

Message from the Chair

Hello and welcome from the Board of Directors for Cornwall and the Counties Community Futures Development Corporation.

2018 was once again a very successful year for our organization as we played an integral part in helping shape the economic development landscape in the United Counties, Akwesasne and Cornwall. Your CFDC delivered a number of programs including the Eastern Ontario Development Program, the Cross Border Partnership Program, and the core mandate of the Community Futures Program in assisting local entrepreneurs through loans and support services including mentoring and counselling.

Along with supporting economic development in our area, your CFDC also supports various community organizations including the Cornwall Innovation Centre, The Ontario Emerging Jobs Institute, Glengarry Inter-Agency Group, PARO Centre for Women's Enterprise, Desjardins Créavenir Program, Futurpreneur, The Tri-Chamber Alliance, Junior Achievement, Eco Farm Day, All Things Food, Launch Lab, St. Lawrence College, Agri-East Lowlands and the Social Development Council's Food and Agriculture Advisory Committee and many others.

The staff of Cornwall and the Counties Community Futures Development Corporation work to ensure the community's needs are foremost in carrying out their day to day duties to deliver community and economic development. This includes ensuring our programs are delivered and provide assistance to entrepreneurs in all of the United Counties of Stormont Dundas and Glengarry, Akwesasne and Cornwall.

I would like to thank our dedicated volunteer Board of Directors comprised of local business and community leaders who generously donate their time and energy in helping build our local economy. The Board possess a broad skill set with the knowledge and expertise that is invaluable in helping make sound business decisions for our organization and the clients we serve.

Lastly, the CFDC is looking to review all aspects of its business plan in 2019 to ensure effective and sustainable delivery of our products and services for years to come. Stay tuned for some exciting announcements as we roll out further programs in the coming months.

Dale Allen
Chair of the Board

Message from the Executive Director

Over the past few years we have worked with our Board, our clients and our community at large to lay the foundation required for bigger and better things. In 2015/16 we focused on building better relationships with our partners and our clients while improving internal processes. In 2016/17 we leveraged those relationships and better ways of operating to exceed targets, to create a better balanced portfolio, and to launch the award winning Cross-Border Partnership Program. In 2017/18 we improved support for the regions vitally important agriculture sector and we helped launch the Cornwall Innovation Centre's Ontario Emerging Jobs Institute (EOJI). These past few years have been important because they have laid the groundwork for the regions largest project yet.

In 2018/19 we worked closely with our partners at the Eastern Ontario Training Board, The Cornwall Innovation Centre, St. Lawrence College and many others on a comprehensive plan to unify the regions skills development, business incubation, economic development and resident attraction services in a way that has never been done before. We continue to refine and build on the plan and expect to begin executing the Economic and Workforce Development Action Ecosystem Project Fall 2019. The potential this initiative has to positively impact our region is astounding and we, along with our partners, are incredibly eager to bring forward this initiative to the community at large in the near future.

Projects like these do not happen without a dedicated and passionate staff. The individuals powering these initiatives genuinely care for the health of the United Counties of Stormont Dundas and Glengarry, Akwesasne and Cornwall. They bring their absolute best to work everyday and all have an unshakeable desire to help sustainably grow the region and to provide our small business owners as much support as possible to help them flourish. They continue to seek out opportunities to better care for our clients and partners and together propel our organization forward into a prosperous future.

Without the incredible support of our intuitive and entrepreneurial Board of Directors, none of the great initiatives over the past years would be possible. The individuals around the Board table are diverse in experience and expertise and dedicate so much of their time to ensuring the staff have the support and direction needed to execute these programs for the region we serve. We especially want to thank our Chair, Dale Allen whose leadership has been instrumental in promoting both a fun atmosphere in which to work but also in creating an efficient and effective Board who operate together so fluidly.

Lastly, thank you to the community, our clients and our funders who continue to provide us the opportunity to exceed their expectations. We commit to always keeping your interests central to our visioning and hope to continue to serve you for decades to come.

Lesley Thompson
Executive Director

The CFDC Framework

Created in 1987, the Cornwall & The Counties Community Futures Development Corporation (CFDC) is a not-for-profit organization focusing on:

- Strategic community planning and socio-economic development;
- Support for community-based projects;
- Business information and planning services; and,
- Access to capital for small and medium-sized businesses and social enterprises.

Mission:

Cornwall & The Counties Community Futures Development Corporation is a catalyst, a leader, and a partner for a sustainable and growing economy that builds on the assets that Akwesasne, Cornwall and SD&G has to offer.

Vision:

As the result of stakeholder consultation, through which valuable insight was solicited, the Board of Directors of the CFDC has elaborated overarching goals (Ends) to be achieved on behalf of its constituent (The Community of SD&G).

The *Ends* statement posits that:

1.0 Akwesasne, Cornwall and the SD&G Counties is a well-connected, innovative, unique, inclusive, and thriving community of choice.

To be achieved at a sustainable level of cost-efficiency, *Ends* attributes comprise of:

- 1.1 Clients and partners understand this community, achieve their goals, and create and maintain sustainable jobs with the community.
- 1.2 Clients and partners attract and retain young people.
- 1.3 Clients and partners recognize and value education, training, and growth potential of their employees.
- 1.4 Everyone can connect from anywhere in the community to regional, national and global networks.
- 1.5 Clients and partners work together to grow and innovate new industries for healthy living.

Investment Fund Activity - Lending

The purpose of the investment fund is to provide repayable financial assistance in the form of loans to small and medium-sized businesses and social enterprises. Typically available to those experiencing difficulty in securing tradition bank financing, eligibility for CFDC borrowing is essentially confined to activity relating to the creation, development, stabilization, expansion or restructuring of business operations.

Subject to a structured examination of information and documentation requested of a client, the CFDC will favour funding applications which:

- Promote the creation and/or retention of jobs and opportunities;
- Demonstrate that the CFDC's involvement will lead to economic benefits or net gain within the community;
- Attract capital investment to the community;
- Afford the prospect of involving multiple funding partners (granting and lending) towards effective leveraging and optimization; and,
- Reveal a reasonable expectation of profitability and debt servicing capacity.

Importantly, all applications made to the Cornwall & The Counties CFDC are considered and vetted by the Investment Committee, which is a duly authorized, and Board appointed panel of independent community peers having business and executive experience. Its powers are granted through by-law provision as may be from time to time revised by the CFDC's Board of Directors.

As an impartial panel, the Investment Committee sets investment policy, reviews investment practices, and authorizes financing decisions – ensuring also to maintain exchange with the Board of Directors. Moreover, all Directors of the Board are welcome to attend and to participate in meetings of the Investment Committee which at minimum, reviews monthly the Portfolio Loan and Cash Balance Summary, Security Evaluation Updates, pending Loan Applications, Delinquency Report, and Updates and such other matters as may be required for the effective stewardship of the loan portfolio.

Taken with various other funding programs like the Eastern Ontario Development program (EODP) Cornwall & The Counties CFDC administers throughout the years and supported by business counselling and referral services, the Cornwall & The Counties CFDC is well poised to assist clients with their financing needs and to structure multi-party financing when the circumstances warrant or the interests of the client are better served.

Cornwall & The Counties Community Futures Development Corporation

Lending Activity – Investment Fund	
April 1, 2018 to March 31, 2019	
No. of Completed Applications Received	27
No. of Loans Disbursed	20
Dollar Value of Disbursements	\$1,865,633
Dollars Leveraged	\$2,013,337
No. of Jobs Created/Maintained	111
No. of New Businesses Started	5
No. of Businesses Maintained/Expanded	15
Total Active Loans	72
Total Dollar Value of Portfolio	4,625,842
Business Counselling	
No. of businesses assisted	113
No. of Jobs Created/Maintained	172

The Cornwall & The Counties CFDC has seen many business ideas come to fruition through responsible lending to local businesses. One great example amongst the many comes in the form of an investment fund loan made to Nurse Next Door located in Cornwall, ON.

One of our 2018/2019 Success Stories

Cornwall resident and entrepreneur Patrick Campeau launched Nurse Next Door in late 2018 with three locations in Eastern Ontario; Lanark, Frontenac, and Seaway Valley area., a franchise business that provides around-the-clock senior care right at home.

Having worked in the long-term care industry for the past 13 years, Mr. Campeau launched the business as a way of helping seniors in need right in their own homes – and easing some of the burden on hospitals and long-term care facilities in the process. “We bring clients and their families peace of mind knowing that they will be able to keep living in the home that they have spent years building and making their own,” said Mr. Campeau. “With the right programs, we can be proactive and help delay some of the signs and symptoms of dementia.”

Nurse Next Door offers standard home care services such as companionship, meal preparation, homemaking, personal care and bathing along with vital care services such as nursing care, palliative care and other special needs. The company’s ‘Happier Aging’ model and 24/7 service make Nurse Next Door a unique service provider in the region. “We do whatever it takes to bring your family peace of mind,” Mr. Campeau said. “We listen to our clients and make sure every detail is taken care of.

The CFDC partnered together with the Business Development Bank of Canada to provide \$250,000 in startup funding while the owner invested \$100,000 for a total project cost of \$350,000. These funds will support the hiring of 4 full-time staff and 35 part-time staff in the area. The intent was to operate out of a home office the first year, but due to the rapidly growing demand, Mr. Campeau has obtained new office space in the well-suited Cotton Mill District in Cornwall. Having the central office in Cornwall is also strategic as Patrick intends to attract young caregivers coming out of St. Lawrence College in the PSW, RPN and RN Programs and encourage them to stay local.

CFDC is proud to support entrepreneurs such as Patrick Campeau who are creating opportunities, benefiting the community, and in Patricks case, filling the gaps in the healthcare system.

Another example of a successful investment fund loan was to Wood Brothers Brewing Company in Glen Robertson, Ontario.

One of our 2018/2019 Success Stories

Wood Brothers Brewing Company is a start-up microbrewery producing top quality beer with using locally grown ingredients. With the small local population, agri-tourism initiatives will be deployed to attract their customers. With the tagline, “BEER, FRESH AIR, LAUGHTER, EVENTS”, the picturesque location will be central in the business model and promises to provide unique experiences in addition to the tasty products that will be offered.

The CFDC contributed a total of \$ 35,000.00 to assist the company with hiring, start-up working capital, building improvements, equipment and inventory. This injection of cash helped to address a challenge the company was facing regarding licensing costs and delays. The funding allowed the company to proceed with the ground work needed to launch such an endeavor without undue hardship from the delays.

A visit to Wood Brothers Brewing will be marketed as a farm to glass experience where visitors will be able to tour both the brewing facility as well as the hop yard where the hops used by the company are grown and processed. Wood Brothers Brewing has partnered with other local businesses to deliver the most authentic farm to glass experience as possible. As well as locally sourced ingredients, local artisans will provide everything from the glassware to the building products and of course the food.

The CFDC is looking forward to supporting the continued growth of Wood Brothers Brewing and the growing agri-tourism industry in the region. We thank them for dedication to the buy local initiative and for being great clients of the CFDC!

The Eastern Ontario Development Program (EODP)

The Eastern Ontario Development Program is a Government of Canada initiative supported by the Federal Economic Development Agency for Southern Ontario. It's mission was to enhance and help diversify local economies and promote the growth of new and existing businesses within rural Eastern Ontario communities. Over a period of five years (2014-2019) 2.5 million dollars was invested in local businesses through the EODP.

In 2018-2019 the Cornwall & The Counties CFDC received and reviewed 28 applications.

Total Contribution amount for 2018-2019	\$ 450,000
Total Number of projects funded	16
Total Number of jobs created	41
Total Number of jobs maintained	110

There are two streams of the Eastern Ontario Development Program.

First is the Business Development Stream. The objective of the EODP Business Development Stream is to support projects that will lead to the growth of new and existing businesses within rural Eastern Ontario communities. This includes initiatives in key areas such as skills development, youth attraction, innovation and adaption of information and communications technologies.

Contribution amount for 2018-2019	\$ 345,000
Number of projects funded	10

The second stream of the Eastern Ontario Development program is the Community Innovation Stream. The objective of the EODP Community Innovation Stream builds the economic and innovative capacity of rural eastern Ontario communities, and develops opportunities for sustainable economic growth and employment. This Stream is ideal for applicants who work in partnership with community stakeholders and must have a minimum of two contributing partners.

Contribution amount for 2018-2019	\$ 105,000
Number of projects funded	6

The Cornwall & The Counties CFDC has witnessed significant success of the EODP (grant program). One such example is represented through Dalagra Farms Inc. outlined below.

One of our 2018/2019 Success Stories

The Eastern Ontario Development Program contributed \$20,000 in funding towards the purchase of specialized pelletizing equipment.

Dalagra Farms is a producer of corn and soybeans for feed and human consumption and more recently, as a part of their diversification project, a grower and processor of hops. The business was first incorporated in February of 1988 and has consistently grown to accommodate the changing economic atmosphere as example with this diversifying project. Their agri-tourism project represents a strong force that could serve to make a dramatic economic impact in our area and aligns well with both local and regional economic development strategies.

In addition to pelletizing their own hops, the investment in this pelletizing technology would enable other surrounding farmers to also transform their product in a local hub, which is not currently available within at least a three hour driving radius. While this equipment is being purchased specifically for hops, it also has the potential to influence other agricultural sectors, through the pelletization of other agricultural products.

There are numerous hops growers within the region and currently they must transport their hops out of the region in order to have them pelletized, thus removing income from the local economy. By installing this facility the income obtained from this service would stay within the region and the growers would be able to reduce the overall processing costs.

The purpose of the project was to increase the sustainability of Dalagra Farms as a business as it increased the diversification of operations and decreased reliance on one narrow area of agriculture. Due to the expansion of the craft brew market and the local food movement trend, there has been a significant increase in the number of hops growers within the region as well as the surrounding areas. There are currently over 30 craft breweries located within Eastern Ontario and 26 registered hops growers, with several others in the beginning phases with the intent of commencing operations shortly. This is all indicative that the installation of a pelletizing facility is not only needed within the region, but also will be in use for the foreseeable future.

By decreasing reliance on cash crop products Dalagra Farms positions itself to be competitive and sustainable long into the future. They created one job with this project, and foresee the potential for more employment opportunities in the future.

Supplementing the CFDC's routine awareness campaign, the CFDC working with local elected officials, will on occasion issue news release as that reproduced below, hosting also community events and announcements in partnership with community leaders.

News Release

For Immediate Release

Dalagra Farms Receives Support for New Pelletizing Equipment

December 14, 2018

Dalkeith, ON

Dalagra Farms will benefit from an investment announced today by Cornwall & the Counties Community Futures Development Corporation (Cornwall & the Counties CFDC).

Dalagra Farms will receive an investment of up to \$20,000 for its business expansion project. The funding will support the purchase of new pelletizing equipment. This will allow the business to diversify its production and processing of hops, as well as offering processing services (pelletizing, packaging, and storing) to other producers in an area that is currently underserved. This expansion will result in the employment of one additional staff member.

Dalagra Farms is a producer of corn and soybeans for feed and human consumption, as well as a recent grower of hops in Dalkeith, Ontario. The company's products are primarily sold to processors/producers in Eastern Ontario and Western Quebec, with some being exported to the United States and Asia.

Quotes

"This is great news for Dalagra Farms, which is expanding its business in innovative ways that are benefiting the region. The Government of Canada is proud to support economic diversification, where the benefits are felt by more people and where Canadian businesses are able to invest with confidence." The Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development and Minister responsible for FedDev Ontario

"On behalf of the CFDC staff and the Board of Directors, I would like to commend Dalagra Farms on the addition of this equipment and the diversification of their agri-business. This type of diversification is critical to increasing the "value-added" aspect of locally produced products and contributing to the economic growth of the region. Their continued investment in their business benefits the community greatly and we are proud to have the opportunity to support their growth."
– Michael MacGillivray, Interim Executive Director of Cornwall & The Counties Community Futures Development Corp.

Cornwall & The Counties Community Futures Development Corporation

"Agriculture represents the largest industry in Stormont-Dundas-Glengarry and it is the soil that binds our community together. This Eastern Ontario Development Program announcement comes at an opportune time. It will allow Dalagra Farms to remain competitive and to prepare for the future. It will also bring greater business to North Glengarry. This helps our rural communities and keeps our small producers competitive. With this announcement, our agricultural producers will have to travel shorter distances to pelletize their products – a service that was, until now, unavailable within our region. This helps to reduce the carbon footprint of our producers, who will spend less time travelling. It will also keep more money in our community and will allow our businesses to grow and be more competitive. We thank the Federal Government for their assistance in making this announcement possible and to the MacSweyn family for making this move to grow their business in North Glengarry."

– Jamie MacDonad, Mayor of North Glengarry



From left to right: Councillor – Lochiel Brenda Noble, MP Francis Drouin, Dalagra Farms President Kurt MacSweyn, Interim Executive Director Michael MacGillivray

The Cross Border Partnership Program (CBPP)



CROSS BORDER
PARTNERSHIP PROGRAM
Stronger Together

2018 has been an incredible year for the growth of the Cross-Border Partnership Program. The Program continues to build on its mandate to create a region that is “stronger together” by growing meaningful and lasting relationships between Akwesasne, the City of Cornwall and the United Sounties of SD&G. Our successes have not gone unnoticed with our funders, who have extended and expanded funding for the program to support the long term growth and sustainability plan.

The year was filled with notable highlights. We were successful in receiving funding through OMAFRA to fund a regional collaboration study on behalf of the members of the cross-border roundtable. The study was approved and conducted over months of extensive research by consulting firm MNP and culminated in a report highlighting ways for our communities to best leverage the regions strengths with a unified approach, specifically on tourism. The report aims to reinforce the will of our stakeholders to find ways to better work together and it lays out a framework suggesting initial steps to take in order to do so. We are excited to leverage this framework to continue working with our stakeholders in otder to keep the momentum going.

Over the course of 2018 we engaged in many discussions around workforce development. Particularly when it comes to First Nations employees finding work off reserve. The CBPP has put a focus on this. We have worked with our partners at the Akwesasne Area Management Board to start building face to face strategic partnerships with local employers to work together with Akwesasne in helping to create regional employment opportunity for their residents. We hosted a job fair where Akwesasne community members could have an environment to interact and learn about opportunities at off reserve businesses. These efforts will continue well into 2019-2020.

The CBPP has continued to grow its reputation as the connector between Akwesasne and our regional and federal partners. We have been approached to help facilitate connections and build meaningful relationships in the fields of innovation, economic development, medical recruitment, employment, education, tourism and many others. With some exciting large-scale municipal projects to come in 2019, we intend to build even more. All these projects further solidify the need for that “middle person”. A need which has not gone unnoticed by other organizations across the country. The CBPP was invited to present the program at the CFDC national conference in Winnipeg, the international economic development councils’ panel on cross-border relationships in Buffalo, NY and was the subject of a national assessment program in the community economic development vertical for Fed dev.

Cornwall & The Counties Community Futures Development Corporation

As we continue into 2019 we commit to fostering and growing new relationships and implement projects with our partners with sustainability in mind. With some exciting major local projects upcoming and a plan to be a model for other communities across Canada we are very confident in our ability to continue to demonstrate results and grow this program not only for our community but for others. A special thank you to the Board for their continued support through this fiscal year and moving ahead.

More about The Cross Border Partnership Program:

The Cross Border Partnership Program is dedicated to building stronger relationships between Akwesasne and the municipalities that surround it.

Objectives:

1. A stronger unified voice for engaging with business and other levels of government.
2. Stronger regional identity, relationships and sense of place.
3. Cost savings when providing services due to higher efficiencies and less duplication.
4. More opportunities for local business development and jobs.
5. Ability to leverage the unique financial, human and physical capabilities of each partner
6. Coordinated planning efforts to improve land use and land management (making room for growing populations and to attract new investors and citizens.)
7. Coordinated planning efforts to aid in protecting resources and natural environments that are important to partner communities.
8. A stronger knowledge of our communities through a coordinated educational effort and through community workshops.

Composition of the Board of Directors

Executive Committee:

Dale Allen - Chair

Martin Zimmer- Vice Chair

Sean Helmkey– Secretary/Treasurer

Current Board Members:

Nikki Dignard

Patricia Remillard

Sean Helmkey

Dale Allen

Christina Russell

Beatrice Johnson

Martin Zimmer

Lila Romanko

Vanessa Metcalfe

Garrett VanderBurg

Community Advisors:

Bill Madden

Allan Bell

Special thanks to past Members:

Rock Lefebvre

Governance

Consistent with generally accepted principles of good governance and provisions of the Cornwall & The Counties CFDC's Agreement with its funders, a concerted commitment has been made to deliver Board governance and development opportunities with the intent of strengthening Board performance and accountability.

The CFDC Staff

Lesley Thompson, Executive Director
Binal Bhavsar, Account Manager
Brittany MacDonald, Project Officer
Simon McLinden, Project Manager
Louise Pilon, Office Administrator

Kevin Veilleux, Account Manager until July 2018
Michael MacGillivray- Interim Executive Director until January 2019

FedDev Liaison

The Cornwall & The Counties Community Futures Development Corporation continued to benefit from the support and interaction of Grace Hodder, Community Economic Development Officer of the Federal Economic Development Agency for Southern Ontario.

Insert Audited Financial Statements