in the current fiscal year, and about 60% in the two prior fiscal years. Staffing costs were at F15 levels, returning to that level after having maintained Business Information Officers in up to ten First Nations through much of F16. The current year saw increased costs for technical fees and consultants, and for workshop delivery, which reduced staffing costs as a percentage of overall costs compared to the prior two years.

Travel and marketing costs are additional key costs, but continuing at about 5% of costs, for travel, and about 3% of costs, for marketing, they represent a fraction of the cost of human resources, typical in a service organization.

As required under its incorporating by-laws and various funding agreements, NADF's financial statements are audited each year by an external public accounting firm. Management is responsible for the preparation and presentation of the financial statements, including responsibility for significant accounting judgments and estimates and internal controls. The responsibility of the external auditors, MNP LLP, is to express an opinion on the financial statements based on their audit. MNP LLP have concluded that in their opinion the consolidated financial statements for Nishnawbe Aski Development Fund present fairly, in all material respects, the financial position of NADF as at March 31, 2017 and the results of its operations and surplus (deficit) and cash flow for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations. This is known as a 'clean' audit opinion. NADF has received a clean audit opinion in each year of its operations. This provides users of the financial statements with assurance regarding the fair presentation of NADF's operations in the financial statements. The following excerpts from the consolidated financial statements for the fiscal year ending March 31, 2017 present the results of operations for the year, and the financial position at the year end. The complete audited financial statements are available at our head office.

## Management's Responsibility

To the Members and Board of Directors of Nishnawbe Aski Development Fund:

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the Members of Nishnawbe Aski Development Fund to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically with management to discuss their audit findings.

July 31, 2017



Executive Director

# Independent Auditors' Report

To the Members and Board of Directors of Nishnawbe Aski Development Fund:

We have audited the accompanying consolidated financial statements of Nishnawbe Aski Development Fund which comprise the consolidated statement of financial position as at March 31, 2017 and the consolidated statements of operations and surplus (deficit) and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

## *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

## *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Nishnawbe Aski Development Fund as at March 31, 2017 and the results of its operations and surplus (deficit) and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## *Other matter*

The supplementary information contained in the Schedules is presented for the purposes of additional analysis and is not a part of the basic audited consolidated financial statements. The information in the Schedules was derived from the accounting records tested in forming an opinion on the consolidated financial statements as a whole.

Thunder Bay, Ontario  
July 31, 2017

MNP<sup>LLP</sup>

Chartered Professional Accountants  
Licensed Public Accountants

# Consolidated Statement of Financial Position (As of March 31, 2017)

	General Fund	Sponsorship Fund	ABFP Fund
<b>ASSETS</b>			
<b>Current</b>			
Cash	-	-	510,764
Accrued interest receivable (Note 2)	90,309	-	-
Accounts receivable (Note 3)	626,222	-	194,024
Due from (to) other funds (Note 4)	27,644	4,615	(62,034)
Prepaid expenses	9,117	-	-
	753,292	4,615	642,754
Long-term investments (Note 5)	2,609,211	-	-
Loans receivable (Note 6)	2,946,959	-	-
Capital assets (Note 7)	133,692	-	7,901
	6,443,154	4,615	650,655
<b>LIABILITIES</b>			
<b>Current</b>			
Bank indebtedness	11,581	-	-
Accounts payable and accrued liabilities (Note 8)	491,704	-	363,884
Deferred revenue (Note 9)	92,229	4,615	311,077
Current portion of notes payable (Note 10)	177,446	-	-
	772,960	4,615	674,961
Deferred revenue (Note 9)	97,330	-	5,826
Notes payable (Note 10)	818,061	-	-
	1,688,351	4,615	680,787
<b>SURPLUS</b>			
Contributed surplus (Note 11)	6,286,585	-	-
Surplus (deficit)	(1,531,782)	-	(30,132)
	4,754,803	-	(30,132)
	6,443,154	4,615	650,655

Approved on behalf of the Board

  
**Director**

The accompanying notes are an integral part of these financial statements



AEDF Fund	Neegani Fund	CFDC Operating Fund	CFDC Investment Fund	2017	2016
702,743	30,671	-	2,062,748	3,306,926	3,728,593
5,983	-	-	6,089	102,381	167,653
45	-	44,835	-	865,126	1,203,639
16,439	(16,753)	(39,174)	69,263	-	-
-	5,108	-	-	14,225	16,895
725,210	19,026	5,661	2,138,100	4,288,658	5,116,780
-	1,401,925	-	-	4,011,136	3,421,145
880,316	-	-	933,081	4,760,356	3,599,418
17,299	-	12,167	-	171,059	182,935
1,622,825	1,420,951	17,828	3,071,181	13,231,209	12,320,278
-	-	-	-	11,581	-
1,243,442	5,187	12,077	262,012	2,378,306	596,553
361,865	-	3,177	-	772,963	1,404,878
-	-	-	-	177,446	384,395
1,605,307	5,187	15,254	262,012	3,340,296	2,385,826
13,843	-	8,619	-	125,618	137,782
-	-	-	-	818,061	695,412
1,619,150	5,187	23,873	262,012	4,283,975	3,219,020
-	1,303,552	-	2,331,800	9,921,937	9,921,937
3,675	112,212	(6,045)	477,369	(974,703)	(820,679)
3,675	1,415,764	(6,045)	2,809,169	8,947,234	9,101,258
1,622,825	1,420,951	17,828	3,071,181	13,231,209	12,320,278

  
 \_\_\_\_\_  
 Director

# Consolidated Statement of Operations and Surplus (Deficit) (As of March 31, 2017)

## Schedule

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### General Fund

- 1 Loan Operations
  - 2 National Aboriginal Capital Corporation Association Services
  - 3 Nishnawbe Aski Development Fund Business Awards
  - 4 Indigenous and Northern Affairs Canada (INAC) Programs
  - 5 Mining, Forestry and Energy Projects
  - 6 Nishnawbe Maajjikaywin
  - 7 Digital Media Summit
  - 8 Other Projects
- 

### Sponsorship Fund

- 9 Sponsorship Fund

### ABFP Fund

- 10 Aboriginal Business Financing Program

### AEDF Fund

- 11 Aboriginal Economic Development Fund

### Neegani Fund

- 12 Neegani Investment Management Inc.

### Community Futures Development Corporation Operating Fund

- 13 Community Futures Development Corporation Operating Fund

### Community Futures Development Corporation Investment Fund

- 14 Community Futures Development Corporation Investment Fund
- 

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

Surplus (Deficit) Beginning of Year	Revenue for the Year	Expenditures for the Year	Surplus (Deficit) for the Year	Interfund Transfers	Surplus (Deficit) End of Year
(1,309,552)	853,120	955,621	(102,501)	(41,876)	(1,453,929)
-	55,951	55,951	-	-	-
-	56,328	56,328	-	-	-
(6,593)	488,526	513,479	(24,953)	-	(31,546)
50,754	118,870	116,916	1,954	-	52,708
-	1,172,683	1,201,683	(29,000)	29,000	-
(57,726)	22,770	48,777	(26,007)	-	(83,733)
(14,430)	64,391	78,119	(13,728)	12,876	(15,282)
(1,337,547)	2,832,639	3,026,874	(194,235)	-	(1,531,782)
-	5,350	5,350	-	-	-
(15,239)	1,941,739	1,956,632	(14,893)	-	(30,132)
(6,148)	649,375	639,552	9,823	-	3,675
72,912	78,587	39,287	39,300	-	112,212
(5,873)	364,281	364,453	(172)	-	(6,045)
471,216	74,903	68,750	6,153	-	477,369
(820,679)	5,946,874	6,100,898	(154,024)	-	(974,703)

## Consolidated Statement of Cash Flows (As of March 31, 2017)

	General Fund	Sponsorship Fund
<b>Cash provided by (used for) the following activities</b>		
<b>Operating activities</b>		
Surplus (deficit) for the year	(194,235)	-
Amortization	30,808	-
Loss on disposal of capital assets	181	-
Loans written-off	4,760	-
Change in non-cash working capital balances <i>(Note 12)</i>	832,096	-
	<b>673,610</b>	<b>-</b>
<b>Financing activities</b>		
Increase (decrease) in notes payable	(84,300)	-
<b>Investing activities</b>		
Purchase of capital assets	(15,427)	-
Proceeds on disposal of capital assets	258	-
Net change in investments	(252,690)	-
Loan disbursements	(1,134,238)	-
Loan repayments	498,472	-
	<b>(903,625)</b>	<b>-</b>
<b>Increase (decrease) in cash</b>	<b>(314,315)</b>	<b>-</b>
<b>Cash position, beginning of year</b>	<b>302,734</b>	<b>-</b>
<b>Cash position (bank indebtedness), end of year</b>	<b>(11,581)</b>	<b>-</b>

The accompanying notes are an integral part of these financial statements

ABFP Fund	AEDF Fund	Neegani Fund	CFDC Operating Fund	CFDC Investment Fund	2017	2016
(14,893)	9,823	39,300	(172)	6,153	(154,024)	(670,097)
2,861	6,481	174	4,251	-	44,575	47,313
-	-	-	-	-	181	-
-	-	-	-	-	4,760	27,835
137,447	645,872	10,106	(708)	260,083	1,884,896	(577,001)
125,415	662,176	49,580	3,371	266,236	1,780,388	(1,171,950)
-	-	-	-	-	(84,300)	525,665
(3,050)	(11,292)	-	(3,371)	-	(33,140)	(31,139)
-	-	-	-	-	258	-
-	-	(337,301)	-	-	(589,991)	51,842
-	(834,176)	-	-	(549,405)	(2,517,819)	(1,228,858)
-	78,583	-	-	434,301	1,011,356	1,622,984
(3,050)	(766,885)	(337,301)	(3,371)	(115,104)	(2,129,336)	414,829
122,365	(104,709)	(287,721)	-	151,132	(433,248)	(231,456)
388,399	807,452	318,392	-	1,911,616	3,728,593	3,960,049
510,764	702,743	30,671	-	2,062,748	3,295,345	3,728,593

2016/2017

# Annual Report



1987 - 2017

**NISHNAWBE ASKI  
DEVELOPMENT FUND**

Supporting Aboriginal Success  
[www.nadf.org](http://www.nadf.org)

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