



community futures
NETWORK OF CANADA



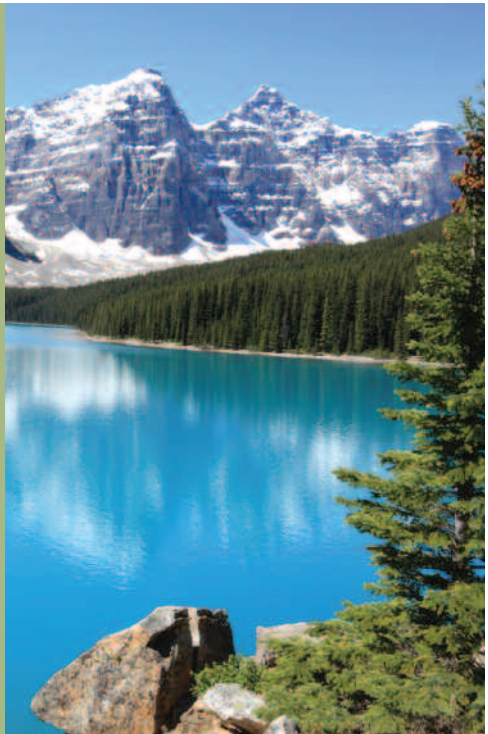
réseau de développement
DES COLLECTIVITES DU CANADA



Annual Review **2009**

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Greetings,

For many years, Community Futures (CFs) and Community Business Development Corporations (CBDCs) across Canada have worked towards maintaining and stimulating the economic vitality and social well-being of rural communities across the country. The volunteer board members and staff of each CF/CBDC possess an intimate knowledge of their communities and deliver customized programming and services tailored to each local region.

For over 20 years, this model of community empowerment has been funded by federal and territorial governments through the Community Futures (CF) Program. CFs and CBDCs meet Community Futures Program objectives by implementing local development strategies and providing technical and financial support for businesses. Their actions focus mainly on development initiatives and the creation of local jobs and businesses.

As a result of the performance of the CFs and CBDCs, Canada's CF Program is recognized worldwide, by groups such as the Organisation for Economic Co-operation and Development (OECD), as one of the most successful models for Rural Community Economic Development. Our 2009 review presents a small sample of the kind of success stories that have garnered such high praise for our Program.

The Community Futures Network of Canada is pleased to present its 2009 review.

The Community Futures Network of Canada



Who We Are, What We Do

Community Futures is a federally and territorially funded program operating throughout rural Canada whose objectives are to help rural Canadians start or expand businesses and to help communities diversify and improve their local economies.

Each of our 269 offices is led by a local Board of Directors who volunteer their time, energy and expertise to guide a team of skilled Staff in providing a wide range of business and community economic development services. These services fall under several categories, including:

- **Business Development, Training and Counseling**
- **Community Economic Development**
- **Diversification of our local rural economies**
- **Small Business Financing**

Our 2009 Review reflects just a few of our successes and our clients' successes in achieving lasting impacts in rural Canada. We hope that you enjoy reading them as much as we enjoyed helping to make them possible.



BUSINESS SERVICES

Kent County Custom Mfg. Inc.

Have Wheels... Will Travel

When Luc Leblanc, 29, traded in his old Yamaha motorcycle for a ragtag bunch of parts from an '88 Harley-Davidson Softail, little did he know that a few months later he would be rolling down Highway 15 in Shediac, NB, on a completely remodelled, custom-built "Hog."

The experience inspired Leblanc to combine two of his passions in life and turn them into a thriving business.

By coupling his love of all types of motorcycles with his imagination and ability to capture other people's dreams, Kent County Custom Mfg. Inc. has become one of New Brunswick's premier customization bike shops.



Kent County Custom has built almost 20 motorcycles that have retailed from \$20,000 to as high as \$100,000. Leblanc's shop also services all makes of motorcycles and

sells Harley-Davidson parts, which has helped provide stable revenues. "Being able to offer a wide array of services along with creating one-of-a-kind machines is a big plus for motorcycle enthusiasts," says Leblanc.

Kent County Custom has received many honours in recognition of Leblanc's artistry, not least among them, placing second in TSN's Canadian Chopper Challenge in 2005. Leblanc has also received the Enterprise Kent Young Entrepreneur Award; placed second at the North Eastern Custom Bike Building Championship; and taken home the Pro Builder's Class "Best in Show" award from the North American International Motorcycle Supershow.

Leblanc is the first to admit that without assistance from the great people at CBDC Kent, his dream business would have never made it to reality. "The CBDC guided me through the process of completing key steps that allowed me to present a complete business plan, which was necessary for me to be eligible for financing," states Leblanc. "If not for their help, I probably wouldn't have started Kent County Custom. Thankfully the folks at CBDC Kent helped me through all the stages and pointed me in the right direction from day one."

Leblanc is one young entrepreneur whose "wheels" are firmly planted on the ground and roaring down the highway toward continued success in the future.

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COMMUNITY ECONOMIC DEVELOPMENT

Haliburton County Development Corporation Honoured for Achievements in Rural Economic Development

While there are many fine artisans and craftspeople in Eastern Ontario, getting their art to the buyers has remained a challenge – until a special project of the Haliburton County Development Corporation (HCDC) emerged.

Recognizing the arts as a significant contributor to the economy, Haliburton's Jim Blake developed a proposal to help artists and artisans become market-ready.

It was this community economic development project that attracted the judges' attention after the HCDC was nominated for a prestigious Community Futures Development Corporation Achievement Award from the Ontario Association of Community Futures Development Corporations.

"We are very proud to work in community planning and development, and working with Eastern Ontario's artists was a very rewarding project," says Manager Andy Campbell. Working with 15 Community Futures Development Corporations in Eastern Ontario, the HCDC created the Eastern Ontario Artists Marketplace at Toronto's "One-of-a-Kind" art show. Promotional material was developed, and a workshop on "How to prepare for and sell products at a major show" was held. A glossy map of the

region was given to each shopper at the "One-of-a-Kind" show, encouraging travellers to come to Eastern Ontario to visit studios and other cultural attractions.



With its strong record of community development and loans to small business, the HCDC was a strong candidate for the award. "The HCDC has a solid track record in what they have been offering their community. We were very pleased when they won the Achievement Award," says Diana Jedig, Executive Director of the Ontario Association of Community Futures Development Corporations.

DIVERSIFICATION

Mustard Capital Inc.

Mustard Capital Inc. (MCI) is Canada's newest dry mustard milling operation. Located in Gravelbourg, Saskatchewan, MCI has received financing from the Community Futures Program on two separate occasions. The first loan helped to support the launch of the company and the second loan assisted in an expansion with the purchase of additional equipment. The financing was provided with the participation of two Community Futures offices – South Central and South West.

It is truly a great example of local economic development agencies being able to find opportunity for diversification and value-added processing through strong partnerships.

The project began back in 2001. After almost 7 years of hard work by economic development staff and volunteers, the facility opened after securing an experienced management team and a successful round of capital acquisition. Supporting this venture was the financial investment of the Community Futures organizations as well as the Town of Gravelbourg and various agencies and local stakeholders. MCI's success was recognized when it received the Saskatchewan Economic Developers' Association 2008 award for Outstanding Economic Development Initiative.

Tom Halpenny, CEO of MCI has this to say about Community Futures participation: "There has been a good working relationship



with the advisory staff supporting the Community Futures program. Also, the cooperation of two regions, Community Futures South Central and Community Futures South West, helped to deliver the level of funding required to assist our project. The terms have been competitive; and the process of approval, reasonably simple and straightforward. MCI would recommend the Community Futures program to other new ventures as a viable alternative to assist new and growing businesses in the region."

Mustard Capital Inc is already shipping three different mustard products around the world. Kosher verified, it is currently pursuing organic certification as well as seeking out new markets with the support of industry partners. MCI has seen sales grow steadily and is in a position to become the true mustard capital of world.



SMALL BUSINESS

Kawtaq Construction Ltd.

Located in the Ungava Bay region of Hudson Bay is the small Inuit hamlet of Sanikiluaq. The southernmost community of Nunavut, Sanikiluaq is famous for its soapstone carvings and intricate reed basketry. It is also home to Lucassie Kittosuk and Moses Appaqaq, owners of Kawtaq Construction Ltd.

Established in 1994, Kawtaq specializes in road and building construction, road maintenance, site development and property rental. The company has grown from one used forklift to a diverse asset base of equipment and property.

After working with a southern management firm from 1994 to 1998, Kittosuk – the principle owner – decided it was time to manage the business entirely. With Kittosuk’s skills and experience, and advice and financing from Baffin Business Development Corporation (BBDC), the local Community Futures organization, Kawtaq is now enjoying the success brought by hard work, commitment and the support of economic development agencies in Nunavut.

This has not come easily. A remote island in the Arctic poses many challenges: businesses have to fly in equipment, supplies and materials by aircraft or bring them to the community on one ship per year. The availability of business supports is also limited; Kittosuk is not only a shareholder, but the financial manager, equipment operator, carpenter, marketer, administrator, human resource manager and bookkeeper for Kawtaq.

Many times he has seen his family set off in the boat for a summer of camping and hunting while he has stayed behind to run the business.

Kawtaq Construction employs up to 20 local workers during the construction season, making this company one of the main employers in the community.

A strong supporter of the community, Kittosuk often contributes to events such as fishing trips and outdoor games and helps families who are in need. Sharing success is the Inuit way, and Kittosuk is proud to be able to have that opportunity.

Kittosuk has not forgotten the thrill of receiving his first loan from Community Futures in 1994. “We wouldn’t have been able to do it without BBDC.”



Summary of Loans Activity

April 1st, 2008 to March 31st, 2009

Province	# of CFs/ CBDCs	Staff	Volunteers	Population served	# of loans	Value of loans (\$M)	Amount leveraged (\$M)	Total jobs
NL	15	75	120	380,000	353	12.9	7.1	607
NS	13	73	139	715,000	599	18.7	11.2	1,088
PE	3	10	19	100,000	94	2.4	0.8	222
NB	10	92	128	521,450	588	25.2	26.3	2,036
QC	67	Data not available						
ON	61	264	781	3,400,000	1,132	58.1	97.8	6,435
MB	16	85	246	453,733	168	8.1	13.2	763
SK	13	62	152	539,263	123	6.3	8.5	725
AB	27	151	286	1,257,212	472	28.7	29.2	1,371
BC	34	311	344	1,666,818	638	31.0	39.0	2,082
NU	3	9	13	31,400	31	2.4	0.8	114
NT	7	13	40	39,400	117	5.6	2.8	428
Totals	269	1,145	2,268	9,104,276	4,315	199.4	236.7	15,871

COMMUNITY FUTURES QUICK FACTS

Did you know? Community Futures has...

- Worked in our communities for more than **20 years**
- Benefited from the services of **3,600 volunteers**
- Employed **1,500 staff**
- Made more than **97,000 loans** worth more than **\$2.9 billion**
- Had an impact on **410,000 jobs** across Canada



List of CF/CBDC Associations

Western Canada

Community Futures British Columbia
T: 604-685-2332

Community Futures Network of Alberta
T: 403-851-9995

Community Futures Saskatchewan
T: 306-477-3030

Community Futures Manitoba
T: 204-943-2905

Regional Agency

Western Economic Diversification Canada
T: 1-888-338-9378

Northwest Territories

Northwest Territories Community
Futures Association
T: 867-873-7387

Regional Agency

Government of the Northwest Territories
T: 867-920-6455

Ontario

Ontario Association of Community Futures
Development Corporations
T: 1-888-633-2326

Regional Agencies

Federal Economic Development Initiative
for Northern Ontario
T: 1-888-333-6673

Federal Economic Development Agency for
Southern Ontario
T: 1-866-593-5505

Québec

Réseau des SADC du Québec
T: 418-658-1530

Regional Agency

Canada Economic Development for
Quebec Regions
T: 514-283-6412

Atlantic Canada

New Brunswick Association of Community
Business Development Corporations
T: 506-548-2406

Nova Scotia Association of Community
Business Development Corporations
T: 902-883-4797

Prince Edward Island Association of
Community Business Development
Corporations
T: 902-888-3793

Newfoundland and Labrador
Association of Community Business
Development Corporations
T: 709-745-4406

Regional Agency

Atlantic Canada Opportunities Agency
T: 1-800-561-7862

Nunavut

Nunavut Community Futures Association
T: 867-979-1303

Regional Agency

Government of Nunavut
T: 867-975-6000

The Community Futures Program strengthens and diversifies rural communities.

We support community-based economic development projects and provide financing, business counseling, and training to local entrepreneurs. We operate under the direction of local volunteers in an accountable, efficient, and effective manner.

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For more information on Community Futures in your community, visit our website:

www.communityfuturescanada.ca