

Agenda
Cornwall City Council

Meeting #: 2021-03
Date: Monday, February 1, 2021, 2:30 PM
Location: Zoom
Chair: Bernadette Clement, Mayor
Prepared By: Manon L. Levesque, City Clerk

Pages

Roll Call

Opening

We acknowledge that we are gathering on the traditional territory of the Mohawk people of Akwesasne.

Adoption of Agenda

The following Agenda is being presented for adoption as presented.

Disclosures of Interest

Committee of the Whole

Presentations and Reports

1. 2021 General Taxation Budget, 2021-09-Financial Services 1

Action Recommended

1. That Council receive Report 2021-09-Financial Services, and
2. That the proposed 2021 General Taxation Budget be approved.

2. Locomotive #17, 2021-05-Infrastructure and Municipal Works 31

Action Recommended

That Council receive Report 2021-05-Infrastructure and Municipal Works.

3. Eastern Ontario Agri-Food Network – Request for Funding, 2021-23-Planning, Development and Recreation

36

Action Recommended

1. That Council receive Report 2021-023-Planning, Development and Recreation.
2. That Council approve a budget allocation for the EOAN for up to \$25,000 per year for 3 years beginning in 2021, subject to an annual presentation and financial report to Council as outlined under Financial Implications, and subject to equal or greater funding from both SDG and Prescott-Russell.
3. That Council direct Administration to appoint an Economic Development or Tourism staff member as a resource person to the EOAN for the following 3 years.

Adjournment

The next Special Public Meetings of Council (Budget) will be held on Tuesday, February 2, 2021 and Wednesday, February 3, 2021.

The next Regular Public Meeting of Council will be held on Monday, February 8, 2021.



The Corporation of the City of Cornwall
Special Meeting of Council
Report

Department: Financial Services
Division: Finance
Report Number: 2021-09-Financial Services
Prepared By: Tracey Bailey, General Manager
Meeting Date: February 1, 2021
Subject: 2021 General Taxation Budget

Purpose

To present to Council the 2021 General Taxation Budget (operating and capital).

Recommendation

1. That Council receive Report 2021-09-Financial Services, and
2. That the proposed 2021 General Taxation Budget be approved.

Financial Implications

The operating budget funded by the tax base has increased by 2.58% or \$1,911,433. The capital budget funded by the tax base has decreased by 35.03% or \$433,980. The budget document has been prepared with a tax levy increase of 1.96% or \$1,477,453.

The municipal taxes for the average residential home valued at \$173,860 would be \$2,646.30, an average increase of \$74.64 (2.90%) when compared to 2020.

Following is a link to the draft 2021 General Taxation Budget book posted to the City's website.

<https://www.cornwall.ca/en/city-hall/resources/Finance/2021-Draft-Operating-and-Capital-Budgets.pdf>

Strategic Priority Implications

The 2021 General Taxation Budget was developed to encourage progress towards the City's long-term financial goal of sustainability. The long-term financial plan, together with, the City's strategic plan, asset management plans, development charges study, the financial condition assessment review, and several departmental master plans were used in the planning process.

Background / Discussion

At the February 1, 2021 meeting, the General Manager of Financial Services will provide members of Council with a Powerpoint presentation overview (attached) of the 2021 General Taxation Budget.

Following this presentation, General Managers and Department Managers will provide further detail on capital requirements as each department's 2021 capital project submissions are reviewed and discussed with Council.

It is estimated that it will take approximately three days for Council to review the 2021 budget submission. Currently, the Agenda to review the 2021 budget is scheduled, as follows:

Mon., Feb 1, 2021 (2:30pm – 8pm)

Overview presentation of the 2021 General Taxation Budget (CFO)

Capital Presentations (GM/Department Managers)

- Financial Services
- Glen-Stor-Dun Lodge
- Paramedic Services
- Fire Services
- Municipal Works
- Traffic Signals and Streetlighting
- Transit Services

Tue., Feb 2, 2021 (2:30pm – 8pm)

Capital Presentations (continues)

- Infrastructure Planning
- Waste Management
- Recreation Programming
- City Facilities

Unfinished Business

- Locomotive 17
- Eastern Ontario Agri-Food Network

Council deliberations

Wed., Feb 3, 2021 (2:30pm – 8pm)

Council deliberations



It is Administration's understanding that the review of the 2021 budget submission will be conducted as Special Council meetings via Zoom with Council as a Whole.

Document Title:	2021 General Taxation Budget - 2021-09-Financial Services.docx
Attachments:	- 2021 Budget Presentation.pdf
Final Approval Date:	Jan 28, 2021

This report and all of its attachments were approved and signed as outlined below:

Tracey Bailey - Jan 28, 2021 - 1:35 PM

Maureen Adams - Jan 28, 2021 - 2:23 PM

Presentation of the 2021 General Taxation Budget

Monday, February 1, 2021



Budget Meeting Agenda

- 2021 Budget Presentation
- Capital Budget
 - Departmental Presentations
 - Capital Projects Removed from Budget (page C-94 to C-97)
- Unfinished Business
 - Locomotive 17
 - Eastern Ontario Agri-Food Network

Presentation Overview

- Council's Strategic Priorities
- Budget Highlights
- Operating Budget Overview
- Staffing Complement
- Capital Budget Overview
- Long-Term Financial Planning
- Asset Management
- Long-Term Borrowing (debt)
- Reserves and Reserve Funds
- Property Assessment and Taxes
- Community Partners
- Proposed Tax Dollars At Work
- COVID-19 Funding
- Questions

Council's Strategic Priorities

Alignment to Strategic Plan

The 2021 Budget aligns with the City's Strategic Plan in providing services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents.

Vision: The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure.

Priorities:

- Developing waterfront through ownership, partnerships for business, recreational opportunities;
- Attracting, enhancing workforce that meets demands of local employers;
- Growing quality of housing stock, including affordable housing;
- Economic development and pursuing diverse population growth of 50,000;
- Being leaders in sustainability and climate change impact.

**STRATEGIC PRIORITIES
2019-2022**

WE WILL EARN OUR REPUTATION BY:

Developing waterfront through ownership, partnerships for business, recreational opportunities.

1. Pop-up businesses
2. Sports and recreation opportunities
3. Development of Pointe Maligne Park with budgeted funds
4. Sustained pressure to own strategic parts of our waterfront
5. Encourage private sector development (residential, retail, commercial)

Attracting, enhancing workforce that meets demands of local employers.

1. Convene a workforce group
2. Explore short-term affordable housing as way to facilitate relocation of workers
3. Lobby government officials to reverse trends of immigrants to large centres
4. Facilitate liaison activities between job creators, educators, and senior government to define needed skills, improve existing programs

Growing quality of housing stock, including affordable housing.

1. Create a taskforce
2. Create rental licensing registry to enable a database and adherence to applicable by-laws and standards
3. Look at options to increase enforcement of property standards, building & fire codes

Economic development and pursuing diverse population growth of 50,000.


1. Better branding for areas of the City
2. Attract remote workers via incentives
3. Focus on reducing number of vacant commercial spaces
4. Continue to invest in infrastructure
5. Encourage infill project (e.g. Brookdale)


Being leaders in sustainability and climate change impact.

1. Create Environmental & Climate Change Committee
2. Composting
3. Water meters
4. Education on recycling & waste reduction
5. Plastic bag ban
6. Identify what the City could take the lead on

MISSION


To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents.





VISION

The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure.



Budget Highlights

The 2021 budget submission for the City of Cornwall can be summarized as follows:

- ❑ The 2021 budget has been prepared as a normal budget year with no reductions to revenue or increases in expenses due to the COVID-19 pandemic.
- ❑ This document has been prepared with a tax levy of \$76,808,857. A tax levy increase of \$1,477,453 or 1.96%.
- ❑ Also included in the budget is \$830,000 of growth (new assessment from 2020 supplementary taxation) that has been added to the 2021 tax roll; and \$900,000 of supplementary taxation (projected growth added to the tax roll during 2021).
- ❑ Operating budgets funded from the tax base for City departments has increased by \$1,911,433 or 2.58%. Long-term financing and insurance costs have had an impact on the City's 2021 operating budget. Excluding the increase for these two items, the City's operating budget would have increased by \$657,333 or 0.89%.
- ❑ The net capital budgets for City departments funded from the tax base have decrease from \$1,238,750 to \$804,770 (\$433,980 or 35.03%).
- ❑ The City manages an annual operating budget of \$179.3 million and a capital budget of \$37.1 million.

2021 Operating Budget Summary

The operating budget provides resources for the day-to-day costs of delivering municipal programs and services to residents.

	2020 Budget	2021 Submission	\$ Change	% Change
Revenue	\$99,435,575	100,368,801	\$933,226	0.94%
Supplementary Taxation	1,000,000	900,000	(100,000)	-10.00%
Growth	-	830,000	830,000	100.00%
Total Revenue	\$100,435,575	\$102,098,801	\$1,663,226	1.66%
Expenditures				
Salaries and Benefits	\$81,029,030	\$ 82,789,996	\$1,760,966	2.17%
Purchase of Goods	10,463,044	10,646,536	183,492	1.75%
Services and Rents	31,986,223	32,127,088	140,865	0.44%
Debt Charges	4,404,293	5,417,860	1,013,567	23.01%
Insurance	942,427	1,182,960	240,533	25.52%
Financial and Transfers	\$36,473,843	\$37,636,302	1,162,459	3.19%
Total Expenditures	\$165,298,860	\$169,800,742	\$4,501,882	2.72%
Community Partners	\$4,267,963	\$4,097,991	(169,972)	-3.98%
To/From Reserves	4,961,406	4,204,155	(757,251)	-15.26%
Net Operating (Taxation)	\$74,092,654	\$76,004,087	\$1,911,433	2.58%

Increases to both long-term debt (\$1,013,567) and insurance (\$240,533) has had an impact on the operating budget for 2021.

Excluding increases for both, the operating budget would have increased by \$657,333 or 0.89%.



Please see City Overall on page A-2 of the budget book.

Operating Revenue

	2020 Budget	2021 Submission
PIL & Suppl. Taxation	\$2,557,381	\$3,017,671
Provincial / Federal	\$62,687,234	\$63,743,303
Municipal	\$8,939,568	\$9,474,195
User Fees / Other	\$19,713,740	\$19,591,703
Internal Revenue	<u>\$6,537,652</u>	<u>\$6,271,929</u>
Total	<u>\$100,435,575</u>	<u>\$102,098,801</u>
	% increase	1.66%
	\$ increase	\$1,663,226

- Major variances (000s):
 - \$ 460 PIL & Supplementary Taxation
 - \$ 830 2020 Growth
 - (\$ 100) Supplemental Taxation
 - (\$ 270) PILs
 - \$ 1,056 Provincial / Federal Funding
 - \$ 776 MOH (GSDL/Paramedic Services)
 - \$ 335 OMPF
 - \$ 250 SS/SH/CC Funding
 - (\$ 50) Prov Gas Tax
 - (\$ 128) Provincial Offences
 - \$ 534 Other Municipalities
 - \$ 509 Shared Services
 - (\$ 122) User Fees
 - \$ 248 Tipping Fees
 - \$ 190 Construction Management Fees
 - \$ 188 Building / Bylaw Permits
 - (\$ 760) Investment Income
 - (\$ 265) Internal Revenue
 - \$ 283 City Equipment Rental
 - \$ 150 Police WSIB recoveries
 - (\$ 164) Progress Fund Interest
 - (\$ 537) S&H Services

Operating Expenditures

The departmental requests resulted in a year over year expenditure increase of \$4,188,525. This represents a 2.39% increase in expenditures from the 2020 approved budget.

	<u>2020 Budget</u>	<u>2021 Submission</u>
Salary	\$81,029,030	\$82,789,996
PoG	\$10,463,044	\$10,646,536
S&R	\$31,986,223	\$32,127,088
Debt Charges	\$4,404,293	\$5,417,860
Insurance	\$942,427	\$1,182,960
Financial	<u>\$46,244,847</u>	<u>\$47,093,949</u>
Total	<u>\$175,069,864</u>	<u>\$179,258,389</u>
	% increase	2.39%
	\$ increase	\$4,188,525

- Salaries and Benefits
\$1,760,966 or 2.17%
- Purchase of Goods
\$183,492 or 1.75%
- Services and Rents
\$140,865 or 0.44%
- Debt Charges
\$1,013,567 or 23.01%
- Insurance
\$240,533 or 25.52%
- Financial
\$849,102 or 1.84%

Staffing Complement

Net to the Corporation: ↑ 12 FTE's, ↓ 22,394 PT hours, ↓ 15 Students, ↑ 1 Contract

Clerks Department (-35 PT hrs)

Removed PT hours no longer required.

Social and Housing Services (-2.0 FTE)

Reduced three staff through attrition and added one Project and Asset Management Coordinator.

Glen Stor Dun Lodge

(+1.0 FTE, +1.0 Contract, -2,513 PT hrs)

Added one Recreologist which was offset by a reduction in PT Hours. The Nurse Practitioner, which was historically budgeted in Contracted Services, has been moved to Salaries and Benefits as a contract position.

Cornwall SDG Paramedic and Emergency

Management Services (+4.0 FT, +2,060PT hrs)

An additional 12-hour shift has been added to the 2021 Budget, which represents four FTE's and 2,060PT hours of coverage.

Parks and Landscaping (+2.0 FTE)

Two FTE's were reallocated from Municipal Facilities.

Transit Services (+1.0 FTE)

One FTE was reduced in Operations and replaced with an Assistant Maintenance Supervisor. One additional mechanic has been added to address vehicle maintenance for Fire Services.

Waste Management (+3.0 FTE)

Weigh scale operations have been brought in-house. The increase of three FTE's is to support primary scale operations and the coordination of yard activities.

Recreation Programming (+1.0FTE, -8,986 PT hrs)

One clerk position was added in exchange for a reduction in equivalent PT hours. Further reductions in PT hours represent the proposed cancellation of the Summer Playground program and the Arts in the Park program for the 2021 Summer season.

MW Roads (-1.0 FTE)

One FTE was reallocated to Sewer Collection.

Recreation Facilities (+4.0 FTE, -10,840 PT hrs)

Transition of part-time positions to full-time positions to address frequent part time staff turnover has resulted in an increase of four FTE's and a reduction of 8,320 PT hours. An additional 2,520 PT hours have been removed as a cost saving measure.

Municipal Facilities (-1.0 FTE, -2,080 PT hrs)

Two FTE's were reallocated to Parks and Landscaping. One FTE was added in exchange for equivalent PT hrs.

Students (-15 Positions)

A reduction of 15 student positions is included as a cost saving measure.



Please see Staffing Complement section beginning on page S-1 of the budget book.

Capital Summary

The capital budget funds the City's infrastructure that supports service delivery. Infrastructure is the term that is used to describe essential facilities, services, and structures the City owns which help make Cornwall a safe, convenient and livable community.

	2020 Budget	2021 Submission	Change from 2020 Budget
Debt	\$12,383,200	\$22,105,830	\$9,722,630
Development Charges	\$487,700	\$1,763,900	\$1,276,200
Reserves	\$2,170,500	\$4,419,800	\$2,249,300
SDG	\$129,450	\$64,230	-\$65,220
Federal Gas Tax	\$4,920,000	\$4,088,000	-\$832,000
Government Funding	\$5,355,600	\$3,882,670	-\$1,472,930
Fundraising (Arts Centre)	\$1,000,000	\$0	-\$1,000,000
	\$26,446,450	\$36,324,430	\$9,877,980
Gross Capital Costs	\$27,685,200	\$37,129,200	\$9,444,000
	\$1,238,750	\$804,770	-\$433,980
% change from 2020 budget			-35.03%
\$ change from 2020 budget			-\$433,980

Capital projects funded from the taxation has decreased by \$433,980 or 35.03%.

The 2021 capital budget includes \$37.1 million in capital works and asset replacement, including:

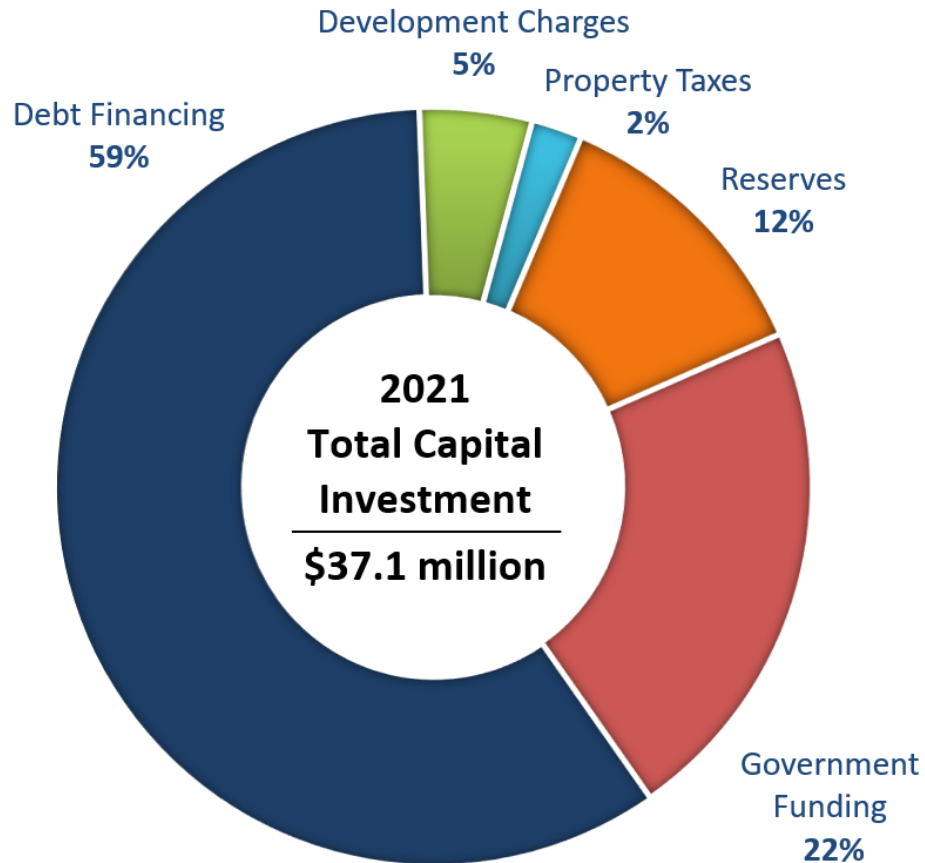
- \$8.6 million in roads and transportation (including \$1.5 million for Lemay Street upgrades and extension and \$2 million for the reconstruction and widening of Marleau Avenue – Stage 2).
- \$2.5 million investment in transit projects.
- \$15.1 million for the continuation of the Municipal Works Yard Redevelopment.
- \$1.1 million for capital works at the Glen Stor Dun Lodge.
- \$2.7 million for City facility and park repairs and upgrades.
- \$2.9 million for phase three for the Fire headquarters and training centre.



Further information can be found in the Capital Section beginning on page C-2 of the budget book.

Capital Funding

The 2021 budget includes five major sources of funding for capital projects: government funding, development charges, reserves, debt financing, and property taxes. Projects can receive funding from a single source or through multiple sources.



Capital Summary by Department

Department	2020 Gross Capital	2021 Gross Capital	FUNDING SOURCE						
			GRANTS	SDG	FINANCING	GAS TAX	DCs	RESERVES	TAXATION
Infrastructure Planning	8,815.0	8,230.0	1,572.0		2,755.0	2,998.0	745.0	160.0	
Municipal Works	2,663.0	16,177.0			14,636.5		740.5	800.0	
Traffic	400.0	400.0				300.0			100.0
Transit Services	2,296.0	2,538.3	1,860.8		562.7			114.8	
Waste Management	300.0	400.0						400.0	
Recreation Programming	200.0	55.0							55.0
City Facilities	8,438.0	2,671.5	195.0			500.0		1,785.0	191.5
Financial Services	75.0	290.0				290.0			
Fire Services	2,900.0	3,780.0			3,501.6		278.4		
Paramedic Services	709.5	950.0						950.0	
Glen Stor Dun Lodge	431.5	1,119.0	254.9	64.2	650.0				149.9
Police Services	292.2	385.8						210.0	175.8
Cornwall Public Library	165.0	132.6							132.6
Taxation Subtotal	27,685.2	37,129.2	3,882.7	64.2	22,105.8	4,088.0	1,763.9	4,419.8	804.8



Further information can be found in the Capital Section beginning on page C-3 of the budget book.

Long Term Financial Plan (LTFP)

	Budget 2020	Submission 2021	FORECAST			RE-FORECAST		
			2021	2022	2023	2022	2023	2024
Net Operating Budget	64,726,955	66,382,072	66,819,030	68,436,050	69,859,520	68,008,433	69,436,610	70,964,215
change \$		1,655,117	1,265,189	1,617,020	1,423,470	1,626,361	1,428,177	1,527,605
change %		2.56%	1.95%	2.44%	2.08%	2.45%	2.10%	2.20%
*Debt Payments	4,404,293	5,417,860	4,856,644	6,163,227	6,328,343	6,562,544	7,836,670	7,911,852
Net to/from Reserves	4,961,406	4,204,155	2,976,904	4,526,779	7,761,000	4,311,690	4,017,190	4,443,158
Total Net Operating	74,092,654	76,004,087	74,652,578	79,126,056	83,948,863	78,882,667	81,290,470	83,319,225
Total Net Capital	1,238,750	804,770	3,585,000	2,700,000	1,557,000	1,500,000	2,557,000	4,344,700
Total Levy	75,331,404	76,808,857	78,237,578	81,826,056	85,505,863	80,382,667	83,847,470	87,663,925
Net Levy Change \$		1,477,453	3,346,235	3,588,478	3,679,807	3,573,810	3,464,803	3,816,455
Net Levy Change %		1.96%	4.47%	4.59%	4.50%	4.65%	4.31%	4.55%
Net Levy - LTFP	77,426,968	81,218,959	81,218,959	83,820,697	85,502,516	83,820,697	85,502,516	87,976,797
Net Levy - variance	(2,095,564)	(4,410,102)	(2,981,381)	(1,994,641)	3,347	(3,438,030)	(1,655,046)	(312,872)

The LTFP forecasts revenues, operating expenditures, contributions to/from reserves, and capital requirements (based on the 10-year Asset Management Plan) over the period 2018-2027. The LTFP is one tool that Council can use to identify the impact of current and future decisions when setting priorities for the City.



Further information can be found on page A-3 of the budget book.

Asset Management

Sustainable Service Delivery

The objective of asset management is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner.

City infrastructure (based on the 2016 AMP):

<u>Assets</u>	<u>2016 Estimated Replacement Value</u>
Buildings	251,498,204
Roads	267,898,000
Bridges and Culverts	45,536,000
Sidewalks and Paths	37,639,000
Traffic Signals/Street Lights	23,008,000
Municipal Fleet	22,736,362
	<hr/> 648,315,566



The next version of the City's AMP (by July 1, 2021) will conform to the O.Reg. 588/17. See page 5 of the Executive Summary of the budget book for more information.

Phase 1:

July 1, 2019

Municipalities to finalize a strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance, and other municipal planning activities.



The City adopted its Asset Management Policy (FI-2019-06-24-1) on June 24, 2019 that meets the requirements of this section of the legislation.

Phase 2:

July 1, 2021

Municipalities to approve an AMP for core assets that identifies current levels of service and the cost of maintaining those levels of service.

Phase 3:

July 1, 2023

Municipalities to have an approved AMP for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

Phase 4:

July 1, 2024

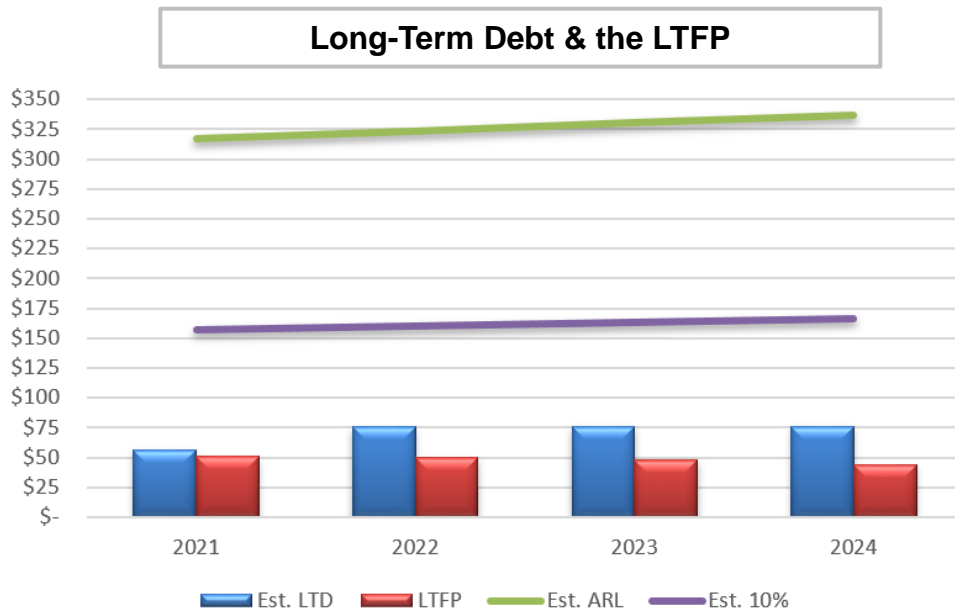
Municipalities to have an approved AMP for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes the identification of proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund these activities.

Long-Term Borrowing (debt)

At the beginning of 2021, the City has \$39.8 million of outstanding debt and \$34.3 million of approved borrowing from previous years.

New debt of \$51.0 million is planned for future capital projects over the next ten years, which includes \$22.1 million in the 2021 budget submission.

The chart below illustrates the four-year (2021-2024) forecasted balance (shown in the millions) of long-term debt compared to the LTFP.



The capital budget submission includes borrowing for:

• GSDL Generator	\$ 650,000
• Fire HQ and Pumper 3 Replacement	3,501,600
• Municipal Work Yard Redevelopment	14,336,500
• Emerald Ash Borer	300,000
• Transit Buses and Fareboxes	562,730
• Lemay St. Upgrades	1,500,000
• Marleau Ave. Reconstruction	1,255,000
	<u>\$ 22,105,830</u>

Annual Principal and Interest Payments

Department	Est. Loans @ Jan 1/21	To Borrow in 2021	2021 Principal	2021 Interest	2021 Submission	Debt Repayment is funded by:
Fire Services (Vehicle)	972,600	0	251,168	22,075	273,243	Tax Base
Police Services (Vehicle & Sick Benefit)	688,000	0	221,680	19,523	241,203	
Municipal Works (Vehicle & Equipment)	3,576,700	750,000	876,910	99,355	976,265	
Parks and Landscaping (Emerald Ash)	1,043,000	500,000	314,352	26,409	340,761	
Municipal Works (Yard)	5,058,100	5,000,000	493,900	156,640	650,540	
City Facilities (Equipment, Land, LED Lighting)	300,000	1,150,000	166,020	12,691	178,711	
Waste Management (Flare Replacement)	0	1,600,000	46,000	16,000	62,000	
Infrastructure Planning (LED, Marleau, Culvert, CN Overpass)	3,694,400	3,706,000	810,710	109,563	920,273	Provincial Gas Tax and tax base 50% MoH, 30% County, 20% City (tax base) Progress Fund Int. and tax base
	15,332,800	12,706,000	3,180,740	462,256	3,642,996	
Transit Services (Buses, Fuel Tanks, Equipment)	2,013,000	1,564,000	521,409	72,414	593,823	
Paramedic Services (Facility & Vehicles)	1,001,200	0	206,574	27,625	234,199	
Benson Centre	7,038,500	0	487,700	231,684	719,384	
Library (HVAC)	531,500	0	86,719	16,239	102,958	
City Facilities (Justice Bldg HVAC)	0	1,075,000	95,800	28,700	124,500	
Wastewater Capital Projects	13,882,200	7,430,000	1,404,721	445,218	1,849,939	Wastewater Billings
Water Capital Projects	0	0	0	0	0	Water Billings
Total	39,799,200	22,775,000	5,983,663	1,284,136	7,267,799	

Annual Repayment Limit (ARL)

(Under Ontario Regulation 403/02)

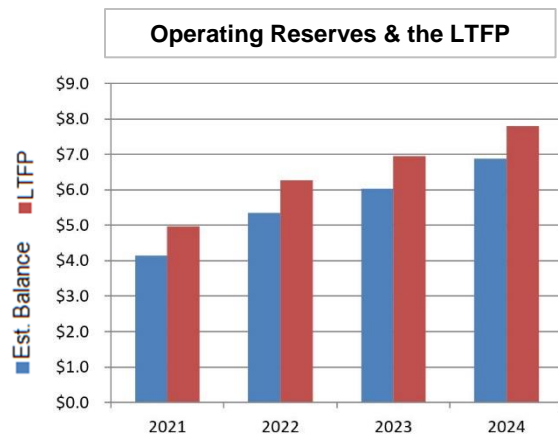
- Each year the City of Cornwall receives a notice from the Ministry of Municipal Affairs summarizing the City's 'Annual Repayment Limit' (ARL).
- The City's ARL effective January 1, 2020 is \$24,966,915.
- This notice also lists the following examples of borrowing for illustration purposes only:

<u>5.0% Interest Rate</u>	<u>Principal</u>
a) 20 years @ 5.0%	\$311,142,944
b) 15 years @ 5.0%	\$259,148,038
c) 10 years @ 5.0%	\$192,787,898
d) 5 years @ 5.0%	\$108,093,675

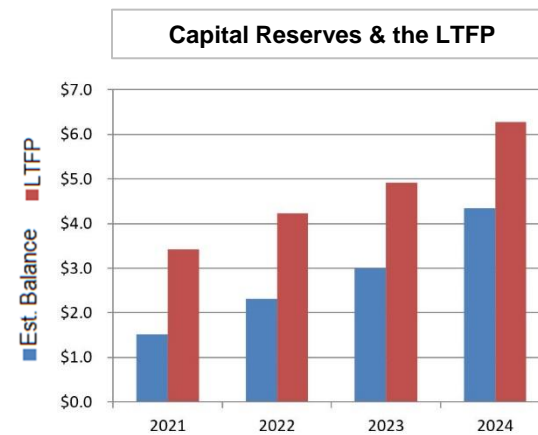
This limit represents the maximum amount which the municipality had available as of December 31, 2019 to commit to payments relating to debt and financial obligation.

Reserves and Reserve Funds

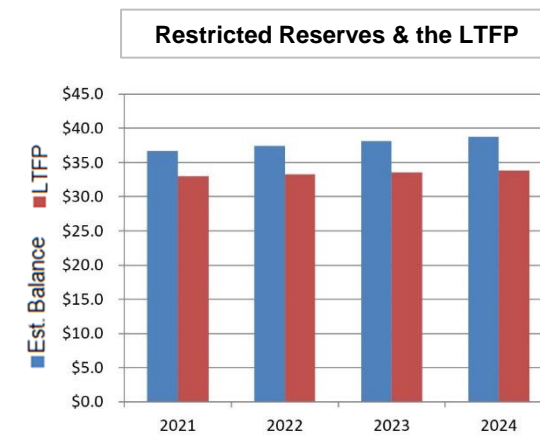
Previously established Reserves can be used to help stabilize rate increases from year to year. The following charts compares the City's current Reserve position (shown in the millions) from 2021 through 2024 with the LTFP.



The Working Reserve is below the LTFP target for 2021. This is primarily due to payments required to cover outstanding tax refunds from previous years related to assessment appeals. The City has committed to repay the Working Reserve over the next several years. A contribution of \$300,000 is included in the 2021 budget.



Over the next four years, the Capital reserves are below the balance projected in the LTFP. The City borrowed (\$2 million) from the Land Reserve to purchase land in the Business Park. When the land is sold, the proceeds will be contributed back to this reserve and the balance will be in-line with the LTFP.



The Building Surplus Reserve, Brownfield Reserve, and the WSIB – Estimated Future Benefit Costs Reserve are above the LTFP balance, though below the City's targeted balances.



Further detail can be found in the Reserves section of the budget book beginning on page R-1.

Contributions to/from Reserves

- Major variances primarily relates to increases/(decreases) in (000's):
 - (\$143K) Variances in Contributions to Reserves
 - \$ 174 Capital Levy
 - \$ 106 Transit Capital Projects
 - \$ 100 Repayment for Beyond 21 Capital Campaign
 - \$ 100 Waste Management
 - \$ 85 Paramedic Services Amortization
 - \$ 67 Pole Replacement Program
 - \$ 54 Small Business Loans
 - (\$ 200) Repayment for Tax Write-Offs
 - (\$ 250) Interest Income
 - (\$ 400) Brownfields
 - \$614K Variances in Contributions from Reserves
 - \$ 150 Offset Winter Control activities
 - \$ 125 Offset LTD for Justice Building HVAC
 - \$ 114 Social Services / Social Housing
 - \$ 87 Unused 2020 Community Grant Funding
 - \$ 62 MW / Facilities Equipment
 - \$ 30 Planning Studies
 - \$ 30 Bi-Annual Structure Improvements

	2020 Budget	2021 Submission
To Reserves	\$5,503,041	\$5,359,656
From Reserves	(541,635)	(1,155,501)
Total	<u>\$4,961,406</u>	<u>\$4,204,155</u>
	% decrease	-15.26%
	\$ decrease	(\$757,251)

The contribution to the Brownfields Reserve was removed from the 2021 budget recognizing the challenges with the current budget and managing the COVID-19 pandemic. The estimated balance of the Brownfields Reserve at December 31, 2021 is \$427,595.

Total Assessed Value by Property Class

Property assessments are updated every four years by MPAC. The 2016 reassessment set the property values for the 2017-2020 property tax years. The year 2020 was the final year of this 4-year phase-in cycle.

In response to the COVID-19 pandemic, the Ontario Government has indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.

Property Classes	2020 Assessment	2021 Assessment	\$ Change	% Change	MPAC Market Assessment Change	Assessment Growth
Residential	\$2,756,631,909	\$2,805,019,409	\$48,387,500	1.76%	\$16,573,100	\$31,814,400
Multi-Res	194,677,400	185,900,400	-8,777,000	-4.51%	-8,777,000	0
Commercial	884,451,608	878,499,663	-5,951,945	-0.67%	-14,780,045	8,828,100
Landfill	556,155	556,100	-55	-0.01%	-55	0
Industrial	86,572,500	86,309,300	-263,200	-0.30%	-443,700	180,500
Pipeline	12,196,000	12,290,000	94,000	0.77%	94,000	0
Farm	8,918,800	9,949,600	1,030,800	11.56%	208,300	822,500
Total Assessment	\$3,944,004,372	\$3,978,524,472	\$34,520,100	0.88%	-\$7,125,400	\$41,645,500

Over the last few years, the City has seen property assessment decreases to both the multi-residential and commercial property classes. Changes in assessment will shift the tax burden between the classes.

Allocation of Property Taxes between Classes

Property Classes	2020 Taxes	2021 Taxes	\$ Change	% of Total 2020	% of Total 2021
Residential	\$40,756,877	\$42,668,657	\$1,911,780	54.12%	54.96%
Multi-Res	\$5,909,015	\$5,638,396	-\$270,619	7.84%	7.26%
Commercial	\$25,124,305	\$25,694,206	\$569,901	33.35%	33.09%
Landfill	\$14,449	\$14,867	\$418	0.02%	0.02%
Industrial	\$3,219,285	\$3,300,215	\$80,930	4.27%	4.25%
Pipeline	\$274,494	\$284,656	\$10,162	0.36%	0.37%
Farm	\$32,979	\$37,860	\$4,881	0.04%	0.05%
Total Taxes	\$75,331,404	\$77,638,857	\$2,307,453	100.00%	100.00%

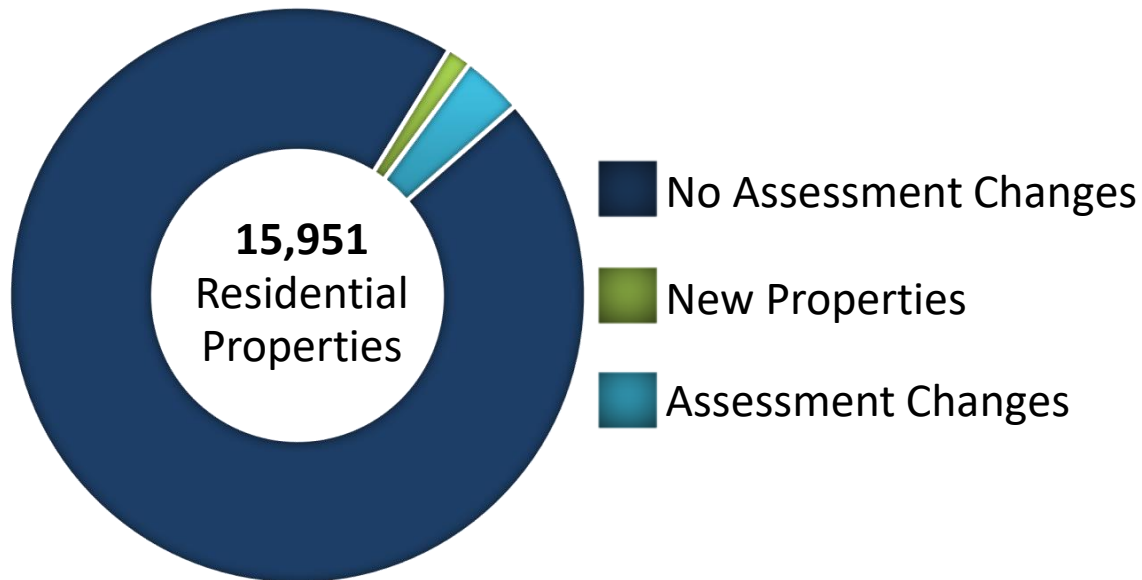


Includes growth of \$830,000 from 2020 which has been added to the roll in 2021.

Summary of 15,186 Residential Properties					
2020 Average Assessment	2021 Average Assessment	2020 Average Taxes	2021 Average Taxes	\$ Change	% Change
\$173,860	\$173,860	\$2,571.66	\$2,646.30	\$74.64	2.90%

Analysis of Residential Properties

In response to the COVID-19 pandemic, the Ontario Government has indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.



- 15,186 residential properties did not have an assessment change when compared to the 2020 tax roll. These properties represent over 95.2% of the residential class.
- 205 new residential properties were added to the 2021 tax roll, representing 1.3% of the residential tax class.
- 560 residential properties had an assessment change, representing 3.5% of the residential tax class. These assessment changes are a result of renovations to existing properties, building additions, or market adjustments.

Analysis of Residential Properties

Properties with no assessment change

Residential Property Type	Properties		Assessment			Taxes			
	Number	%	2020 Average	2021 Average	% Change	2020 Average	2021 Average	\$ Change	% Change
Single family detached	9,937	65.4%	\$ 177,189	\$ 177,189	0.00%	\$ 2,621	\$ 2,697	\$ 76.07	2.90%
Semi-detached (Separate ownership)	1,436	9.5%	\$ 167,374	\$ 167,374	0.00%	\$ 2,476	\$ 2,548	\$ 71.86	2.90%
Duplex	793	5.2%	\$ 126,753	\$ 126,753	0.00%	\$ 1,875	\$ 1,929	\$ 54.42	2.90%
Condominium Unit	899	5.9%	\$ 163,820	\$ 163,820	0.00%	\$ 2,423	\$ 2,493	\$ 70.33	2.90%
Semi-detached (Single ownership)	390	2.6%	\$ 164,338	\$ 164,338	0.00%	\$ 2,431	\$ 2,501	\$ 70.56	2.90%
Freehold Townhouse/Row house	363	2.4%	\$ 133,229	\$ 133,229	0.00%	\$ 1,971	\$ 2,028	\$ 57.20	2.90%
Property with three self-contained units	291	1.9%	\$ 167,616	\$ 167,616	0.00%	\$ 2,479	\$ 2,551	\$ 71.96	2.90%
Property with four self-contained units	231	1.5%	\$ 239,749	\$ 239,749	0.00%	\$ 3,546	\$ 3,649	\$ 102.93	2.90%
Other	846	5.6%	\$ 206,568	\$ 206,568	0.00%	\$ 3,049	\$ 3,138	\$ 88.50	2.90%
Total Residential Properties	15,186	100.0%	\$ 173,860	\$ 173,860	0.00%	\$ 2,571	\$ 2,646	\$ 74.63	2.90%

Single family detached and semi-detached (separated ownership) homes with no change in assessed value represents 74.9% of the portfolio of residential properties. The estimated increase in taxes is \$72-\$76 (2.9%).

The average municipal tax increase based on 15,186 residential properties is \$74.63 or 2.9%.

Community Partners

The City supports many organizations who provide programs and services to our community. Funding is provided to Community Partners (detailed in the chart below) and through the Municipal Grants Program (budget \$200,000).

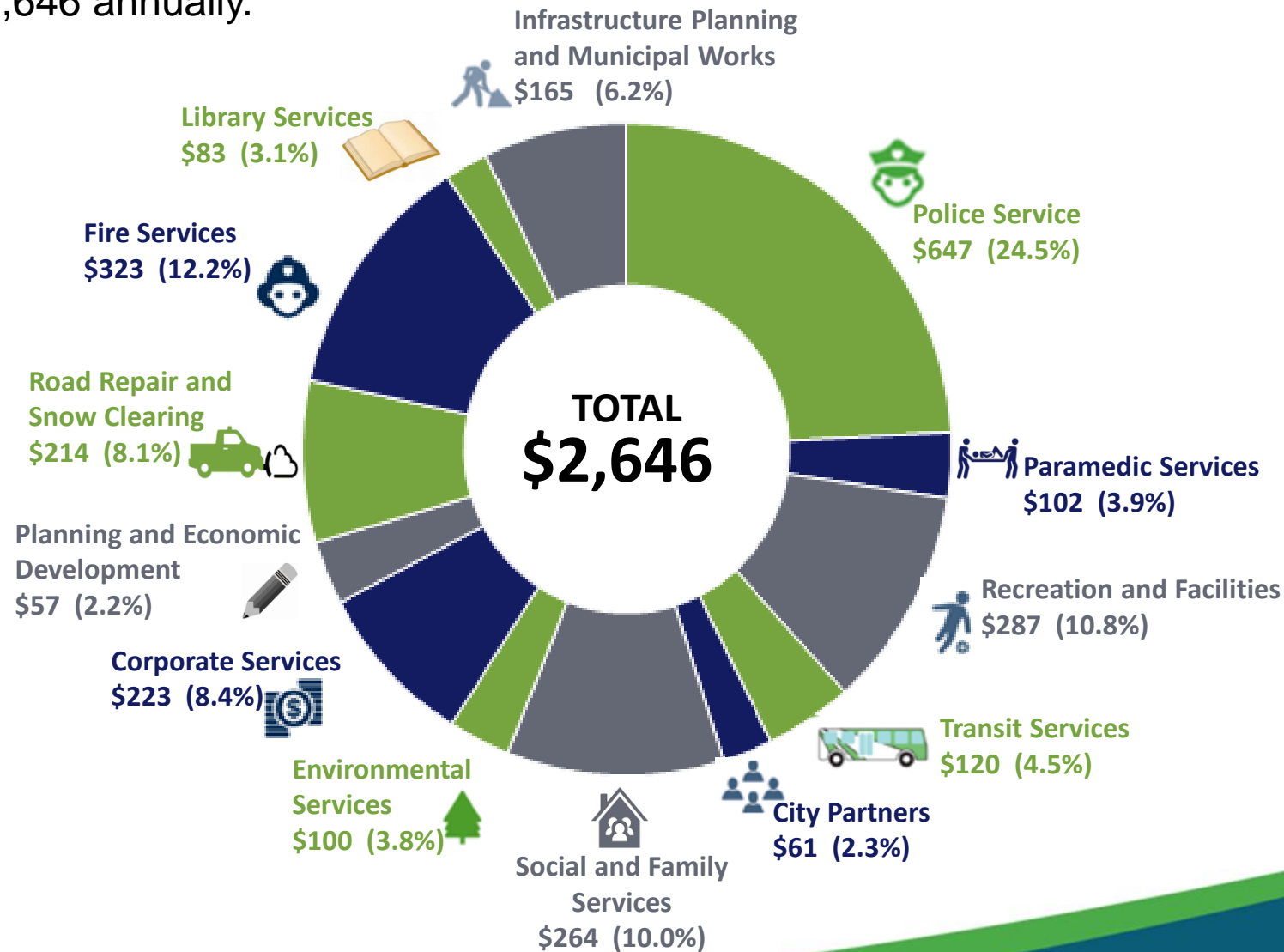
Community Partners	2018 Approved	2019 Approved	2020 Approved	2021 Submission
Eastern Ontario Health Unit (EOHU)	\$734,962	\$749,661	\$817,138	\$728,413
Raisin Region Conservation Authority (RRCA)	\$492,489	\$508,666	\$537,600	\$548,352
Cornwall Regional Airport	\$98,558	\$85,000	\$103,049	\$103,049
Heritage Cornwall	\$10,615	\$6,360	\$5,475	\$0
SD&G Historical Society	\$70,000	\$70,000	\$100,000	\$100,000
Eastern Ontario Regional Network (EORN)	\$25,858	\$25,858	\$54,225	\$54,225
Heart of the City	\$30,000	\$30,000	\$30,000	\$0
Cornwall Innovation Centre (CIC)	\$50,000	\$50,000	\$50,000	\$0
Aultsville Theatre	\$97,000	\$97,000	\$127,000	\$127,000
St Lawrence College (SLC)	\$100,000	\$100,000	\$0	\$0
Total	\$1,709,482	\$1,722,545	\$1,824,487	\$1,661,039



Further detail can be found in the Community Partners section of the budget book beginning on page P-1.

Proposed Tax Dollars At Work

The municipal taxes for the average home assessed at \$173,860 would be \$2,646 annually.



COVID-19 Funding

Safe Restart Funding (SRF)

\$2,686,300 - For the purpose of addressing priority COVID-19 operating costs and pressures.

\$538,000 - To assist with 2021 COVID-related operating pressures.

Glen Stor Dun Lodge

MOHLTC monthly funding of \$37,500-\$88,000 - To support the necessary incremental expenditures of LTC homes to prevent and contain COVID-19.

\$526,041 - Temporary pandemic pay for LTC frontline and support workers.

\$21,853 LHIN funding – OutReach Services

To support the continuation and expansion of community services and one-time expenditures related to COVID-19 response

\$39,359 LHIN funding – For Infection Prevention and Control (IPAC) - To hire additional IPAC personnel, as well as funding for training of new and existing support staff in enhancing their understanding of, and skills related to IPAC practices and protocols.

\$8,500 MOHLTC funding – To address IPAC minor capital expenditures (included in the 2021 budget).

\$3,650 OCSA funding – Meals on Wheels
Emergency relief funding for the expansion of the Meals on Wheels program.

Social and Housing Services

Social Services Relief Fund (SSRF)

Phase 1: \$4,342,100 - To expand a wide range of services and supports for vulnerable populations, based on local need, so they can better respond to this emergency.

Phase 2: \$2,701,055 (an initial \$1,886,455, plus an additional \$814,600) – Application based; approved housing development.

\$1,256,204 Child Care – MOE funding for PPE, enhanced cleaning, additional staff to meet health and safety requirements, support for short term vacancies as operators transition to return to full capacity, and minor capital.

\$235,949 – MMAH funding for temporary pandemic pay for staff working in the supportive housing and emergency shelter sectors.

Paramedic Services

\$525,000 – Temporary pandemic pay one-time funding for 2020-21.

\$348,951 – One-time funding for the 2020 calendar year to support paramedic services as part of the COVID-19 response in the emergency health services sector.

Transit Services

\$687,352 – SRF for the purpose of addressing loss revenue and expenses incurred in response to the COVID-19 outbreak.

\$27,440 – MTO funding for enhanced cleaning.

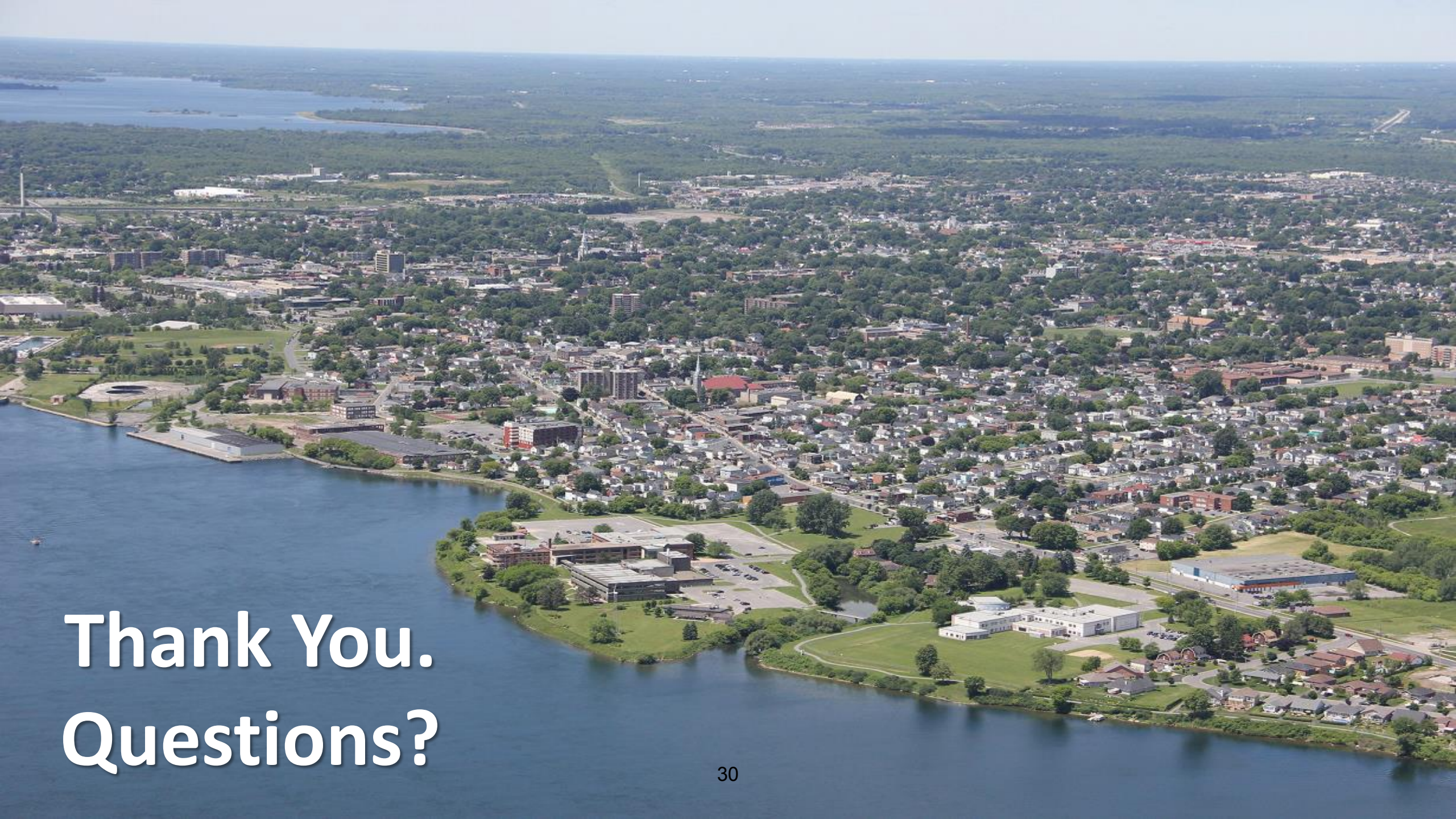
Tourism

\$180,142 – TIAO (FedDev ON) - Regional Relief & Recovery funding to support tourism initiatives.

Cornwall Business Enterprise Centre

\$32,000 – MEDJCT funding - To offer the Digital Consult program.

As part of the ICIP, the government of Canada created a new funding stream to respond to the impacts of COVID-19. The Resilience Program is application based, though every municipality has been given its funding allocation. The City should receive \$684,733 and has included this amount in the 2021 capital budget.



**Thank You.
Questions?**

The Corporation of the City of Cornwall
Special Meeting of Council
Report

Department: Infrastructure and Municipal Works
Division: Parks and Recreation
Report Number: 2021-05-Infrastructure and Municipal Works
Prepared By: Bill de Wit, Division Manager
Meeting Date: February 1, 2021
Subject: Locomotive #17

Purpose

To provide Council with information regarding the potential donation of Locomotive #17 to the Railway Museum of Eastern Ontario.

Recommendation

That Council receive Report 2021-05-Infrastructure and Municipal Works.

Financial Implications

As part of the 2017 budget deliberations, Council allocated \$100,000 from the Working Reserve for the purposes of this project. The policy associated with use of funding from the Working Reserve stipulates that the monies must be replenished in the following year. Accordingly, should this project proceed in 2021, any expenditures must be reallocated as part of the 2022 municipal budget.

Strategic Priority Implications

This report addresses Council's accountability and transparency to the ratepayers of the City of Cornwall.

Background / Discussion

At their regular meeting of January 11, 2021, Council approved a motion directing Administration to prepare a report which would potentially allow the Corporation to donate Locomotive #17 to the Railway Museum of Eastern Ontario (RMEO) located in Smiths Falls, Ontario. Specifically, Council requested the following information:

- a. How the City of Cornwall acquired Locomotive #17, with details of any obligations we assumed at the time and a summary of the care we have taken in its regard; and
- b. The continued willingness of the Railway Museum personnel to accept Locomotive #17 after they have had an opportunity to assess its current condition: and
- c. The cost of transporting Locomotive #17 to the on-site sheds at the Smiths Falls Museum where the refurbishment would take place.

Acquisition of Locomotive #17

Locomotive #17 was originally purchased by Cornwall Street Railway, Light & Power Company (CSRL&P) in November of 1962. Canadian National Railway (CNR) acquired all rail and equipment operations of CSRL&P in April 1971 and the electric locomotives were retired in August of 1971. As the last operating electric locomotive in Ontario, CNR donated Locomotive #17 to the City of Cornwall in remembrance of the City's street railway operations. Administration is not aware of any record which obligates the City to any conditions of ownership of the locomotive.

In terms of maintenance conducted to the locomotive, in 1981 when the locomotive was moved to the Water Purification Plant property, it was repainted on behalf of the Cornwall Chamber of Commerce under the direction of Mr. D.R Seymour, retired Assistant General Manager of CSRL&P. Funds for the repainting was provided by the City of Cornwall. Since that time, in the summer of 2006 a basic repaint of the exterior was again carried out by volunteers with paint donated by a local hardware store. Other than occasionally removing graffiti and conducting periodic checks to ensure that the unit is secure, the City has not carried out any maintenance activity designed to protect the locomotive from the elements.

Smiths Falls Railway Museum of Eastern Ontario

Administration has been in contact with Mr. Anthony Humphry, President of the Board of Trustees of the RMEO. When advised of the potential donation of the locomotive by the City of Cornwall to RMEO, Mr. Humphry expressed their appreciation at being chosen as prospective wardens of this artifact. Mr. Humphrey confirmed that the RMEO is aware of the current condition of the locomotive and have indicated that

should the City of Cornwall donate the locomotive to RMEO, dedicated volunteers are prepared to refurbish the unit to its original state for the purposes of a static display at their facility.

Transportation to Smiths Falls Railway Museum of Eastern Ontario

Administration has conducted some preliminary research with respect to moving the locomotive from Cornwall to RMEO in Smiths Falls. In addition to having to provide a suitable crane (the locomotive weighs 75 tonnes) to load and unload on a low-rise flatbed transport trailer, a transportation company must obtain permits from the Ministry of Transportation to comply with over-size (height) load restrictions and will require provision of police escort. Accordingly, to provide the previously described services to move the locomotive, it is estimated it will cost in the order of \$50,000. Should the City proceed with the donation of the locomotive, Administration will issue a request for quotation to secure a qualified contractor to provide the described transportation services. It should also be noted that, if the Corporation does proceed with donating Locomotive #17 to RMEO, such a move would likely not occur until the more favourable weather conditions of late Spring/early Summer.

Rescinding of Heritage Designation By-law

In 2006 through the passing of By-law #134-2006, the land upon which Locomotive #17 is currently situated and particularly the artifact/structure (Locomotive 17) thereon was designated to be of cultural heritage value or interest. A copy of the By-law is attached. The primary reason of the Designation at that time was due to the locating of Locomotive #17 on the site. The Designating By-law was intended to set minimum parameters for the protection of those items (primarily Locomotive #17) situated within the borders of the specified property limits. Should Council choose to donate the locomotive to RMEO, the cultural heritage designation of the property and artifact will no longer be applicable. Accordingly, upon approval of the donation of Locomotive #17, Council will be requested to pass a by-law rescinding By-law #134-2006.

Document Title:	Locomotive Number 17 - 2021-05-Infrastructure and Municipal Works.docx
Attachments:	- Bylaw 134-2006.pdf
Final Approval Date:	Jan 28, 2021

This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 28, 2021 - 12:51 PM

Mark A. Boileau - Jan 28, 2021 - 1:40 PM

Tracey Bailey - Jan 28, 2021 - 1:44 PM

Maureen Adams - Jan 28, 2021 - 2:09 PM

THE CORPORATION OF THE CITY OF CORNWALL

By-law #134-2006

A By-law to designate a specific portion of Municipal Property known legally as part of the West ½ of Lot 12, Concession 1, City of Cornwall and commonly referred to as the immediate lands upon which the Cornwall Street Railway Locomotive Engine #17 is situated and encompassing Lands/Artifact/Structure as of Cultural (including Architectural and/or Historic) Heritage Value or Interest

WHEREAS, Section 29 of the Ontario Heritage Act authorizes the Council of a Municipality to enact By-laws to designate real property, including all buildings and structures thereon, to be of cultural heritage value or interest;

AND WHEREAS, the Council of the Corporation of the City of Cornwall has caused to be served on the owners of the lands and premises in this case being the Corporation of the City of Cornwall itself, located on part of the West ½ of Lot 12, Concession 1, City of Cornwall, and upon the Ontario Heritage Trust, Notice of Intention to be published in a newspaper having general circulation in the Municipality; and

AND WHEREAS, no Notice of Objection to the proposed designation has been served on the Clerk of the Municipality;

NOW THEREFORE BE IT RESOLVED THAT The Council of The Corporation of the City of Cornwall enacts as follows:

1. There is designated as being of Cultural Heritage Value or Interest the real property and particularly the Artifact/Structure (Locomotive #17) thereon on part of the West ½ of Lot 12, Concession 1, more specifically described in Schedule "A" attached hereto;
2. The Statement of Cultural Heritage Value or Interest and the Description of Heritage Attributes including such photos and additional specification details from the entire contents of Schedule "B" attached hereto and also forming an integral part of this By-law; and
3. The Municipal Solicitor is hereby authorized to cause a copy of this By-law to be served on the owner and registered against the deed of the aforesaid property and on the Ontario Heritage Trust. Also, to cause notice of the passing of this By-law to be published for information purposes, in a newspaper having general circulation in the Municipality.

Read a first, second and third time, signed and sealed, in open Council, this 26th day of June, 2006.


DENISE LABELLE-GELINAS
CITY CLERK


MAYOR PHIL POIRIER

The Corporation of the City of Cornwall

Regular Meeting of Council

Report

Department: Planning, Development and Recreation
Division: Economic Development
Report Number: 2021-23-Planning, Development and Recreation
Prepared By: Kathleen Rendek, Project Coordinator
Mark A. Boileau, General Manager
Meeting Date: February 1, 2021
Subject: Eastern Ontario Agri-Food Network – Request for Funding

Purpose

To provide Council with information regarding the funding request by the Eastern Ontario Agri-food Network (EOAN), in the amount of \$35,000 per year for three years, as presented on January 11, 2021 by Mr. Tom Manley.

Recommendation

1. That Council receive Report 2021-023-Planning, Development and Recreation.
2. That Council approve a budget allocation for the EOAN for up to \$25,000 per year for 3 years beginning in 2021, subject to an annual presentation and financial report to Council as outlined under Financial Implications, and subject to equal or greater funding from both SDG and Prescott-Russell.
3. That Council direct Administration to appoint an Economic Development or Tourism staff member as a resource person to the EOAN for the following 3 years.

Financial Implications

This funding request is not included in the 2021 budget. Should Council move to financially support the EOAN for up to \$25,000 per year for 3 years, these costs

would be added to the 2021 budget and reviewed during the 2022 and 2023 budget deliberations.

Funding is conditional on receiving the following from EOAN: Minutes from Annual General Meeting; list of current Board of Directors; annual audited Financial Statements including the budget proposal for the following year; and an annual presentation to City Council.

Strategic Priority Implications

The objectives of the EOAN support Council's mission to provide services that enable a financially sustainable community and align with Priority 4: Economic development and diverse population growth.

Background / Discussion

During his Delegation to Cornwall City Council on January 11, 2021, Mr. Tom Manley, Executive Director for Eastern Ontario Agri-Food Network (EOAN) made a request for financial support in the amount of \$35,000 per year for three years (2021, 2022, 2023). This request follows an unsuccessful application to the City of Cornwall 2021 Municipal Grant Program 2. During the meeting, Council acknowledged that the Municipal Grant Program, although revised in 2020, may not represent every financial need from the community. As such, Council moved a motion requesting a report from Administration during the 2021 budget deliberations. The following presents key elements from Mr. Manley's presentation (Attachment 1), business planning documents provided following the presentation (Attachments 2, 3), and data from City departments already engaged in the sector.

Eastern Ontario Agri-Food Network (EOAN)

As presented by Mr. Manley, the EOAN was established in 2010 as a not-for-profit membership association working to facilitate collaboration between local agricultural, food, beverage, and tourism stakeholders to improve the quality of life and economic prosperity for Cornwall, the United Counties of Stormont, Dundas, and Glengarry, Prescott-Russell and Akwesasne. Key work includes:

- Supporting, training, and capacity building among food enterprises along the value-chain,
- Marketing and promotion of local food products and experiences to residents and visitors, and
- Acting as a unified public voice for the local food farms, enterprises, and stakeholders.

As outlined in their Marketing Plan (Attachment 2), the EOAN has 17 objectives for 2021 – 2023. Notable objectives include:

- Make local food, small business, and agri-tourism central elements of the post-COVID economic revitalization in the region.
- Help grow the annual revenues of local food enterprises by 5% each year for the next 3 years.
- Add at least two new farmers' markets in the region in the summer of 2021 and 2022 that were not already present in 2020.
- Deliver 6 relevant training events for food enterprises in the region in 2021 and again in 2022, where there were none in 2020.
- Deliver 2 agri-art farm tours each year, whereas there were none in 2019 and 2020.
- Deliver 3 field-to-fork local food celebratory and promotional feasts or festivals annually, whereas there was one in 2019 and 2020 (the Eastern Ontario Garlic Festival).
- Develop, implement, and grow a new recognizable brand for the local food of the region that will attract local consumers, institutional buyers, distant consumers, and Canadian and foreign tourists to our region's farms and food & beverage enterprises.
- Create 2.5 jobs in the EOAN to better deliver services to members, organizing promotional events and farm tours, conducting online advertising and communications, working with community stakeholders.

An objective not included in the marketing plan but highlighted in Mr. Manley's delegation and reflected in the submitted 2021 Budget Plan, is working with regional partners towards the development and promotion of commercial kitchen rental opportunities across the region. There has been a growing demand for these facilities by smaller local food businesses, however, to date there are only two available kitchens in the region and they are both located in SDG. The City of Cornwall Economic Development staff and Recreation staff has been considering the development of a commercial kitchen rental program at the Civic Complex, but these plans were put on hold due to COVID-19 facility closures. It is worth noting that both commercial kitchen facilities in SDG have also been closed since March 2020 due to COVID-19 health regulations.

Changes to EOAN Financial Structure in 2020

For nearly 10 years, the EOAN charged membership fees which provided core funds for their core operations and projects. This structure has been unsuccessful due to the financial burden it placed on small food businesses and producers. In 2020, the EOAN opted for no membership fees to remove any barriers to basic membership benefits but applied participation fees to training

events, promotional activities, and farm tours. They are now looking for longer term financial support from benefiting municipalities to provide guaranteed core funding for 3 years and allow for matching funds should their recent funding applications be successful.

In 2020, the EOAN received a three-year commitment of \$40,000 in annual funding from Prescott-Russell which encouraged them to make similar requests to SDG and Cornwall. In January 2021, the EOAN made a funding request of \$25,000 to SDG through a similar delegation. The item was referred to the 2021 budget deliberations scheduled for March 2021.

In addition to their municipal requests, the EOAN has also applied for funding through Ottawa Tourism, the Rural Economic Development program, and the Canada Summer Jobs Program. Provincial and Federal government funding programs often prioritize projects that are regional in nature and have multiple partners. As such, Cornwall's contribution could help leverage support and result in a more robust budget to encourage growth of the regional ag-food sector.

The EOAN has proposed two 2021 budget scenarios, one with and without financial support from Cornwall and SDG, respectively. Notably, the 2021 budget identifies salary for 1.5 EOAN staff, general operating costs, and the estimated project costs related to their proposed agri-food tours, special events, marketing, local food counters, business training, and farmers' market establishment and support.

EOAN Budget Summary	Actual 2020	Budget 2021 Scenario #1	Budget 2021 Scenario #2
	UCPR Funding only	UCPR Funding only	Tri-Municipal Funding
Revenue			
Total annual revenues	\$ 51,163	\$ 55,500	\$ 132,964
Expenses			
Total Core Operating Expenses	\$ 34,123	\$ 52,388	\$ 83,020
Total Project Expenses	\$ 8,441	\$ 6,252	\$ 47,778
Total Operating Expenses	\$ 42,564	\$ 58,640	\$ 130,798
Cash Surplus (Deficit)	\$ 8,599	\$ - 3,140	\$ 2,166

See Attachment 3 for a complete breakdown of the 2020 Actuals and proposed 2021 Budget scenarios.

Existing Local Food and Agri-Food Tourism Efforts

Food and Agricultural Advisory Council

Research and recommendations completed by the Cornwall, SDG, and Akwesasne Food and Agricultural Advisory Council (FAAC) in 2019 highlighted the benefit of coordinated agri-food stakeholder working groups and recommended a focus towards:

- supporting small-scale producers, processors, restaurants, and markets,
- increasing infrastructure for processing and distribution,
- developing a regional brand and market strategy,
- integrating agri-tourism into regional tourism efforts,
- increasing local food purchases by the broader public sector,
- developing post-secondary curriculum for agri-food businesses, and
- data aggregation on employment, business, and training for the sector.

In their report, FAAC estimated the minimum cost of pursuing all outlined recommendations to just over \$125,000 per year, or the equivalent of two staff and the associated project related costs. As noted by Mr. Manley, the objectives, proposed projects, and budget proposal for the EOAN take significant inspiration from the research results and recommendations of FAAC. In 2020, FAAC concluded their work in the region.



Cornwall Kinsmen Farmers' Market

Eastern Ontario Local Food Conference 2019

Cornwall Economic Development and Tourism, in partnership with SDG Economic Development and Tourism, helped to host the bi-annual Eastern Ontario Local Food Conference in November 2019 at the NAV Centre. The theme of the conference was “Growing Communities Together” and strongly emphasized the value of collaboration when addressing issues facing the local food value chain. There were 220 delegates in attendance, ~60% of whom travelled more than 50km to attend.

A highlight of the event was the keynote speaker, Mr. Tarek Hadhad, recent immigrant to Canada and owner of the multimillion-dollar food company Peace by Chocolate, who spoke about the many opportunities for ethical and sustainable agri-food business in Canada. Other conference highlights included

3 very popular local food tours, an entirely Cornwall and SDG local food and beverage reception, and 9 networking seminars and breakout sessions.

Cornwall Economic Development

The Economic Development Strategic Plan identifies food processing as a target sector. Cornwall Economic Department participates in an organized marketing effort with the Ontario East Economic Development Commission that seeks to attract new investment to this region. These efforts include participation at two significant food sector trade shows. The Department also works with OMAFRA and MEDJCT to attract new foreign investment in the sector to Ontario.

Cornwall has seen considerable investment in food processing over the past few years, as evidenced by major food processors such as Leclerc, Lallemand and Olymel, as well as smaller operations from Rurban, Zipgrow and Fieldless Farms.

Additional efforts include regular and targeted promotion of smaller food and beverage establishments across the city. A recent example of this would be the Dine Cornwall promotional video which launched with the Choose Cornwall brand in November 2020.

Cornwall Business Enterprise Centre – Small Business Support

Food related business consults with CBEC have increased over the past 3-4 years. These businesses have included new producers developing products for farmers' markets, those looking to move existing products to wholesale or retail, and new restaurants or catering services. In 2020, roughly 20 business consults were for food related businesses, 75% of which are in Cornwall and nearly 40% moved forward with their business plans to open in 2020 (or are scheduled to open in early 2021).



In the last 3 cohort rounds of Starter Company PLUS, 15% of participants were food businesses.

The primary concern for new and existing entrepreneurs consulting with CBEC is the lack of rentable commercial kitchen space in the region.

Rurban beer available at Birchwood - a 2019 Starter Company PLUS grant recipient.

Cornwall Tourism – Culinary and Agri-food Tourism

Culinary tourism refers to the pursuit of unique and memorable eating and drinking experiences. **Agri-tourism** is a subset of food tourism that focusses on the production side of food and drink by showcasing the unique processes, people, and places involved. Examples of culinary and agri-food tourism include visiting farmers' markets, joining an educational tour of on-farm production, visiting a u-pick farm for the day, enjoying a meal from a local restaurant, or sampling craft beer on a brewery tour.

According to 2020 data provided by the World Food Travel Association, 53% of leisure travellers are primarily culinary or agri-food tourists. Of those tourists, 63% are under the age of 35 and seek socially responsible businesses which prioritize locally produced food and independently owned businesses.



Flavour Kingdom - a new Indian restaurant in Cornwall.

Considering the significant tourism impact of food and culinary experiences, Cornwall Tourism continues to work with partners to develop and promote local food related assets and events. Recent or ongoing efforts include:

- Supporting and promoting the 3 Tourism SPARK winners, who are all preparing to launch a new food or agri-tourism business in 2021.
- Upcoming “Dished” event with Taste Buds to promote 25 Cornwall and SDG restaurants in February 2021. This event follows the success of Burger Local and Grilled Cheese Love which combined, generated an estimated \$25,000 in revenue for local businesses in 2020.
- Maintaining Culinary Tourism Alliance membership and partnering on the Great Taste of Ontario Road Trip Campaign (2020-2021).
- Working with 8 Cornwall restaurants to have them FeastON certified by the end of 2021. FeastON is a prestigious Ontario local food certification recognizing a business for using a minimum of 25% Ontario produced foods and beverages in their establishment. No restaurant in Cornwall is currently certified.
- Highlighted Cornwall’s international flavour offerings for Christmas at Home magazine December 2020.



Recognizing the potential to increase Cornwall accommodation room nights and cross-promote with other tourism assets (art, history, sport, etc.), Cornwall Tourism would support the development and marketing of more local food events and farm-to-table dinners as proposed by the EOAN.

Cornwall Tourism - Burger Love 2020

Conclusion

The City already supports food business and events in several ways as outlined above, however resources are limited. By contributing towards the regional collaborative effort proposed by the EOAN, there is the potential to strengthen and grow the sector for Cornwall and our neighbouring communities. Our contribution may also be leveraged by other government funding sources, many of which require municipal support and matching funds.

That said, Administration recommends decreasing the EOAN financial contribution amount to \$25,000. This amount would match the financial contribution requested from SDG (pending SDG budget in March) and more equally represent the shared investment and expectations of stakeholders.

Finally, with an Economic Development or Tourism staff member appointed as a staff resource for the EOAN Board of Directors, future efforts by the EOAN will be informed by the strategic priorities, projects, and marketing plans of City departments.

Document Title:	Eastern Ontario Agri-Food Network - Request For Funding - 2021-23-PDR.docx
Attachments:	<ul style="list-style-type: none"> - EOAN funding proposal to Cornwall January 11, 2021.pdf - EOAN Marketing Plan Nov 2020.pdf - EOAN Budget Workbook 2021.pdf
Final Approval Date:	Jan 28, 2021

This report and all of its attachments were approved and signed as outlined below:

Mark A. Boileau - Jan 28, 2021 - 1:45 PM

Tracey Bailey - Jan 28, 2021 - 1:58 PM

Maureen Adams - Jan 28, 2021 - 2:18 PM

History of Local Food

- 2009, CFDC with local volunteers:
 - ✓ SDG Farm Fresh logo, printed local food map
- EOAN:
 - ✓ founded in 2010, largely active in PR.
 - ✓ Extended activities into SDG.
 - ✓ Second food map in 2014 covered PR and SDG.
 - ✓ Retreated to PR for lack in funding in SDG & Cornwall.
- SDC and All Things Food:
 - ✓ Food security stakeholders in Cornwall & Dundas.
 - ✓ FAAC produced a plan in 2018 for local food.



The FAAC Report

- Presented to city council on May 27th 2019.
- Recommendations:
 1. Establish & coordinate a regional food & agriculture advisory council.
 2. Invest in local agri-food business dev't & support.
 3. Optimize regional agri-food value chains.
 4. Develop local food literacy, branding, promotion.
- Tabled for lack of organizational structure for action.

The Scale of Agri-Food

- Agri-Food is the largest economic sector.
 - ✓ more than 12% of the workforce in Canada.
 - ✓ 16% of manufacturing-the largest manufacturing sector.
 - ✓ 10.1% of consumer spending, 2nd after housing.
 - ✓ A large concentration of small businesses.
- Census 2016 in SDG:
 - ✓ 178 farms (12.2%) sell directly to consumers.
 - ✓ 639 farms (44%) less than \$50,000 in sales.

Cornwall Economic Development

- Population and work force retention & attraction.
- Post Covid economic revitalization.
- Job creation and small business development.
- Develop a local food brand, awareness, & culture.
- Develop production, processing, services, tourism.
- Locally retain more of the food dollars spent.
- Attract Ontario & Quebec agri-food tourists including food sales, restaurants, accommodation.

Food Events & Festivals

- Cornwall is developing a strong food culture:
 - ✓ Eco-Farm Day.
 - ✓ Eastern Ontario Garlic Festival.
 - ✓ Rib-fest.
 - ✓ Cornwall Food Fest.
 - ✓ Wonderful World of Whisky Show.
 - ✓ Suds & Sap Festival.
 - ✓ Savour the Taste Tour Grilled Cheese Edition.

Regional Challenges

- Large scale Ag assumed to be taken care of.
- Lack of local abattoir capacity, no federal abattoir.
- No shared inspected kitchen for micro-processors.
- Limited regional food distribution capacity.
- Limited regional food marketing effort.
- Limited outreach to neighbouring urban centers.
- Lack of farmers markets.
- Commodity and jurisdictional silos.

The EOAN

- Experience and infrastructure since 2011.
- Active in PR & SDG; somewhat in Cornwall.
- Ongoing accomplishments:
 - ✓ Printed and online food asset maps.
 - ✓ Local food counters & advertising at large retailers.
 - ✓ Operator training and networking.
 - ✓ Agri-tourism farm tours.
 - ✓ Local food festivals. East ON Garlic Festival.
 - ✓ Nutritional label production.

EOAN Going Forward

- Deliverables with funding.
 - ✓ Matching funds and cash flow for grants.
 - ✓ Core staff, stable services to public and operators.
 - ✓ Networking & collaboration across silos.
 - ✓ Capacity building and training for operators.
 - ✓ Regional local food brand development & recognition.
 - ✓ Asset mapping, online marketing, regional promotion.
 - ✓ Special events: farm and food tours, food festivals.
 - ✓ Sector voice for policy changes: shared kitchens.
 - ✓ Farmers markets, local food kiosks.

Partnerships are Better

- Economic & social development partner:
 - ✓ Throughout Cornwall, SDG, PR, Akwesasne.
- Partnering is more effective and efficient.
- Lower labour costs.
- Leverage the volunteers and stakeholders.
- Across the silos:
 - ✓ Commodities, counties, value chain members.
 - ✓ The full extent of the regional value chain.
- Local & distant agri-food consumers & tourists.

EOAN Funding

- \$150,000 annual core funding:
 - ✓ PR: annually since 2011, \$40k committed since 2020.
 - ✓ SDG: proposed \$25k.
 - ✓ Cornwall: proposed \$35k.
 - ✓ Members, sponsors, stakeholders: \$50k.
- Accountability:
 - ✓ Ten year track record of reporting and compliance.
 - ✓ Municipal seats on the board of directors.
- Grant opportunities:
 - ✓ Ottawa Tourism, OMAFRA, Canada Summer Jobs.

Eastern Ontario Agri-Food Network **Marketing Plan**

Corporate Background

The Eastern Ontario Agri-Food Network (EOAN or the Network) was established in 2010 as a not-for-profit membership association. Its mandate is to coordinate the economic and social development of the local food sector in Eastern Ontario and foster dialogue and collaboration between farmers, agri-food businesses, municipalities, and community partners. The EOAN conducts its operations and public communications on both English and French.

The catchment area (the region) of the EOAN is the United Counties of Prescott-Russell (PR), the United Counties of Stormont-Dundas-Glengarry (SDG), the City of Cornwall (Cornwall), and the Ontario portion of the Mohawk Territory of Akwesasne (Akwesasne). The further area of interest is the south-eastern portion of Ottawa-Carleton and the Outaouais Valley in Quebec where enterprises and agencies in the EOAN's catchment area have business relationships, dependencies, farmers markets, and consumers.

Mission, Vision, Role

The mission of the EOAN is to "Enable economic prosperity and community wellbeing throughout the local agri-food value chains across the region of PR, SDG, Cornwall, and Akwesasne."

The vision: "The region of PR, SDG, Cornwall, and Akwesasne will earn a broadly recognized local food brand and reputation that will deliver prosperity from field to fork, make the local agri-food sector a prime choice for residents and visitors, and make the region a great place to live and visit."

The role of the EOAFN is to enhance the local food value chain specifically and the agri-food sector generally in Eastern Ontario and fostering collaboration between its members and partners through:

- a unified public voice for the local food farms, enterprises and stakeholders,
- collective intervention in public policy, investments, and regulations,
- support, training, and capacity building among food enterprises along the value-chain,
- marketing and promotion of local agri-food options to local residents and visitors, and
- connections and collaborations among agri-food enterprises, stakeholders, and community organizations.

For the sake of the EOAN mission, local food is defined as the value chain from field to fork where the production, processing, marketing and consumption of food is largely within its catchment area, plus multiple agri-tourism opportunities to market local food products directly to distant consumers either in their own region or when they visit the Network's region.

Local Food Market Opportunity

Local food has moved beyond the latest food fad and is heavily ingrained in Ontario's food culture. On March 18, 2019, the [government of Ontario announced](#) several steps to support the Local Food Act of 2013, including a local food hub and maps that connects local food businesses to potential new markets and offering how-to webinars for agri-businesses wanting to become a local food vendor.

The [Association of Municipalities of Ontario](#) published a comprehensive guide to best practices in developing the local food sector. Local food industry challenges include outdated planning policies and zoning by-laws, high cost of labour, lack of processing facilities, potential higher cost of local food, and lack of awareness among consumers. Municipalities also face their own challenges, such as aligning policies

with federal and provincial laws, coordinating programs across various departments and accessing funding for local food initiatives.

More recently in 2019, the FAAC ([Food and Agriculture Advisory Council of SDG, Cornwall, and Akwesasne](#)) published findings and recommendations for the agri-food sector after completing an in-depth consultation of the region. Many of these recommendations have informed the EOAN's future plan for the region.

The [Eastern Ontario Local Food Conference of 2019](#) took place in Cornwall and underlined the growing demand for local food among consumers, retailers, and distributors. Among the presenters, we heard from Chartwells: "Thinking Ahead Giving Back, specifically sustainability programming. Chartwells is currently developing programs such as the *Buy Local* sourcing platform to support Chartwells and the Compass Group's sustainability strategy." We also have been informed that Sobeys "is sourcing, supporting and nurturing local growers and producers across Ontario and has "boots on the ground" looking to strengthen existing and establish new relationships and build partnerships in the company's strategy of *Winning in Local*.

Mainstream media is reporting that the current COVID-19 crisis is impacting food processing concentration such as outbreaks that close down meat packers, and long distance transportation such as supply chain interruptions across borders. Therefore, [the consumer demand for local and organic food is surging](#) as a diversified, resilient, and tasty alternative to the mainstream food supply system. Furthermore, the Ontario government is investing to help local food producers and [farmers markets increase supply](#), increase food literacy, and reach more people.

The EOAN's Target Markets

While being inclusive of all food enterprises and the needs of the broad agri-food sector, the EOAN's focus includes the local food value chains, small farms in direct marketing, food artisans, and independent food enterprises that focus on local food production, processing, and consumption.

The EOAN has a triple layer of target customers and beneficiaries:

1. The EOAN's direct customers are the businesses and organizations in the catchment area that directly pay for, become members of, and participate in the EOAN.

This category includes:	The EOAN will deliver these values and impacts:
<ul style="list-style-type: none"> • Small farms selling their product and brand directly to local and distant consumers. • Small food and beverage businesses (artisans, processors, handlers, retailers, restaurants) that cater specifically to the local food scene and sell their local food product or brand to local and distant consumers. 	<p>The EOAN will positively impact their revenues, deliver or facilitate access to new markets and more customers, improve their skills and capacity, make their life easier, collectively promote their goods and services, attract local and distant customers to their location and brand, and connect them with suppliers and business partners.</p>
<ul style="list-style-type: none"> • Municipalities that partner with the EOAN to deliver their mandate of economic and social development specifically in the small scale agri-food sector, invest in developing local food value chains, enable institutional purchasing programs, and implement a post- 	<p>The EOAN is an extension of the economic and social development mandate of local municipalities by enabling the vitality of the local food scene, building the brand and reputation of the region, creating farms, small businesses and jobs, increasing the revenues of</p>

COVID economic revitalization program with a focus on food and small business.	local food enterprises, retaining and attracting residents, and connecting regional institutions with local food sources.
<ul style="list-style-type: none"> NGOs, agencies, associations that partner with the EOAN to connect and collaborate with the local food community to deliver their mandate of economic development, social development, workforce development, sector development, food literacy and food security in the region. 	The EOAN will enable connections and collaborations in the agri-food sector by bridging the silos (counties, commodities, farmers, processors), facilitate discussion and problem solving forums, provide a collective voice, engage in collective policy and regulatory developments, and facilitate cross-sector projects.
<ul style="list-style-type: none"> Businesses and sponsors in general who support the EOAN's objectives and pay the EOAN for access to the local agri-food sector. 	The EOAN will provide visibility and advertising opportunities to larger businesses and entities so that they may promote their brand, products, and services to the local food community.

2. The indirect customers of the EOAN are the customers of our customers (mostly the farms and food enterprises).

On behalf of its members in the local food community, the EOAN deploys communications tools, events, education, collaborative projects, and promotional tools to collectively connect its members to their customers in the target market regions, to help sell products to their target customers, and to bring their target customers into the region and to our members' place of business.

This category includes:	The EOAN will deliver these values and impacts:
<ul style="list-style-type: none"> Local consumers in the region who could easily and repeatedly visit the local farmers, local food enterprises, and the farmers markets to purchase local products, and thus ensure that a larger proportion of food spending is retained locally. 	<p>A visual survey of local grocery stores shows that a very large proportion of food items arrive from outside our region, including poultry from Québec, beef from western Canada, fresh fruits and vegetables from the USA even with regional products are available in season, and processed foods and ingredients from around the world.</p> <p>A dollar spent on an imported product only leaves the retail margin (about 25%) in the local economy. A dollar spent on a local product leaves almost 100% in the local economy.</p>
<ul style="list-style-type: none"> Distant Canadian consumers who could be directed to online or retail channels to purchase the products of our members, thus providing export revenues for the region. 	Given the location in Eastern Ontario, the local food enterprises can target and supply consumers in both Ontario and Quebec. The Montreal urban region is just next door, represents an enormous consumer market, can be enticed to visit, and has an ingrained culture

	that appreciates local flavours and artisanal food ("les saveurs du terroir").
<ul style="list-style-type: none"> • Distant Canadian and international travelers coming to the region in order to participate in tours and events, visit the food enterprises, buy food to take home, spend money for meals and accommodations, and frequent other tourism venues and cultural events. 	Ottawa, Montreal, Toronto are major destinations for Canadian and foreign tourists. They travel the 401 and 417 highways between those three points. The eastern Ontario food region is right in their travel path. In partnership with the local tourism agencies, the EOAN needs to entice these travellers to get off the highway and enjoy our food enterprises, accommodations, festivals, local flavours, and restaurants.

3. The general beneficiary of the efforts of the EOAN is the general public in PR, SDG, Cornwall and Akwesasne. They develop their sense of pride, local identity, and quality of life thanks to a discernible, memorable, and broadly recognized local food brand, an active local food scene, a prosperous local food economy, strong personal food literacy, access to sufficient nutritious food, and a personal relationship with their farmer and food artisan.

Business Objectives and Outcomes

Despite its longevity, its strong governance, and the ongoing interest among local food enterprises, the EOAN has a limited to moderate impact on the local food economy due to several factors, primarily a small budget and a pattern of PR-centric activities and membership due to a history of sole funding from PR. Then the COVID pandemic of 2020 put a halt to the EOAN traditional set on in-person activities: training, social events, networking, farm tours, food festivals.

The primary goal of this plan is to re-launch the EOAN enable the EOAN to reach its full potential and drive a significant growth in the local food economy along with prosperity and wellbeing in the Network's catchment area.

The EOAN has the following annual business objectives for 2021 through 2023:

- Develop, implement, and grow a new recognizable brand for the local food of the region that will attract local consumers, institutional buyers, distant consumers, and Canadian and foreign tourists to our region's farms and food & beverage enterprises..
- For the first time, participate in consumer and tourism trade shows in Montreal, Ottawa, and Toronto to create awareness of the eastern Ontario food brand and attract agri-tourists to the region's farms and enterprises (Ottawa Valley Farm Show, Royal Winter Fair)
- Make local food, small business, and agri-tourism central elements of the post-COVID economic revitalization in the region.
- Grow its core annual funding from \$40,000 currently received from the PR to \$150,000 thus including Cornwall, SDG, members, sponsors and stakeholders.
- Grow its registered membership from 100 currently to 200 by the end of 2021, and 250 by the end of 2022, by delivering value and impact to its members.
- Implement an effective online membership management platform to improve internal operations and make member relations more efficient.
- Add at least two new farmers markets in the region in the summer of 2021 and 2022 that were not already present in 2020.
- Deliver six relevant training events for food enterprises in the region in 2021 and again in 2022, whereas there were none in 2020.

- Deliver two agri-art farm tours each year, whereas there were none in 2019 and 2020.
- Deliver three field-to-fork local food celebratory and promotional feasts or festivals annually, whereas there was one in 2019 and 2020 (the Eastern Ontario Garlic Festival).
- Add 50 more farms and food enterprises to the EOAN's marketing programs in 2021, and another 50 more in 2022.
- Invest in online, social media, and other advertising and promotions to attract local residents, consumers in Ottawa and Montreal, and visiting tourists to our region's brand and to our member's place of business.
- Facilitate periodic networking and collaboration meetings among stakeholders , under various pillars including public policy, local food business development, food literacy and food security, food operator capacity and workforce development. This is new to the EOAN and is inspired by prior activities of the FAAC.
- Work with tourism partners to make agri-tourism an important attraction for Canadian and foreign tourists travelling through the region.
- Conduct internal communications, member relations and communications, and public promotions in both English and French.
- Help grow the annual revenues of local food enterprises by 5% each year for the next 3 years, to be measured by satisfaction surveys of the members.
- Create 2.5 jobs in the EOAN delivering services to members, organizing promotional events and farm tours, conducting online advertising and communications, working with community stakeholders.

Pricing Strategy

For most of the last 10 years, the EOAN had membership fees that provided core funds for basic operations and some matching funds for grant applications. But a membership fee always forced a cash-strapped farm to weigh the pros and cons before spending the money, with many farms opting out after failing to see the personal impact.

In 2020, the Network opted for zero membership fees to remove any perceived barrier to membership but applied participation fees to training events, promotional activities, and farm tours. In 2020, the Network also started a three-year commitment of annual funding of \$40,000 from PR.

In 2021, the EOAN will implement a value-for-money revenue strategy to deliver benefits to all members:

1. Municipal annual core funding for basic operations and to provide matching funds for grants:
 - a. PR: \$40,000 already in place since 2020.
 - b. SDG: \$25,000 being proposed.
 - c. Cornwall: \$35,000 being proposed.
 - d. Akwesasne: for future consideration.
2. Farms, with or without on-farm processing: zero membership fee to encourage broad membership in 2020, progressing to \$50 in 2022 as the Network demonstrated value for money.
3. Farmers markets: zero membership fee since the vendors at markets are already members of the EOAN.
4. Non-farming food enterprises: \$250 annual membership fee.
5. Other stakeholders, NGOs, associations, agencies: \$250 annual membership fee.
6. Sponsors: \$2,000 membership fee for visibility and advertising benefits.
7. Consumers: \$25 when consumers go beyond purchasing local food and wish to support and develop their supply of local food.
8. Various admission fees for members to participate in festivals, feasts, farm tours, training events.

Communications and Promotion

The EOAN will implement these communications and promotional tools:

- The website to inform consumers and memberships, resources for members, linkages to service providers, visibility for sponsors.
- The online local food asset map that directs consumers to our members.
- Social media and other digital platforms, specifically Facebook, Twitter, Instagram, and Google including free postings and paid advertising, to provide local food news, member profiles, events, invitations, and education.
- A regional food and beverage brand that relates to the geographic location, the innovative local flavours, and the bilingual nature of the region.
- Printed flyers, stickers, post cards for postal distribution, display at tourist kiosks, display at member locations, and inclusion in product packages.
- Signage on highways, county roads, airports, railway stations.

Competition

There is no competition or overlap with any other agency or association trying to collectively market and develop local food in the region.

The local food enterprises and farmers markets largely market their business on their own while some of them work with the EOAN. Several local businesses enjoy significant success with their own efforts, such as [Glengarry Fine Cheese](#) in Lancaster and [Beau's Brewing Company](#) in Vankleek Hill. But that success is not easy to replicate when food enterprises are left to their own resources.

Outside the region, the EOAN is competing with other regional organizations to deliver our local food and beverages into their catchment area and attract their residents to travel to our region for our unique food experience. Some distant examples include [Savour Ottawa](#), [Savour the County](#) in PEC, and [Local Montreal Food Tours](#).

However, some of those neighbouring food organizations can also be collaborators. For example, Savour Ottawa and Ottawa Tourism cannot get enough local food to feed a largely urban population. Therefore the EOAN is the closest regional partner to establish a win-win relationship.

EOAN Operating Budget				
		Actual 2020 UCPR Funding only	Budget 2021 Scenario #1 UCPR Funding only	Budget 2021 Scenario #2 Tri-Municipal Funding
Income	Source / Destinaton / Explanation	Revenue	Revenue	Revenue
Contributions	UC PR	\$ 40,000	\$ 40,000	\$ 40,000
	UC SDG	\$ -	\$ -	\$ 25,000
	City of Cornwall	\$ -	\$ -	\$ 35,000
Memberships	Farms and Farmers markets, free	not tracked	\$ -	\$ -
	Food Enterprises, Stakeholders, Sponsors	\$ 4,300	\$ 15,500	\$ 16,500
Assets	Sale of assets at Le Café in L'Original	\$ 1,863	\$ -	\$ -
EOLFC Grant	Virtual Farmers Market	\$ 5,000	\$ -	\$ -
	Canada Summer Jobs, 75% of minimum wage for 1 person	\$ -	\$ -	\$ 16,464
Grant Ontario	Place to Grow, 50% matching funds	\$ -	\$ -	\$ -
Grant Ottawa	Ottawa tourism development fund	\$ -	\$ -	\$ -
Total annual revenues		\$ 51,163	\$ 55,500	\$ 132,964
Operating Expenses		Expense	Expense	Expense
Salary	Executive Director, 80h/month	\$ 7,276	\$ 43,655	\$ 43,655
	Financial management Jan & Feb only		\$ 1,200	\$ 1,200
	Program Coordinator	\$ 17,875		
	Youth employee, hourly all in, Canada Summer Jobs, 35 hrs/wk		\$ -	\$ 25,872
	Payroll remittances for prior year	\$ 411		
ITT	Shopify website, monthly	\$ 617	\$ 480	\$ 240
	GoDaddy Domain Name	\$ 108	\$ 108	\$ 108
	QuickBooks, monthly, since Jan 2021		\$ 300	\$ 300
	MailChimp		\$ 60	\$ 60
	Zoom video conference meetings		\$ 200	\$ 200
	Online membership platform			\$ 2,000
Insurance	General Liability, yearly	\$ 1,005	\$ 1,500	\$ 2,500
Fees	Professional and banking fees	\$ 6,205	\$ 4,885	\$ 4,885
Receivables	write off of a petty cash account	\$ 626		
Office	general estimate		\$ -	\$ 2,000
Total Operating Expenses		\$ 34,123	\$ 52,388	\$ 83,020

<u>Programs, activities and deliverable</u>		Expense	Expense	Expense
Brand development	Consultant fees		\$ -	\$ 6,526
Agri-Art Tour	Advertising and mileage			\$ 5,000
Field to Fork	Local Food celebrations - marketing			\$ 2,000
Garlic Festival	Festival in Cornwall - marketing			\$ 1,000
Commercial Kitchens	Work with partners			ED time included
	EOHU on low risk kitchens			ED time included
School nutrition	Local for school snacks			ED time included
Local Food Counters	3 existing locations in PR: license fees, upgrades, maintenance	\$ 655	\$ 3,000	\$ 3,000
	Expand the local food counter program in SDG and Cornwall		\$ -	\$ 5,000
Support to Farmers Markets	Marketing and COVID safety for 12 markets in the region			\$ 5,000
Local Food Resource Map	Store Locator Widget web application, monthly	\$ 248	\$ 252	\$ 252
Ad Campaigns	General advertising	\$ 508	\$ 2,000	\$ 6,000
	Advertising in tourism guides		\$ 1,000	\$ 4,000
Canamex	PR agri-tourism route	\$ 2,500	\$ -	\$ -
	Cananex implementation in SDG and Cornwall			\$ 5,000
E-Commerce	Virtual Farmers Market in 2020	\$ 4,500	\$ -	\$ -
	2021 E-commere - self financing		\$ -	\$ -
Training	Member training events, expert speakers, space rental	\$ 30	\$ -	\$ 2,400
Network	Networking meetings		\$ -	\$ 600
Mileage	Staff travel to events, meetings, farmers markets, etc...		\$ -	\$ 2,000
<u>Total Program and activity expenses</u>		\$ 8,441	\$ 6,252	\$ 47,778
<u>Total Operating Expenses</u>		\$ 42,564	\$ 58,640	\$ 130,798
Cash Surplus (Deficit)	not counting non-cash disposals of fixed assets, depreciation of assets, and deferred past grant income used for past fixed assets	\$ 8,599	-\$ 3,140	\$ 2,166