

ANNUAL REPORT 2024-2025



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In the spirit of peace, friendship and respect, we recognize that our work takes place on traditional Indigenous territories across Canada and internationally in countries where we support economic development.

Our office in Toronto is located on the traditional territories of the Huron-Wendat, the Haudenosaunee, the Anishnabeg, the Chippewa, and the Mississaugas of the Credit. In Montreal, our office is located on the unceded territory of the Kanien'kehá:ka.

Acknowledging this is but one part of our ongoing reconciliation journey that we undertake with sincerity and responsibility in every aspect of our work.



Our Framework

Our mission is to build capacity with businesses, governments, and community organizations to promote locally-driven, inclusive growth and sustainable development.

Priority Themes



Gender Equality



Indigenous Economic Reconciliation



Food Security



Environment & Climate Change

Priority Sectors



Tourism & Hospitality



Natural Resources

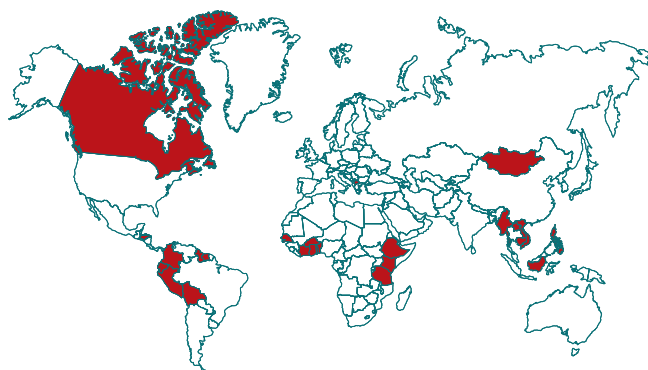


Agri-Business



Finance

Priority Regions



Private Sector Development

Micro, small and medium-sized enterprises play a critical role in economic growth.

- Stabilize and scale
- Production and trade readiness
- Management and profitability
- Marketing and business development

Public Sector Strengthening

Good governance and institutional strengthening are the foundations of inclusive, equitable, and sustainable economic growth.

- Transparency and accountability
- Effectiveness and efficiency in decision-making
- Equitable access to public services
- Creating business-enabling environments

Leadership Message

Stronger Economies for Better Lives:

In this time of rapid geopolitical change, we recognize the importance of investing in inclusive and equitable economies around the world and in Canada. Whether the end goal is poverty alleviation, strengthening the resilience of global economies, developing alternative markets, or creating accountable and predictable investment environments, we must commit to long-term support for global economic and social equity.

At Catalyste+, our economic development focus helps create the jobs and opportunities that are the engine of economic growth. We also play a unique and important role by strengthening people-to-people ties through our development model. The relationships between people from all corners of the world and Catalyste+ Advisors bring us closer together as a global society. As a result, we in Canada are more informed and educated about the rich variety of cultures around the world. At a personal level, this is gratifying. At a global level, this contributes to peace, security, and prosperity.

Our Commitment to Reconciliation:

The most important lesson we've learned this past year is that reconciliation is a lifelong journey. It will continuously evolve as we deepen our understanding, expand our beliefs, and intentionally shift our approach to our relationships – and our work – with Indigenous Peoples in Canada.

Our 5-decade history working with Indigenous communities across Canada offers Catalyste+ a unique position. Listening and learning are ingrained in our approach. We have worked hard to honour and nurture relationships and demonstrate our commitment to supporting Indigenous self-empowerment. Our organization can be a neutral and supportive place for many nations (Indigenous and non) to seek advice and recommendations.

Looking ahead:

The work our global staff, volunteers, and partners undertook in 2024 has led to exciting new opportunities and projects in 2025. We are grateful for the role we continue to play in creating and enabling conditions for better opportunities and lived experiences around the globe and here in Canada.

A stylized, handwritten signature in black ink.

Wendy Harris, CPA, CA
President & CEO

A stylized, handwritten signature in black ink.

Darren Schemmer
Chair, Board of Directors

Board of Directors 2024-2025

Darren Schemmer, *Board Chair*
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Peter Sinclair
Chris Skirrow
Laureen Whyte
Allan Clarke

Year at a Glance

Our work has a global impact. By providing advisory and mentorship services, we empower local partners to achieve their goals and promote inclusive economic growth.

600

assignments
completed

405

partners and clients
supported

54

total Canadian
Staff

47

total In Country
Staff

27,708

people benefited
or trained

1,930

Catalyste+
Advisors

**Stats for Indigenous
and Northern Services,
Accelerating Women's
Empowerment and
Canada-CARICOM Expert
Deployment Mechanism*

Accelerating Women's Empowerment (AWE)

The AWE program improves the economic and social well-being of vulnerable people by supporting skill development for public and private sector organizations. Currently running in 21 countries, AWE provides coaching and mentoring to strengthen small- and medium-sized businesses and local economic development, while advancing gender equality. With the help of Canadian volunteers, we completed nearly 400 assignments across several key sectors, including Agribusiness, Tourism & Hospitality, Nutrition & Health, and Agroforestry.

Most notably, the program's impact extends beyond its direct beneficiaries to improve the quality of life for families, communities, and local partner organizations. We estimate that more than 91,000 people benefited, directly and indirectly, from our approach to inclusive economic development in the past year alone.

AWE Innovation Fund

By disbursing more than CAD \$222,000 through the AWE Innovation Micro-fund, we have enabled 64 partner organizations to procure equipment and supplies to implement initiatives that expand women's access to and control over resources and improve their quality of life.

388

assignments
completed

242

partners and
clients supported

23,199

direct individual
beneficiaries
(67% women)



Example of Success: Havila Resort

Following training provided by Catalyze+ on effective fish farming and aquaculture management, women and youth group members at Havila Resort in Kenya constructed three earthen ponds for tilapia and one ornamental fish pond, boosting fish production by approximately 50%. The training led to the formation of an aggregation group of 11 youth farmers, enabling them to access larger fish markets. This collaboration supported the introduction of new menu items at the resort—including fish fingers, fish sausages, fish samosas, and fresh fish for the buffet—all sourced from the group. The value-added fish products attracted more customers, resulting in a 30% increase in patronage driven by the expanded menu and the appeal of locally produced offerings.



[Click here to read more AWE stories.](#)

Indigenous and Northern Services (INS)

Combining 8 programs under the INS banner, we work with Indigenous governments, Micro, Small and Medium-sized Enterprises (MSMEs), nonprofits, and economic development groups across Canada. We prioritize Indigenous knowledge and self-determined goals to support sustainable development through coaching and mentorship in areas such as, strategic planning, human resources, financial management, governance, and business development. In keeping with our innovative spirit, we provide an agile service offering that's tailored to the unique needs of every client's ambitions and context.

The majority of our work has focused on strengthening skills in governance, economic development, and finance. This past year, our assignments directly benefited approximately 2,400 people in more than 600 communities nationwide. These projects combine to support the over-arching vision of Indigenous self-determination and economic reconciliation.

"Advisor Robert is a wealth of information. He took a big overview of the company and presented us with three options for growth. He laid out the path for us with nine different action items we needed to do immediately; and six months action items, as well as one-year action items. This man is brilliant. Thank you for such a great experience. We know this is going to be so pivotal in our growth going forward!"

- Alana Braateen, Good Relations Tourism Mentorship, ITA Mentees

145

assignments
completed

605

communities
supported across
Canada

2,813

individuals
benefited



Client Highlight: Haley's Handicrafts

Since 2019, Alakan White has been building her business, Haley's Handicrafts, with passion and dedication. Wanting to ensure its long-term sustainability, she worked with Catalyste+ Advisor Tracey Johnston-Aldworth to strengthen her business foundation.

Together, they developed a solid business plan and explored the essentials of running and operating a small business. During this time, Alakan was also working on her website, which now allows customers to book sessions, access tutorials, and purchase her handcrafted art.



Client Highlight: Whitcourt Isga Tourism Association (WITA)

The Whitcourt Isga Tourism Association (WITA) is a nonprofit organization in Alberta, Canada, that offers Indigenous cultural awareness experiences. Led by Bear Mustus, WITA aims to bridge cross-cultural gaps between First Nations communities and local municipalities by revitalizing Indigenous community spirit.

After receiving mentorship from Catalyste+ on its grant application to the Alberta Aboriginal Business Investment Fund, WITA strengthened its capacity to develop successful project proposals and secure funding. More importantly, it secured \$660,000 CAD to purchase necessary equipment for business expansion.



[Click here to read more INS stories.](#)

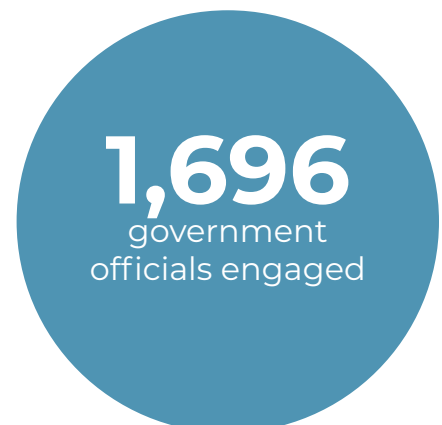
Canadian-CARICOM Expert Deployment Mechanism (CCEDM)

The CCEDM program strengthens public sector capacities to design and implement policies and programs to drive sustainable economic growth and diversification. We provide technical assistance to government ministries, agencies, and similar organizations in 9 Caribbean countries. CCEDM is responsive to local development needs and supports key areas of governance, including strategic planning, results-based management, finance, and human resources. Because of the program's unique, demand-driven model, our service offerings are tailored to meet the localized needs and contexts to support sustainable economic development.

In the past year, nearly 1,700 government officials from 38 institutions benefited from our training and mentoring services. Over the past 4 years, we estimate CCEDM has impacted the lives of over 715,000 people across the Caribbean who benefit from improved access to equitable policies, public goods and services, and a stronger regional economy.

Innovation in the Caribbean

Since the beginning of CCEDM, 25 government organizations have reported innovation in policies, regulations, norms, and practices, including innovations that advance economic growth, are environmentally sensitive, and respond to the needs of women and other vulnerable and marginalized groups.





Example of Success: Gilbert Agricultural and Rural Development Center (GARD Center)

In Antigua and Barbuda, Catalyste+ Advisors supported the Gilbert Agricultural and Rural Development Center (GARD Center) in strengthening its five-year plan and developing a business strategy for farm production. Working closely with the Ministry of Health, Wellness, and Environment, the initiative enhanced staff capacity to gather stakeholder input, analyze crop profitability, and design a high-ROI cropping plan. The resulting business plan positioned GARD to secure support for climate-smart agriculture and expand training programs for vulnerable youth and local communities—advancing sustainable farming and economic development.



[Click here to read more CCEDM stories.](#)

Financial Statements

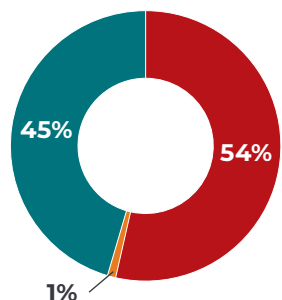
This fiscal year, despite unforeseen budget pressures on our program funding, Catalyste+ made the strategic decision to maintain our full global staff in order to deliver effectively on current commitments and to prepare for future growth. This decision resulted in a small, non-recurring deficit for fiscal 2024/5. Thanks to the support of our funders, a strong financial position allowed Catalyste+ to continue in our work that advances economic growth and social development. We remain committed to ensuring that our resources are used with great discretion to support our partners as we build a more inclusive and sustainable world.

Catalyste+

Summary statement of operations

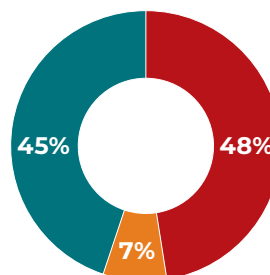
Year ended March 31, 2025

	2025 \$	2024 \$
Revenue		
Grants and contributions		
Government of Canada	8,845,375	11,497,107
Other	817,567	572,841
Donations	28,078	30,000
Miscellaneous & investment income	150,808	151,503
Value of volunteer services and subsistence paid by clients	8,197,913	8,418,440
	18,039,741	20,669,891
Expenses		
Program delivery		
Salaries and benefits	3,631,840	4,263,818
Assignment costs	5,047,216	6,481,978
Corporate expenses		
Salaries and benefits	754,961	659,865
Administration	635,122	729,369
Value of volunteer services and subsistence paid by clients	8,197,913	8,418,440
	18,267,052	20,553,470
(Deficiency) excess of revenue over expenses for the year	(227,311)	116,421



Revenue

- Grants and contributions
- Value of volunteer services and subsistence paid by clients
- Donations & Miscellaneous and investment income



Expenses

- Program delivery
- Value of volunteer services and subsistence paid by clients
- Corporate expenses

Catalyste+
Summary statement of financial position
As at March 31, 2025

	2025 \$	2024 \$
Assets		
Current assets		
Cash and cash equivalents	4,991,147	6,009,721
Operating advances to representatives	99,921	141,017
Accounts receivable	277,204	218,394
Prepaid expenses	97,502	165,865
	5,465,774	6,534,997
Long-term investments	1,556,742	1,509,088
Capital assets	61,152	74,081
	7,083,668	8,118,166
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	700,353	753,944
Amounts due to partner	-	27,997
Deferred revenue	3,896,043	4,621,642
	4,596,396	5,403,583
Net assets	2,487,272	2,714,583
	7,083,668	8,118,166

Catalyste+
Summary statement of changes in net assets
Year ended March 31, 2025

	2025 \$	2024 \$
Net assets, beginning of year	2,714,583	2,598,162
(Deficiency) excess of revenue over expenses for the year	(227,311)	116,421
Net assets, end of year	2,487,272	2,714,583

Catalyste+ has prepared these summary financial statements to be included as part of its annual report. These summary financial statements present the same information as the audited financial statements, except for the statement of cash flows and the notes to the audited financial statements.



[Click here to view the full CRA financial reports from past and present.](#)



Thank you to our generous donors!

We are grateful for our longstanding funding partnerships with Global Affairs Canada and Indigenous Services Canada. To our other funders and each individual donor, we thank you so much for your support! Each donation helps us continue our work to strengthen economies and build better lives.

**Become a
Catalyste+
Advisor today!**

We are always looking to expand our Catalyste+ Advisor roster with diverse skills and experiences to provide the right support to our partners. Visit our website to see how you can help make a difference!





Together, we
strengthen
economies to
improve lives.

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Canada

Catalyste+ gratefully acknowledges financial contributions from
Global Affairs Canada and Indigenous Services Canada.