

City of Cornwall Economic Development Strategic Plan



Prepared by:



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**City of Cornwall
Economic Development
Strategic Plan**

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1 Cornwall Economic Development Strategic Plan Preamble

The City of Cornwall has a sophisticated economic development program that has proven very successful in terms of driving investment and new business growth into Cornwall. Appropriate tools such as an economic development website, updated data, ambassador program, outreach and tradeshow activity, marketing and collateral are all in place. Cornwall has experienced positive business growth and attraction through their efforts and understanding of traditional economic development.

Through the consultation and surveying used to prepare this updated Strategic Plan, it is clear that there is a desire for Cornwall to take a step forward in becoming a more complete community. Economic development has a role to play in this as well. However, the City of Cornwall can greatly benefit by expanding the scope of its economic development program to encompass a more holistic approach that will include aspects of community development.

Complex community issues like public image, residential growth, strategic waterfront development and attracting a post-secondary institution will require concentrated efforts by numerous parties. Cornwall has been strong in delivering a well-rounded economic development program and should continue its work to grow and attract businesses into its community but there is also a need and desire for Cornwall to continue taking the next steps forward in terms of community building and enhancement.



2 Economic Development Action Plan Overview

This Strategic Plan report has been crafted to outline the process, analysis and consultation that was undertaken to facilitate the development of Cornwall's Economic Development Strategic Plan as well as to highlight the economic development strategic themes and actions recommended for Cornwall.

To ensure a complete and thorough review of the local economy, the development of the strategy also heavily relied on the information contained within Cornwall's Situational Analysis, prepared to support the statistical and data analysis component of the Strategic Plan development process.

The entire Economic Development Strategic Plan has been separated into two parts:

- Part A contains summaries of the Situational Analysis as well as Cornwall's Strategic Economic Development Actions
- Part B contains the Situational Analysis in its entirety.

3 Process Followed

The following process diagram has been created to visually demonstrate the process followed during the preparation of Cornwall's Economic Development Strategic Plan:



The green indicates steps that have been completed throughout the project, including not only consultation and direction from the project Steering Committee, but also consultation and input from Cornwall's economic development stakeholders and business community.



4 Stakeholder Consultations

Over 800 Cornwall residents were consulted throughout this process. The first round of consultations consisted of both confidential one-on-one interviews, as well as an online survey and focus groups. To ensure consistency, the same questions were used in both the interviews and the online survey.

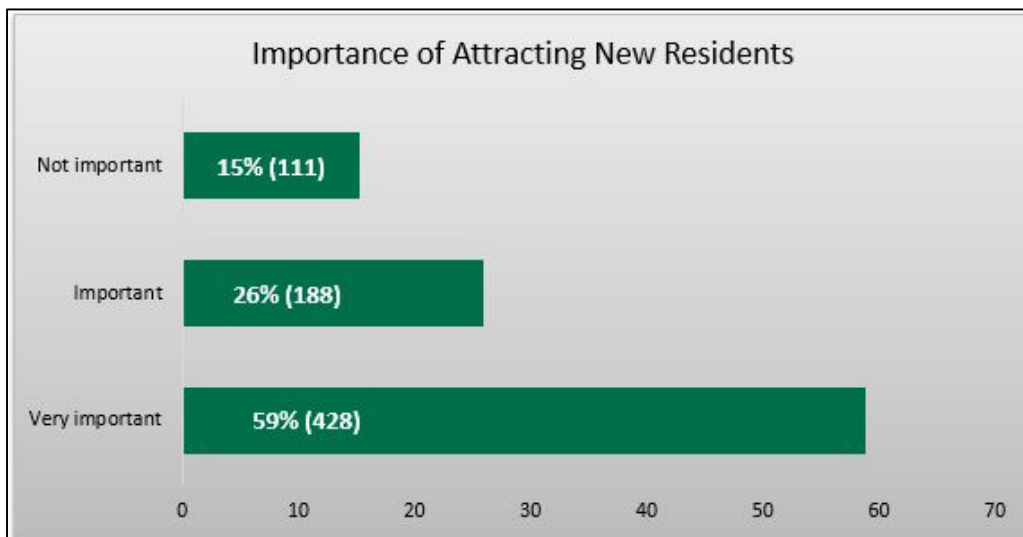
4.1 Interviews

20 interviews were undertaken with various members of the business community, local stakeholders, City Council members as well as staff. There were nine open-ended questions used to guide the interview.

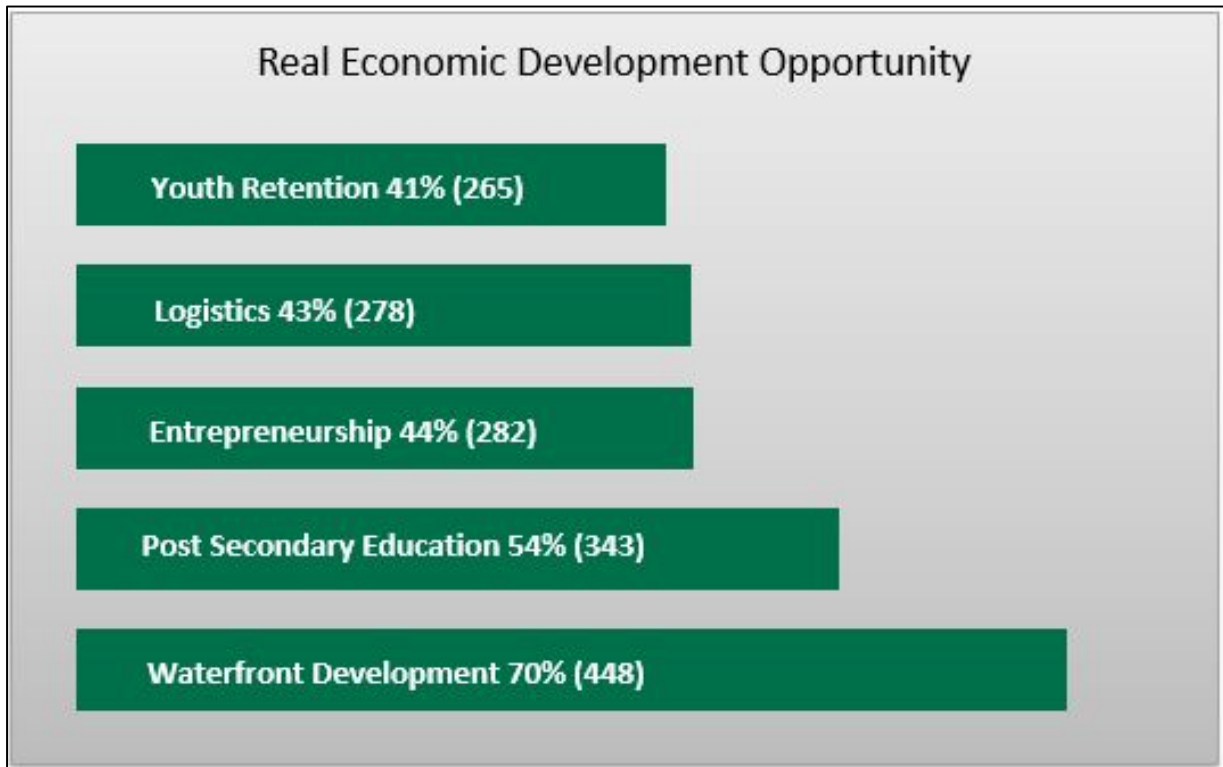
4.2 Online Survey

An online survey was created and promoted by the City of Cornwall. In total, 732 respondents answered the 17 question survey.

The online survey revealed two very interesting pieces of information. The first being that residential growth was identified as a very important issue for the community.



Secondly, the top 5 items of importance identified as areas of real opportunities for economic development growth by the Online Survey respondents were:



4.3 Focus Groups

To gather collective thoughts and solicit some discussion around specific topics, eight (8) different focus groups were held with a number of stakeholders representing a variety of economic development sectors/themes.

All of the information gathered from the first round of consultations was combined with the following stats/data analysis, analysed, summarized and presented at the Economic Development Stakeholder Summit.

5 Cornwall’s Micro Statistical Analysis Summarized

The following section highlights some of the observations and data found in Cornwall’s Situational Analysis. For a more detailed compilation please refer to Part B of the Strategic Plan - Cornwall’s Situational Analysis.

5.1 Demographics

The following information is derived from Manifold SuperDemographics 2015. Detailed data can be found in the City of Cornwall Situational Analysis.

5.1.1 Population

Cornwall’s 2015 population is approximately 48,000 residents. Looking at the past three census periods, 2001, 2006 and 2011, there is little growth. Over these same Census periods, Ontario has shown a 13% growth rate from 11,410,046 to 12,851,821. Cornwall’s population has remained steady for over 30 years.

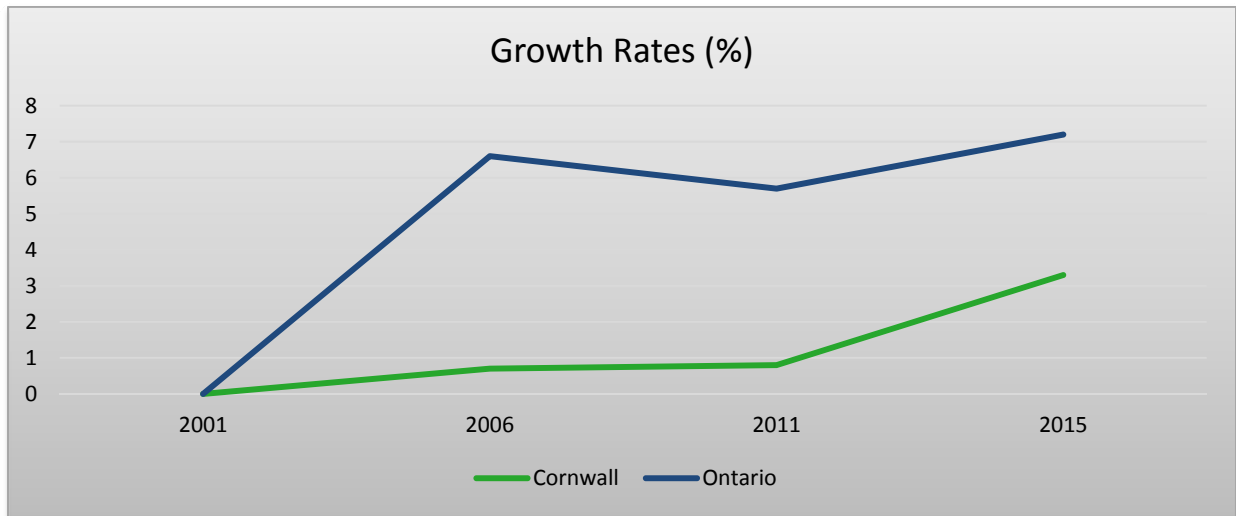
Table 1: Population Growth, 2001-2015

	2001	2006	2011	2015
Cornwall Population Count	45,640	45,965	46,340	47,848
% Change from Previous Census	/	0.7	0.8	3.3
Ontario Population Count	11,410,046	12,160,282	12,851,821	13,780,979
% Change from Previous Census	/	6.6	5.7	7.2

Source: Statistics Canada 2001, 2006, 2011 and Manifold SuperDemographics 2015. *Estimated McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015 and not directly comparable to Census data.



Figure 1: Cornwall Population Growth Rates versus Ontario



Source: Statistics Canada 2001, 2006, 2011 and Manifold SuperDemographics 2015. *Estimated McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015 and not directly comparable to Census data

Overall, Cornwall's age profile is an older population than that of Ontario. The median age of 45.0 is higher than the provincial median of 41.7, as is the average age of 44.2 versus the provincial average of 41.1. The 55-59 age segment is the largest of all age segments in Cornwall, while in Ontario the largest is the 50-54 age segment.



What We Heard

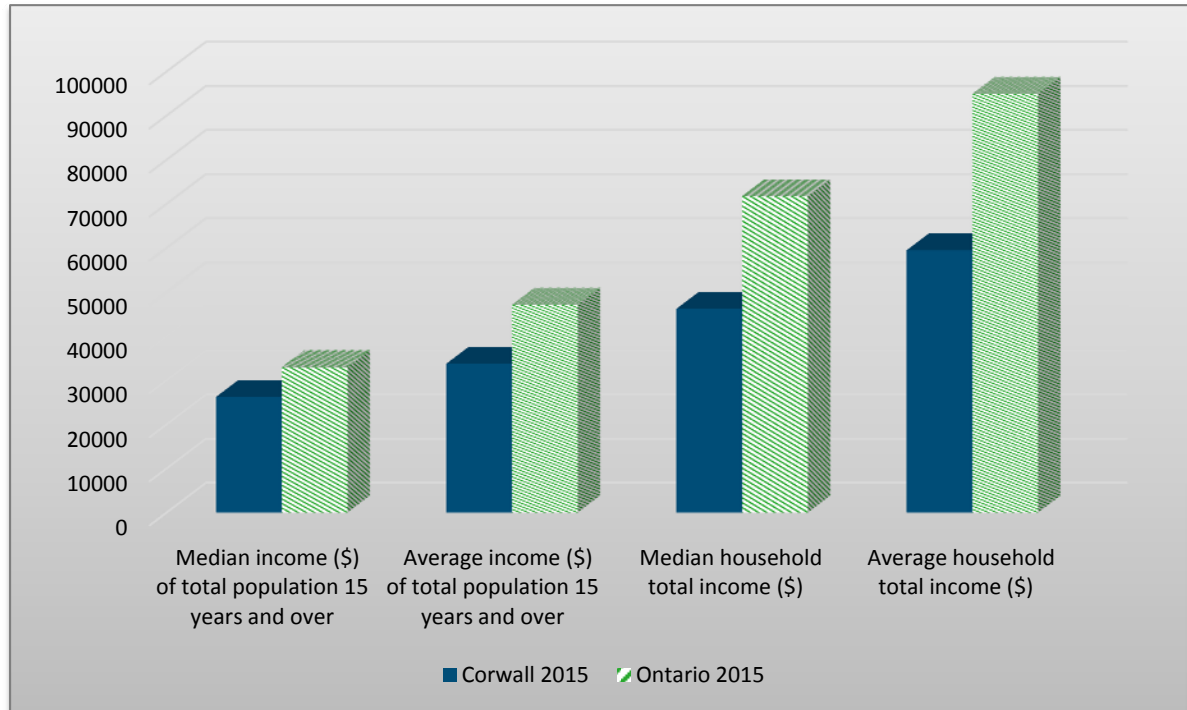
The main comments that were raised throughout the consultation process focused mainly around the fact that although fairly stable, Cornwall's population has not grown over the past decades. Coupled with the fact that it appears Cornwall's population is aging there are issues around Cornwall's future in terms of being able to provide a skilled workforce, residential growth being able to support growth in retail, service sector and new housing as well as the impacts youth outmigration has on the community.

There is a growing youth and young professional group in Cornwall that are committed to Cornwall and who do want to see Cornwall continue to become a community where they want to live and raise their families.

5.1.2 Income Levels

In 2014, Cornwall's average income was \$33,718 and the median income was \$26,209. The average and median household incomes were \$47,130 and \$32,968, respectively. These figures were lower than those of Ontario. Compared to Ontario, the percentage of Cornwall residents making more than \$40,000 annually was smaller than that of Ontario. There has been little change in the income levels since 2010. The largest percentage of Cornwall's income level was the income segment between \$20,000 and \$29,999 annually. This is the same for the province.

Figure 2: Cornwall Income Levels Versus Ontario



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015 (2014 incomes).

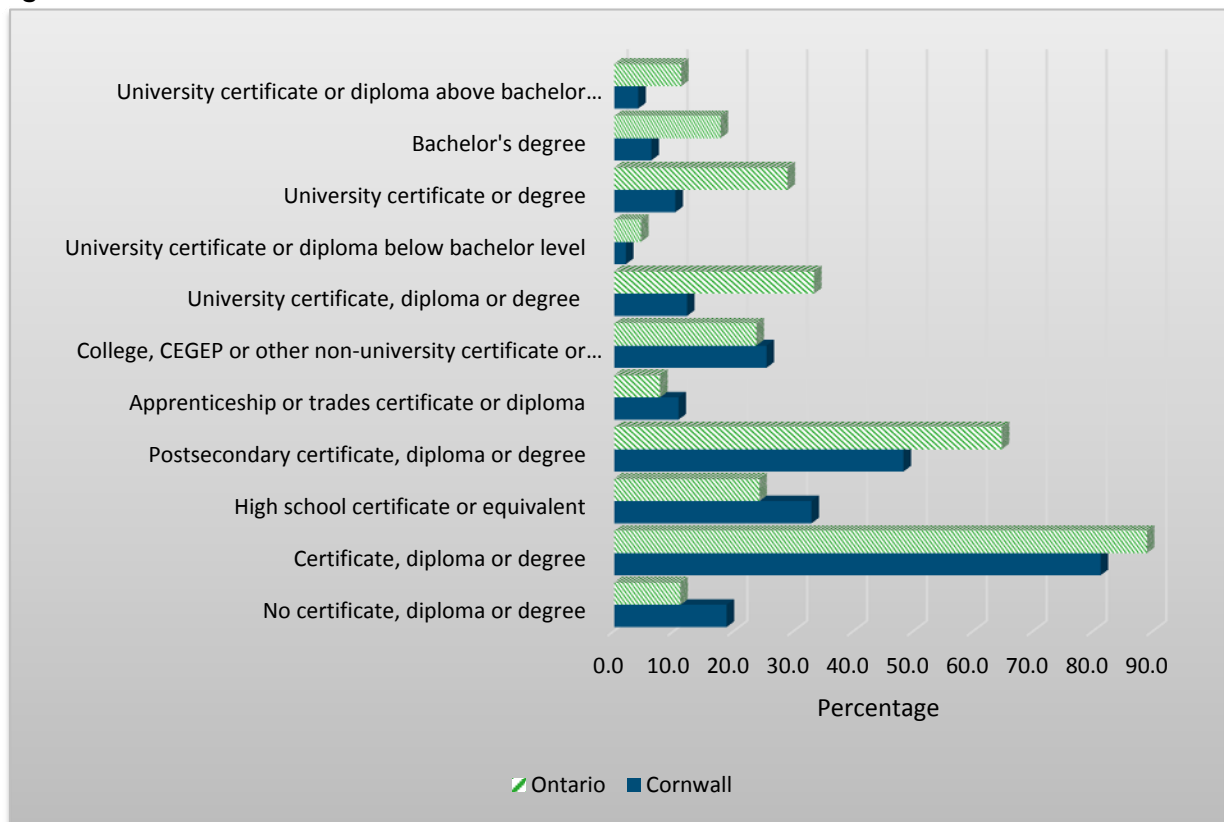


5.1.3 Levels of Education

In 2015, the percentage of Cornwall residents who had only a High school diploma or equivalent is higher than the provincial percentage. Cornwall has a higher percentage of residents with an Apprenticeship or trades certificate of diploma than Ontario.

In Cornwall, the largest field of study by percentage was Architecture, engineering and related technologies¹ - this percentage was slightly smaller than that of Ontario. Cornwall also demonstrated a higher percentage of residents with education in Personal, protective and transportation services as well as Health and related fields.

Figure 3: Cornwall Levels of Education Versus Ontario



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015

What We Heard

In terms of levels of education what was constantly conveyed was the fact that although Cornwall has some great training and education partners in the city, it still lacks a University campus. A University campus would not only complement and enhance the education and training programs that currently exist in Cornwall but would also add a sense of overall prestige to the community's image.

¹ This field includes: Architecture and related services; Engineering; Engineering technologies and engineering-related fields; Historic preservation and conservation; Construction trades; Mechanic and repair technologies/technicians; and Precision production

5.1.4 Cornwall's Residential Make Up

In 2015, the percentage of Cornwall residents that had moved within the previous year (13.6% movers) was higher than the percentage of “movers” in Ontario (11.7%). People moving to Cornwall were more likely to be relocating from other parts of Ontario as opposed to moving from outside of the province. The percentage of Cornwall residents that had moved within the past five years was higher than the percentage of “movers” in the province. People moving to Cornwall were more likely to be relocating from within the province as opposed to moving from outside of Ontario.

The percentage of residents that speak French is significantly higher than Ontario. Over 74% of residents in Cornwall speak English, which is below the provincial average. The majority of Cornwall residents are of North American (non-Aboriginal) and European origins.

Table 2: Cornwall Residents Area of Origin Versus Ontario

Area of Origin	Cornwall	Ontario
North American Aboriginal origins	6.9	3.7
Other North American origins	50.7	24.5
European origins	68.8	65.4
Caribbean origins	0.6	3.4
Latin, Central and South American origins	0.2	2.4
African origins	1.3	3.1
Asian origins	7.5	21.9
Oceania origins	0.1	0.2

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics

Note, this represents the sum of persons who reported single ethnic origins and multiple ethnic origins in the census; therefore, percentages do not add up to 100%. Cornwall's ethnic makeup is higher in Aboriginal residents and North American origins than the provincial figures.

The total number of dwellings in Cornwall increased from 19,700 in 2006 to 21,528 in 2015, a 9% increase. The average value of dwellings in Cornwall increased from \$129,511 in 2006 to \$220,166 in 2015, which is below the provincial average.

What We Heard

Cornwall is a bilingual community with strong roots in both its French and English heritage. Overall, conversations with stakeholders normally had some historical context and “how it used to be” but also how Cornwall “has evolved”.

The other issue that came up several times was Cornwall's housing stock. Many stakeholders referenced the low cost of housing in Cornwall was closely related to the condition of Cornwall's housing stock and that something needed to be done to increase new housing within the City of Cornwall.

5.2 Labour Force

5.2.1 Key Labour Indicators

In 2006, 2011, and 2015, the labour force participation rates and employment rates were lower in Cornwall than the provincial rates. The unemployment rate in Cornwall has risen since 2006 and is above the Ontario rate.

In 2015, a larger percentage of Cornwall's resident labour force worked in the following industries as compared to Ontario:

- Manufacturing
- Retail trade
- Transportation and warehousing
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Health care and social assistance
- Accommodation and food services, and
- Other services (except public administration).

In comparison to the province, the Cornwall has larger percentages of its labour force working in the following occupations:

- Trades, transport and equipment operators and related occupations
- Health
- Occupations in manufacturing and utilities
- Sales and service occupations.

The majority of the local resident labour force who worked outside of Cornwall commuted to work in South Stormont, South Glengarry, and Ottawa. 14.0% of the workers living in Cornwall had a usual place of work outside of the city. 32.8% of workers declaring a usual place of work in Cornwall lived outside of the city.

What We Heard

People told us that Cornwall's labour force is shrinking, unskilled and getting older. On the other hand, we also heard that Cornwall has played to its strengths in terms of attracting industries (logistics, food processing) that exploit the strengths of their labour force.

Moving forward the City with its partners in labour force development will need to continue the conversation around growing and increasing the skill level of its local and regional workforce.

5.3 Economic Base Analysis

5.3.1 Employment Profile

There were an estimated 26,801 jobs in Cornwall in 2015. With 4,415 jobs, the Health care and social assistance sector employer was the largest sector in the city.

5.3.2 Location Quotient – Sectors

Compared to Ontario and Canada, employment sectors in Cornwall with a higher than normal concentration were:

- Administrative and support, waste management and remediation services
- Health care and social assistance
- Transportation and warehousing
- Retail trade
- Accommodation and food services.

5.3.3 Location Quotient – Subsectors

Sub-sectors with high concentrations compared to Ontario and Canada are as follows:

- Textile mills (354 jobs)
- Warehousing and storage (625 jobs)
- Gasoline stations (353 jobs)
- Motor vehicle and motor vehicle parts and accessories merchant wholesalers (357 jobs)
- Computer and electronic product manufacturing (338 jobs).

5.3.4 Location Quotient – Industries

In terms of employment at the industry level, the following industries have very high concentrations:

- Textile and fabric finishing and fabric coating (309 jobs)
- Electric lighting equipment manufacturing (155 jobs)
- Warehousing and storage (625 jobs)
- Meat product manufacturing (458 jobs)
- Business support services (1,028 jobs).

6 Macro Economic Trends Analysis

The following section highlights some of the higher level economic development trends and observations in Cornwall's Situational Analysis. For a more detailed compilation please refer to Part B of the Strategic Plan - Cornwall's Situational Analysis.

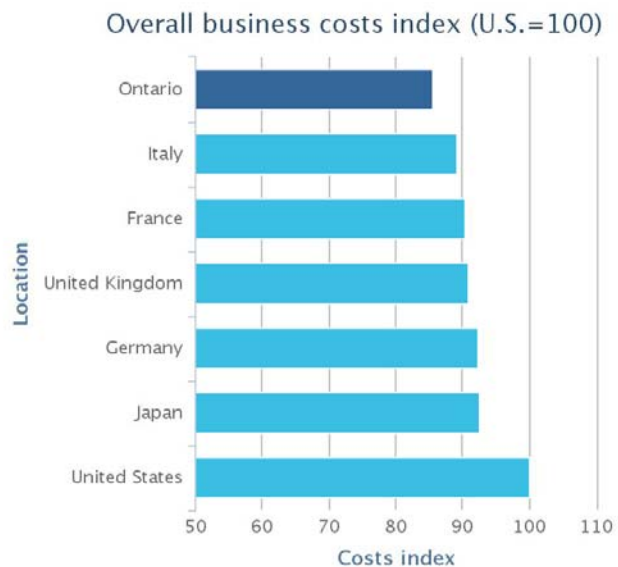
Please note the information contained in this section has been sourced through publicly available federal, provincial and municipal documents and online material.

6.1 Provincial Economic Outlook

The Ontario Ministry of Finance is projecting long-term average annual real gross domestic product (GDP) growth of 2.1 per cent between 2014 and 2035 in Ontario. The province will remain a competitive business environment in terms of business cost and tax rates.

6.2 Food Processing

With manufacturing revenue of \$36.9 billion, Ontario is one of North America's largest and most significant food and beverage processing sectors. There are nearly 3,000 registered food and beverage businesses — multinationals, homegrown giants and successful niche-driven businesses in Ontario. They value the diversity of Ontario's food sector, the size of our market and the opportunities for partnering with like-minded businesses.



Source: MEDEI/MRI analysis, prepared using CompetitiveAlternatives.com Cost Model, 2016 Edition.

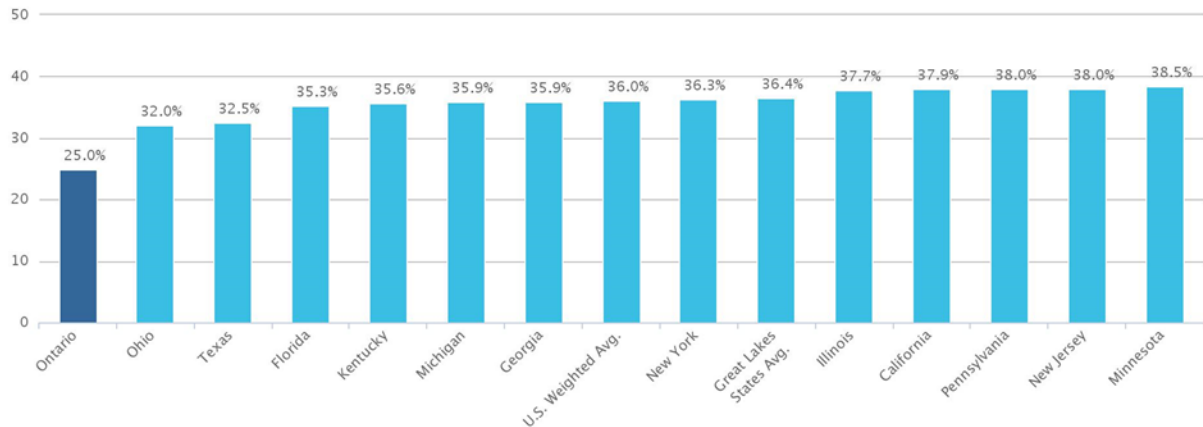
6.3 Manufacturing

The Canadian manufacturing sector is estimated to represent 10.6% of the economy. 80% of Ontario exports are shipped to the USA, with 6% heading to the UK. Exports to Mexico, Hong Kong and China account for approximately 4% combined.

Current dollar manufacturing sales reached their highest level to date in 2014. Although most industries posted higher sales, the transportation equipment, food and primary metal industries were mainly responsible for the annual gains, representing approximately two-thirds of the dollar increase in 2014. Prices were partly responsible for higher sales in food and primary metals, while growth in transportation equipment represents a continuing revival for the industry. Investment for manufacturing has generally been trending upwards, as has capacity utilization.²

² <http://www.statcan.gc.ca/pub/11-621-m/2015097/part-partie1-eng.htm>

Combined Federal and State/Provincial Corporate Income Tax Rate in Manufacturing (Per Cent)



Source: Ontario Ministry of Finance, based on information as of December 19, 2014

6.4 Logistics

Investment in new distribution facilities in Canada increased by more than 60% from 2001-2007³. Domestic freight moves primarily by truck (70%) and rail (30%). Air and marine modes mostly handle international freight. Four major ports accounted for 99% of international container traffic: Vancouver (54%), Montreal (29%), Halifax (9%) and Prince Rupert (7%).

Transportation and logistics providers are increasingly adopting advanced technologies and innovative processes to retain their competitive advantage. They are aiming at reducing costs, improving services and decreasing their carbon footprint.⁴

According to a 2013 report commissioned by the Canadian Trucking Alliance there will be a shortage of over 30,000 truck drivers in Canada by 2020. Interestingly, the trucking industry has seen significant employment growth over the last decade, with the exception of the 2008 – 2009 recession, however the actual need for new workers is even higher.

6.5 Transportation

Cornwall enjoys superior transportation links to major commercial centres in Central Canada (Toronto, Ottawa and Montreal) as well as good access to the United States and beyond. The city has access to major highways 401 and 138, as well as fast access to Quebec. Cornwall is part of VIA Rail's Quebec City – Windsor corridor, with regular passenger rail service. NAV CENTRE and the Cornwall Regional Airport provide some opportunity for the future attraction of aviation-based business to the City. In 2015, a review of the Airport was initiated by the City and Township.

³ [https://www.ic.gc.ca/eic/site/dsib-logi.nsf/vwapi/pg00026_eng.pdf/\\$file/pg00026_eng.pdf](https://www.ic.gc.ca/eic/site/dsib-logi.nsf/vwapi/pg00026_eng.pdf/$file/pg00026_eng.pdf)

⁴ https://www.ic.gc.ca/eic/site/dsib-logi.nsf/eng/h_pi00541.html

Cornwall is one of a handful of communities to have a functioning deep water harbour accessible to commercial vessels. In 2015, Transport Canada entered into divestiture discussions with the City of Cornwall and the Mohawks of Akwesasne to take over the port lands. The development of a \$100 million CSX intermodal facility in nearby Salaberry-de-Valleyfield, Quebec will connect the region to the rail network in the United States. The new facility can handle 100,000 containers annually.

6.6 Tourism

The global tourism economy is valued at over \$1 trillion and produces one in every 12 jobs in the world. An estimated 170,000 businesses are involved in tourism, contributing an estimated \$84 billion to the economy and accounting for 619,000 jobs.

In 2009, the Ontario government reviewed the Province's tourism industry which resulted in the creation of 13 tourism regions, each led by one regional organization. Regional tourism organizations are responsible for tourism marketing, development and management. The Ontario government is supporting the tourism regions with \$40 million in annual funding.

The marketing budget of Cornwall and the Counties Tourism has been augmented in recent years with a Destination Marketing Fund operated by 4 local hotels. In 2016, the United Counties of SDG announced that they would no longer financially support Cornwall and the Counties Tourism, necessitating a review of the Tourism model.

6.7 Small Business

Small businesses account for ninety-eight percent of businesses operating in Canada (Industry Canada, 2012). These firms contribute more than 30 percent to Canada's gross domestic product, and employ nearly five million Canadians, or 48 percent of the total labour force in the private sector (Industry Canada, 2012).

The Cornwall Business Enterprise Centre is operated by Cornwall Economic Development in partnership with the Ministry of Research & Innovation. It provides information and support to entrepreneurs, in addition to holding a number of seminars and workshops. Moreover, the Cornwall Business Enterprise Centre administers the popular Starter Company and Summer Company programs, which helps over 30 small businesses each year.

6.8 Retail

In 2011, the retail sector generated \$457.4 billion in retail sales and represented approximately 12 percent of the Canadian workforce (Statistics Canada, 2012c). The retail industry represents the largest segment of small businesses in Canada with more than 146,000 firms employing more than 795,000 individuals (Industry Canada, 2012).

Cornwall has seen a significant amount of development in the retail sector over the past several years, specifically in the development of power centres. Notable new investments include:

Developer	Location	Major Tenants
Smart Centres	Ninth & McConnell	Walmart, Dollar Tree, A&W
Villarboit	Tollgate & Brookdale	Winners, Marks, Michaels, Sport Chek, Best Buy, PetSmart
Harden	Brookdale	Shoppers Drug Mart, Bulk Barn, Boston Pizza, Starbucks
CREIT	Brookdale	Lowe's, Scores, Dollarama, Food Basics, LCBO
RIOCAN	Second Street	Urban Planet, No Frills, Ardenes, Dollarama

6.9 Commercial Real Estate

Cornwall encourages ongoing revitalization of its Downtown and Le Village business districts by offering financial assistance through its Community Improvement Program to local business owners and developers.

The Heart of the City initiative supports revitalization projects that occur in the central core. Over 211 applications received \$15.6 m in funding assistance, leveraging \$76.4 m in private sector investments.

The Brownfields initiative supports remediation to help developers revitalize brownfield sites in the city. Over the last several years, 31 projects have received \$9 m in funding assistance, leveraging \$48.5 m in private sector investments.

6.10 Immigration

The 2011 NHS data showed that most of the 1.2 million immigrants who arrived in Canada between 2006 and 2011 settled in a census metropolitan area. Ontario has a stated goal of attracting more immigrants, especially young, skilled individuals who can help increase the productivity of the workforce. In 2015, the Province partnered with the City of Cornwall to develop an immigration website to help attract newcomers to Cornwall.

6.11 Demographics

One of the most important long-term economic challenges for Ontario is the slowing growth of the working-age population.

7 Strengths, Challenges, Opportunities, Threats

The following Strengths, Challenges, Opportunities and Threats (SCOT) summary was prepared by analyzing the Situational Analysis, the Community Profile and the input gathered from the 1st round of stakeholder consultations. Grounded in the research, analysis and consultation results is the below SCOT summary.

7.1 Strengths

Quality of life and the affordable cost of living were identified as positives in this bilingual community. Those people who choose to live, work and conduct business in Cornwall are the life blood of the community and a core strength. It was found that the residents are engaged and care about their community. Cornwall residents feel safe, demonstrate community pride and actively participate in the changing culture of the community.

Although Cornwall has a long interesting history, it is not the Cornwall of the 1970's and 80's. Cornwall is a community in transition and has made great strides to become the community it is. Cornwall residents (for the most part) appeared to have moved on from the Domtar days. Over the past several decades, the city has worked hard to experience positive change and it continues to experience a positive evolution.



Cornwall is strategically located along the 401, and in close proximity to Montreal, Ottawa, the US and the Akwesasne First Nations community. It is well-connected via transportation corridors, such as road, rail and water. Cornwall is a fully serviced community in terms of utilities. Also, the low cost of energy (specifically electricity) is an asset for residents and the business community.

The waterfront is a particular strength for Cornwall, providing a connection to the environment and development potential. Residents of Cornwall are very aware of environmental issues and have transformed the city into a community with several positive environmental attributes (i.e. trails, parks, tree cover, water front).

Local employment is becoming more diversified with strengths in logistics/transportation, manufacturing, chemical production, retail, service sector. There are some hi-tech firms already established in Cornwall. The hospital is a major employer, an asset and a compliment to the local nursing program.

There are numerous community and sporting amenities. Retail and restaurants are still somewhat limited but are gaining a stronger foothold. The community boasts several education and training facilities, including St. Lawrence College, NAV Centre and St. Lawrence River Institute. Sports and recreation are greatly valued in the community and there are lots of opportunities for traditional sports and recreation.

Cornwall has a strong, active and successful economic development program. Team Cornwall is a proven community and economic development strength and this ambassador program has truly brought the community together. The rejuvenated downtown is recognized as an asset and an opportunity. The city is seen as a regional focal point and the heart of SDG – both for employment, commerce, the provision of services and tourism amenities (the hotels and accommodations for the region are located in Cornwall). There are already very good festivals, special events and sporting events to support Cornwall's tourism sector.

7.2 Challenges

Like all communities, Cornwall faces numerous challenges.



The population of Cornwall is stagnant as it is not growing (nor is it shrinking). The demographic profile suggests an older and less educated population than the provincial average. Negative attitudes of some local residents impact Cornwall's overall image by continuing to perpetuate an outdated and wrong picture of Cornwall. There is a perception by some that a very high number of residents in Cornwall are on social assistance. Some areas in the community appear a little dated.

Marketing opportunities exist to improve Cornwall's visual presence along the 401. Retail and service leakage to other major centres (i.e. Ottawa and Montreal) are an issue. Also, there

needs to be connections/partnerships with communities and organizations that surround Cornwall (i.e. tourism providers, neighboring municipalities). Cornwall's image still needs continued refinement and communication (internally and externally). From an external perspective, there may be misconceptions of how great Cornwall really is.

Although there are great connections to post-secondary institutions, Cornwall does not have its own University campus. This impacts youth outmigration for educational opportunities. It also impacts the perception of the size, availability and skills of the Cornwall workforce and makes it difficult to attract professional workers. A lower educated regional workforce will make it challenging to expand or attract employment sectors that rely on higher skilled labourers or professionals. An overall lower level of education normally results in lower wage jobs.

In terms of industrial land, the supply of shovel ready employment land is limited. Contaminated sites and the requirements around Environmental Assessments impact the opportunities around some of the vacant Domtar lands.

Although sports and recreation is greatly valued in the community, improvements to some facilities are necessary if the City wishes to capitalize on event attraction as a major economic driver.

7.3 Opportunities

New and continued opportunities abound in the City of Cornwall.

As mentioned earlier, the waterfront is a major asset and Cornwall should continue development and improved animation in this area.

There is a need to continue to build the Cornwall brand and communicate Cornwall's improvement image. This image will improve with successful efforts to attract/expand a University Campus in Cornwall. Cornwall should also consider expanding local post-secondary assets (NAV Centre, St. Lawrence College, St. Lawrence River Institute, private colleges).

There is an opportunity to further build off the local economic strengths – location, affordability, accessible and affordable workforce. It is important that these are not lost and there is an opportunity to work to maintain these factors. It is also important that the current low cost of power is maintained. Investment attraction efforts should continue as previous efforts have been successful. In terms of business opportunities, perhaps new opportunities can be investigated, such as



pharmaceutical companies.

There is an opportunity to focus more effort on local business development and entrepreneurship – inwardly focused investment attraction and retention. This includes youth engagement and youth entrepreneurship. Cornwall needs more cheerleaders – Team Cornwall is a great example and should be continued and expanded.

Tourism in Cornwall could be improved upon. Perhaps Cornwall could take advantage of event attraction and create better connections with existing events, sporting events, fairs, festivals to support the local business community. Cornwall could be marketed through increased activity and exposure along the 401 – let people know they have arrived. This would also help change the perception of the city internally and externally.

7.4 Threats

Cornwall has been built around its current strengths – location, affordability, accessible and affordable workforce. However, there is a threat if any of these strengths are lost or diminished.

It is important to be aware of the issues around stagnation of population growth combined with an aging population. Of equal importance is to keep the economy balanced and avoid reliance on large employers (i.e. Walmart).

Cornwall is ready to take a big step forward as a community and should continue the momentum of positive community change. Currently, there is an inaccurate perception of inaction on part of the local government that could hurt this momentum. The conversation around waterfront development (and development generally) just outside the municipal boundaries could bog down other aspects of Economic Development.

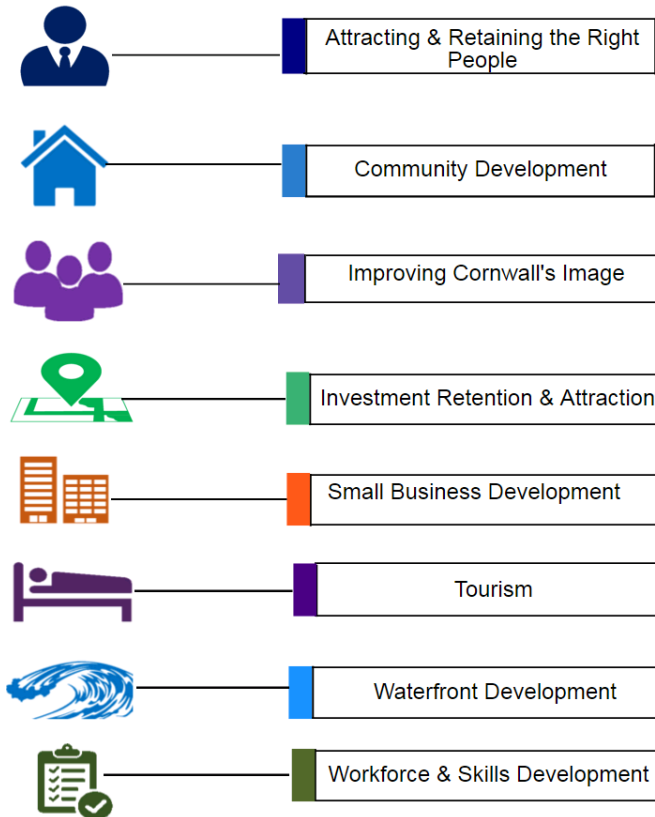


8 Economic Development Summit

A Summit was hosted on March 3, 2016 with Cornwall's economic development stakeholders, including City political leaders, staff and the consulting team from McSweeney. Summit participants were led through a presentation on the basics of economic development success, and a statistical snapshot of the Cornwall and a detailed SCOT analysis. The preliminary themes were provided for feedback and the base strategic actions for Cornwall's Economic Development Strategic Plan were created. Final presentations ended the successful event.

8.1 Preliminary Themes

An Economic Development Summit was used to engage stakeholders in a conversation to help shape and frame the Economic Development Strategic Plan. In order to best engage the participants of the Cornwall Economic Summit, the following six preliminary themes and actions were developed:



These strategic themes were developed based on analysis of primary sources of information including the Situational Analysis, previous reports and studies completed by the City, as well input received during the first round of stakeholder engagement phase of the project and the subsequent SCOT. The themes were vetted and confirmed by the stakeholders at the Summit and as such carried over to the Strategic Plan.

Preliminary actions and ideas were then identified under each theme and all participants of the Summit had an opportunity to discuss, revise and add to the actions.

9 Cornwall's Economic Development Strategic Actions

The following section, in alphabetical order, lays out Cornwall's strategic Economic Development Themes and Actions. In summary, the overall direction of the 2016 Economic Development Strategic Plan is to continue on the same Economic Development course that Cornwall is currently on with some minor adjustments to its existing program. Outside of the on-going Economic Development program there will be some decisions needed to be made in terms of waterfront development, partnership development and attraction of a University campus to the area.

In order to ensure continuity in Cornwall's successful economic development efforts, the Strategic Actions have been separated into two different categories:

- On-going actions which are those that are currently underway or already being acted upon
- New actions which are those that reflect a new approach or ideas related to Cornwall's economic development program





9.1 Attracting and Retaining the Right People

People are the life and energy of a community. For Cornwall, strategically growing its population will offer many economic benefits including a larger market base as well as growing the local labour force. Sustained population growth is needed to sustain Cornwall's overall economy.

Why Cornwall Should Invest in this Economic Development Theme

Cornwall's population has not shown substantial growth over the past several decades. Several investment opportunities (i.e. businesses and retail) have not been realized because the existing market size of Cornwall is not big enough and is not showing signs of growth. In addition, Cornwall needs residential growth to help combat their issues with an aging population, youth outmigration, lower skilled workforce and overall community image.



On-going Actions

- Continue to update and enhance the *New Resident Guide* and related materials that form an information welcome package for new residents, with a special focus on information important to young families
- Continue to partner with local publishers of positive magazines such as *Cornwall Living* and *Cornwall Tribute*
- Continue to update and enhance the *ChooseCornwall.ca* website
- Continue to update and enhance the *ImmigrationCornwall.ca* website
- Ensure information on moving to Cornwall is available at key points to people from out of town, including realtors, insurance brokers, residential developers, restaurants as well as festivals and special events throughout the year.
- Continue working with local health care providers to develop strategies aimed at filling gaps in health care and professional related occupations.
- Continue working with the local business community to ensure professional career opportunities are well marketed
- Continue efforts aimed at promoting new Canadians to move to Cornwall. This includes specific initiatives such as working with employers to embrace diversity, and assisting education institutions to attract foreign students.
- Continue to showcase successful businesses, especially those that reinvest in the community, as a way of attracting entrepreneurs to establish businesses in Cornwall
- Continue posting and updating employment opportunities on www.choosecornwall.ca
- Continue to promote the cultural and arts sector of Cornwall, working with regional partners where possible
- Re-engage Team Cornwall as ambassadors for both residential and investment attraction

New Actions

- Assist efforts to extend the promotion of entrepreneurship in high schools, with an aim of encouraging young adults to explore the opportunities of starting their own business
- Assist efforts to promote skilled trades as a viable career option to high school students, with an aim of encouraging young adults to remain in the community and replace aging tradespeople
- Engage realtors, residential developers and the business community in a housing symposium to discuss approaches to renovate and revitalize Cornwall's housing stock.
- Engage community partners to develop a youth and young professionals' retention and attraction strategy
- Engage community partners to identify skills gaps in workforce, and strategies to address skills gaps, through on-going visitation, collaboration and communication with local employers and educators
- Explore options to enhance and improve settlement services for newcomers and immigrants





9.2 Community Development

Community Development as a broader term includes Economic Development. Community development enhances social, environmental and cultural aspects of the community. All these pillars are necessary for a fully rounded community – driving both population and economic development growth. Improving social programs, meeting educational needs and building greater quality of life are all necessary to attract investment as well as to grow and enrich Cornwall.

Why Cornwall Should Invest in this Economic Development Theme

Cornwall is a full-service city. To continue supporting all other aspects of the community (i.e. social, recreation, environmental, cultural, etc.) Cornwall will need a strong and robust economy to pay for the required services and infrastructure. The ability to provide reliable and sought after services will in turn make Cornwall an attractive community for investment (residential, commercial, industrial and institutional).



On-going Actions

- Continue producing the annual Year-in-Review report - a very powerful communications tool highlighting the great things happening in Cornwall.
- Continue to support infill strategies and revitalization projects via the Heart of the City and Brownfield Community Improvement programs
- Continue to support community health care initiatives, especially the recruitment of medical professionals and the ongoing enhancement of community health care assets
- Continue to support social development initiatives, including efforts to enhance living experiences for youth, seniors and newcomers
- Continue to support efforts to enhance the arts and culture sector in Cornwall
- Continue to maintain an active and positive dialogue with neighbouring communities, especially SDG and Akwesasne
- Continue to promote healthy lifestyles and active transportation options
- Continue to support efforts to see improvements to local transportation infrastructure, most notably Highway 138 and efforts to have a local carpool lot for Highway 401 travellers
- Continue to review the City's planning and development approvals process to explore opportunities to better expedite the permitting and approvals process

New Actions

- Engage Cornwall's youth leaders to develop a youth retention and attraction strategy
- Cornwall is home to an eager group of young professionals and social entrepreneurs that want to be engaged. Coordinate a network that connects these like-minded individuals through a physical shared space or a virtual platform
- Promote and celebrate regional history with Akwesasne – by integrating First Nations history into marketing and promotional material
- Work with Cornwall's community to design and deliver historical City tours
- Celebrate history: Industrial past, oldest community in Ontario, create culture hub – Create an inventory of historically significant facts - Did You Knows. Disseminate to ambassador teams and the public. This make for useful icebreakers with local inventors, potential residents and interesting linkages with the past
- Work with the local business community to create a shop local campaign (not just retail also include local foods and tourism activities)
- Further develop the inventory of significant historical and cultural assets: century homes, museums, walking tours – to help identify what makes Cornwall special
- Examine and, where applicable, implement best practices with regards to business by-laws and other municipal regulations impacting businesses
- Leverage green/eco opportunities (clean air, walking/cycling paths, local food initiatives) to help promote Cornwall to both residents and investors
- Monitor the development of inter-city transportation networks, including VIA Rail, and work to ensure that Cornwall remains part of passenger rail and bus systems
- Enhance and expand the number of public accessible WiFi hotspots in Cornwall
- Explore opportunities to improve the digital literacy of Cornwall residents





9.3 Improving Cornwall's Image

Cornwall is a city that has reinvented itself with a growing economy and sought after quality of life. Changing Cornwall's image is something that will take time and will have to include both internal (residents) and external audiences.

Why Cornwall Should Invest in this Economic Development Theme



Cornwall has to tell its story, has to tell it often and tell it well. In this fast paced modern world where social media can carry messages around the globe in an instant, it is important that a community work diligently to ensure it is creating and maintaining a positive image. Cornwall has been working hard to transform itself from a mill town to a forward thinking, environmentally and socially conscientious community with a reliable and stable economy. As more and more people are choosing the community in which they want to live over where they wish to work it is critical that Cornwall shares positive messages to ensure residential and business investment continues to flow into Cornwall.

From an investment readiness perspective, two major issues need to be addressed when considering Cornwall's image - partnerships and web presence. To be truly effective in enhancing the investment attraction efforts, Cornwall needs to work with surrounding municipal neighbours. This will help build on the positive image that Cornwall is a community that believes in working with others in beneficial partnerships. The other item to consider is Cornwall's web presence. As most investment inquiries begin with an online search, it is important that Cornwall's websites are kept up to date with relevant and pertinent information.

On-going Actions

- Continue engaging the community, including youth and young professionals, in a branding exercise to help refocus Cornwall's positive image
- Continue to update the City's websites and social media platforms with timely information, especially the celebration of good news stories
- Continue marketing and communication surrounding Cornwall's evolution to the community it is today and the community it is striving to be
- Ensure that material and marketing communicate Reality versus Perception: Clean air versus smoke stacks
- Enhance Cornwall's presence along Highway 401 with new Cornwall welcome signage that will include landscaping
- Continue to invest in community beautification efforts
- Continue promoting/developing Cornwall's recreational path system and look at ways to expand beyond Cornwall's borders
- Continue to build a library of professional images and videos, and continue to add videos to the ChooseCornwall.ca YouTube channel

New Actions

- Identify new local champions that will spread positive information and pride within the community and outside the community
- Engage young people to take a more positive image of their community
- Undertake a review of key areas of the city where visitors are likely to gather or travel through, and implement strategies to improve these areas
- Examine the benefits of adding more accessible art (such as outdoor sculptures) to public spaces
- Consider the opportunities to develop a new landmark on the cityscape that will encourage photo ops, such as recent “word sculptures” in Toronto and Amsterdam
- Work with local architects and builders to add unique elements to new buildings to add to the attractiveness of the city landscape
- Work with event organizers to extend the reach of their events to Ottawa and Montreal markets
- Work with merchants and accommodation partners to develop best in class customer service skills amongst front line service people
- Develop mini-kiosks at important public gathering areas, such as the Benson Centre, that would deliver community information to visitors





9.4 Investment Retention and Attraction

Cornwall historically has been very successful in attracting major employers in to the community. Bringing new investment into the community offers Cornwall opportunities for additional jobs and helps generate increased tax assessment for the City. Investment Retention and Attraction needs to continue to be a pillar of the City's economic development efforts.

Why Cornwall Should Invest in this Economic Development Theme

Cornwall currently excels in its investment retention and attraction program. This is an economic development activity that can never end. Bringing new investment into Cornwall and helping existing companies expand in Cornwall is the corner stone of any successful economic development program.



On-going Actions

- Continue promoting Cornwall's value proposition – why invest in Cornwall?
- Continue to develop targeted publications for specific sectors – logistics, manufacturing, food processing, retail, sport tourism and others
- Ensure online and hardcopy data and information are up-to-date and available for incoming enquiries
- Maintain an accessible inventory listing of available commercial/industrial buildings and lands
- Continue to develop intelligence on trends and emerging sectors by attending external events such as trade shows and conferences.
- Continue to actively participate in external promotion efforts by exhibiting as the City of Cornwall as well as part of the Ontario East regional marketing team. Include local business people in outward missions.
- Continue to maintain a healthy supply of shovel-ready serviced employment lands and update the long-term plan for employment land development
- Continue to assist manufacturers and businesses in overcoming challenges, especially those related to financing, recruitment and skills development
- Continue to maintain positive and active relationships with prospect generators such as realtors, developers, site selectors and local business organizations
- Continue to maintain positive and active relationships with senior level government officials and ministries
- Continue to advocate for the local business community on matters in front of City Council

New Actions

- Develop a better understanding of local import/export activity
- Work with a site selector to review/refine investment response material
- Examine opportunities presented by the Province's Certified Site program
- Create a specific value proposition for attracting post-secondary education
- Leverage brand awareness of high-profile businesses in Cornwall to attract additional similar investment types
- Better utilize provincial and federal trade officers and consulates to help promote Cornwall as an ideal investment location
- Improve cooperation and coordination with neighbouring municipalities and find common goals specifically focused on attracting investment to the area
- Undertake a feasibility study/business case to determine the benefits of extending servicing to Highway 401 and Brookdale area
- Focus investment and development that is visible and gets profile along 401
- Work with City planning staff to update the current business and manufacturing zoning by-laws, with an eye to ensure zones are open to suitable development
- Work with City municipal works and engineering staff to ensure municipal infrastructure retains the capacity to accommodate new investment and development
- Develop a better understanding of the local data communications network, most notably the location of fibre optic services
- Develop a more detailed value proposition with regards to the low cost of electricity
- Continue to monitor transportation trends (road, rail, sea, air) and ensure Cornwall businesses have access to needed networks
- Continue to work with partners with an aim to develop the infrastructure required to realise aviation and avionics opportunities at the Cornwall Regional Airport





9.5 Small Business Development

Small business in a community typically accounts for 80% of the economic activity in a community. Cornwall is not different and although the City has seen much success in attracting investment from outside the City there is an opportunity for the City to turn its focus and attention inward to help local entrepreneurs start, expand or grow a business.



Why Cornwall Should Invest in this Economic Development Theme

As detailed in the Situational Analysis, small businesses account for ninety-eight percent of businesses operating in Canada (Industry Canada, 2012). These firms contribute more than 30 percent to Canada's gross domestic product, and employ nearly five million Canadians, or 48 percent of the total labour force in the private sector (Industry Canada, 2012).

Cornwall has invested in creating the Cornwall Business Enterprise Centre with the end goal of helping entrepreneurs succeed in Cornwall. As the majority of investment and economic growth will come from small businesses already established in Cornwall, the Cornwall Business Enterprise Centre is a valued and sound investment for Cornwall's economic future.

On-going Actions

- Continue building Cornwall's entrepreneur support network:
 - Develop a one-stop approach to business development through Cornwall Business Enterprise Centre (CBEC) by exploring opportunities to bring Service Ontario, Service Canada and the Cornwall & the Counties Community Futures Development Corporation together in one location
 - Continue better promotion of the CBEC throughout the community and local post-secondary institutions
 - Create a complete entrepreneurship package with information to help support new businesses (ensure information is available online)
 - Continue working with the Chamber of Commerce, Business Enterprise Centre and other partners to create forums for businesses to network and exchange ideas or knowledge
 - Continue formalized business visitation program to gain insights into specific business development issues
 - Work with angel investors to support and grow new and/or existing businesses

New Actions

- Coordinate business support:
 - Maintain an online inventory of available buildings and employment lands
 - Continue to offer online GIS and mapping tools
 - Create a set of tools to help support business retention and expansion
 - Create programs that encourage and educate the business community on the importance of succession planning and business transition
 - Undertake the business case for creating shared work space for small business and self-employed (link to young entrepreneurs, professionals and youth)
 - Encourage the development of opportunities to expose young residents to the concept of entrepreneurship at the high school and college levels
 - Support the development of a makerspace in Cornwall that would offer shared technological resources to small business owners
 - Promote, develop and coordinate continuing education programs through the Business Enterprise Centre and other partners





9.6 Tourism

Cornwall's tourism sector is not driven by or based on tourism attractions (i.e. Disney Land or the Grand Canyon) but rather is event and activity driven (i.e. festivals, sporting events, education and training, conferences). Tourism is an economic activity that crosses several economic sectors in Cornwall. As a community that has demonstrated strengths in tourism and several notable tourism assets Cornwall is in a position to grow and strengthen their tourism sector.

Why Cornwall Should Invest in this Economic Development Theme

Worldwide, the tourism sector accounts for 1 in 12 jobs and adds over \$1 trillion jobs to the global economy. Cornwall, does not have an economy based on being a destination for tourism attractions, but instead has the strengths and assets to support and grow a tourism sector based on fairs, festivals, sporting and special events as well as arts, culture and heritage and local food. There needs to be a consensus from the community with respect to what tourism means to Cornwall and how to best proceed with supporting the tourism sector (i.e. tourism strategy).



On-going Actions

- Continue to actively promote Cornwall's to casual and business visitors
- Continue to actively promote Cornwall's sports tourism offerings
- Continue to actively promote major special events through media releases, news stories and an online calendar of events
- Continue to maintain a resource library of photos, videos and other promotional material
- Continue to support and selectively sponsor national and provincial level conferences and sporting events

New Actions

- Create a tourism strategy, which clearly identifies:
 - A definition and vision of what tourism means for the City of Cornwall
 - Define roles in visitor attraction marketing
 - Define roles in visitor services
 - Define roles in event attraction and tourism product development
 - Better connections between tourism product development and arts, culture and heritage assets
 - Eco-tourism opportunities and promotion
 - Connects arts and culture to tourism
 - Approaches to build off Cornwall's cycling infrastructure and trails to attract appropriate events
 - Better linkages between fairs, festivals and special events with the offerings of the local business community
 - The water front as a location to animate
 - The opportunities offered by connecting Local Foods into tourism offerings
- Establish a budget and an Event Officer position to allow Cornwall to formalize its efforts to pursue sport tourism and major event opportunities. Engage City Council and the community as to the benefits of this activity
- Work to enhance better linkages between the community and NAV CENTRE, to better promote this unique asset to attract visitor activity
- Coordinate business support for the tourism activities/events and link to business offerings and products





9.7 Waterfront Development

One of Cornwall's largest property boundaries lies along the shores of the St. Lawrence, but it is one of the least developed areas within the community. This community asset offers potential for high value developments and can bring a lot of investment and activity to the community that will drive not only the City's economy development efforts but also enhance community development impacts as well.

Why Cornwall Should Invest in this Economic Development Theme

The number one theme heard during the consultation process was "waterfront development". Cornwall sits on the shores of the St. Lawrence River and has an opportunity not only to enhance its local economy based on developments along the waterfront. A well thought out and long-term waterfront plan can also add to Cornwall's community development, residential attraction and positive image efforts.

On-going Actions

- Continue to actively maintain public spaces along the waterfront, including Lamoureux and Guindon parks
- Continue to actively promote the Waterfront Trail and city recreational path networks
- Continue to implement the new historic walking trail project
- Continue to support and promote the St. Lawrence Power Development Visitor Centre
- Continue to supporting ongoing revitalization efforts in the Cotton Mill district



New Actions

- Complete an update of Cornwall's Waterfront Master Plan:
 - Ensure an open public consultation process
 - Include all lands along the waterfront including privately and publicly owned properties
 - Aim to create more public access points to the water
 - Examine various best use and development models
 - Connect downtown to the water
 - Increase high density residential development opportunities
 - Attract new commercial development to the waterfront
 - Create a Cornwall landmark from remnants of bridge
 - Establish and promote timelines for development
- Once the Waterfront Master Plan is complete, re-activate the waterfront land acquisition committee to pursue local ownership of waterfront land
- Work with developers to create a redevelopment plan for the former Domtar and Courtaulds lands
- Work with the new established Cornwall Harbour corporation to create a redevelopment plan for the former port lands
- Work with the local business community to bring more on-going activities to Lamoureux Park with an aim to animate and generate more use of the waterfront





9.8 Workforce and Skills Development

Cornwall's levels of education and availability of skilled and professional workers typically fall below the Provincial average. To attract and retain businesses and industries in Cornwall the city needs to have a trained and skilled workforce. Work needs to be done to ensure Cornwall has the workforce and the skill-set required to fulfill existing and future needs of the business community.

Why Cornwall Should Invest in this Economic Development Theme

Literally, businesses cannot function without people and there is a growing need, not only in Cornwall but most of Eastern Ontario, for a skilled and available workforce. The community that can boast a strong and stable workforce will offer a competitive advantage that will be sought after by current and future investors.



In addition, an issue that was raised often during the consultation process was the need for a University campus to locate in Cornwall. This community asset would help create a positive community image, help to elevate the education levels in Cornwall and bring more entrepreneurship capacity to Cornwall.

Continuing Actions

- Continue to support efforts to bring university educational opportunities to Cornwall
- Continue to support and promote the programs offered at St. Lawrence College and through its Continuing Education program
- Continue to support and promote the programming offered through the St. Lawrence River Institute of Environmental Sciences
- Continue to promote training subsidy programs as introduced by senior levels of government
- Continue to support and promote the newly established Aerospace Centre of Excellence at NAV CENTRE
- Continue to work with local businesses and local education/training organizations to identify employer labour/workforce needs

New Actions

- Engage community partners to undertake a “Gap Review” that would examine immediate and forecasted critical needs for certain skills within the workforce, as well as the gaps in available detailed workforce data
- Work with local education leaders to promote entrepreneurship as a potential career opportunity
- Work with local education and business leaders to promote skilled trades as a potential career opportunity, including the support of coop programs and increased apprenticeship programs for youth
- Support and promote continuing and professional education course offerings in Cornwall



10 Previous Strategy Work

10.1 Actions from 2006 Economic Development Strategy

Strategy 1: People First – Pursue Educational Excellence, Address Skills Needs, and Attract New Residents	Strategy 2: Raise and Improve Cornwall and Region's Profile	Strategy 3: Support Diversification and Expand Marketing	Strategy 4: Retain and Grow Existing and New Business	Strategy 5: Support Expansion of Tourism-related Businesses	Strategy 6: Leverage Infrastructure and Environmental Assets
<p>1.1 Assist Youth to Complete their Education & the School-to-Work Transition.</p> <p>1.2 Establish University & Support St. Lawrence College.</p> <p>1.3 Assist Currently Unemployed Workers with Training.</p> <p>1.4 Improve Skills Database.</p> <p>1.5 Bring Cornwall People Back & Attract New Residents.</p>	<p>2.1 Evolve & Strengthen Brand.</p> <p>2.2 Develop New Marketing Collaterals to Reflect New Brand.</p> <p>2.3 Establish Closer Ties with New York State.</p> <p>2.4 Raise Cornwall & Region's Image Inside and Outside Canada.</p>	<p>3.1 Continue Diversification Approach to Economic Development and Market Sectorally to Key Sectors:</p> <ul style="list-style-type: none"> • Business services • Transportation, distribution, logistics • Design, advanced manufacturing and engineering • Environmental and new energy technologies • Food processing, bio-tech and wood-based products • Government. <p>3.2 Further Explore Potential Opportunities in New & Emerging Sectors:</p> <ul style="list-style-type: none"> • Health services • Aviation, airport and security management. <p>3.3 Market Non-sectorally (Geographic).</p>	<p>4.1 Continue Business Retention and Corporate Call Program.</p> <p>4.2 Establish Mentorship / Advisory Business Team for New Businesses.</p> <p>4.3 Encourage Entrepreneurship.</p> <p>4.4 Establish Technology Innovation Centre.</p> <p>4.5 Expand Venture Capital Assistance through SD&G Community Futures.</p>	<p>5.1 Complete Premier-ranked Tourism Destination project and use to identify gaps in tourism offerings.</p> <p>5.2 Work closer with Kinsmen to promote Lift-Off Festival as signature event and with Service Club Council on other events.</p> <p>5.3 Create a fountain/music or other attraction in the St. Lawrence River.</p> <p>5.4 Increase coordination and cross-marketing.</p> <p>5.5 Develop new, expanded and up-graded tourism products.</p> <p>5.6 Pursue major sporting events with events coordinator.</p>	<p>6.1 Develop Cornwall & Region as Alternative Energy Use & Environmentally Sustainable City.</p> <p>6.2 Establish Community-wide High Speed & Wireless Internet Access.</p> <p>6.3 Support Expansion of Cornwall Regional Airport.</p> <p>6.4 Re-establish Commuter Links with Montreal and Ottawa.</p> <p>6.5 Further Waterfront Redevelopment – Wide Range of Uses.</p> <p>6.6 Expand Hwy 138 to 4 lanes.</p>

10.2 Council Strategic Plan 2016-2018

2016-2018 STRATEGIC PLAN			
MISSION: The City of Cornwall provides relevant and inclusive municipal services and programs in partnership with our community			
VISION: Proud of our heritage and focused on our future Cornwall strives to be the progressive, sustainable city of choice along the St. Lawrence River in Eastern Ontario			
VALUES: Accessibility, Bilingualism, Collaboration, Inclusiveness, Innovation, Integrity, Leadership, Transparency and Respect			
PILLAR 1 Quality of Life	PILLAR 2 Economic & Financial	PILLAR 3 Environment	PILLAR 4 Governance & Administration
<p>A. Safe, Livable Community</p> <ul style="list-style-type: none"> i. Continue support for police strategic plan ii. Implement fire master plan iii. Property standards <p>B. Active Living</p> <ul style="list-style-type: none"> i. Continue implementation of bike and pedestrian master plan ii. Enhance public spaces iii. Enhance transit services <p>C. Arts & Culture</p> <ul style="list-style-type: none"> i. Development of multidisciplinary facility/art centre <p>D. Quality Downtown & Le Village Main Streets</p> <ul style="list-style-type: none"> i. Continue to encourage development of Centretown plan <p>E. Accessible & Affordable Housing</p> <ul style="list-style-type: none"> i. Implementation of affordable housing plan <p>F. Seniors' Services</p> <ul style="list-style-type: none"> i. Development and alignment of programs and activities 	<p>A. Economic Development</p> <ul style="list-style-type: none"> i. Business attraction and development strategy ii. Continue youth engagement and retention strategy iii. Encourage labour force participation iv. Continue services for immigrants/new residents v. Increase access to postsecondary education vi. Complete tourism strategy (including events and festivals) vii. Complete marketing and communications strategy [cont. Community engagement strategy] viii. Continue to increase partnership opportunities to advance regional economic growth ix. Develop long term financial plan x. Continue diversification strategy 	<p>A. Water & Waste</p> <ul style="list-style-type: none"> i. Review solid waste master plan ii. Urban water strategy iii. Develop key performance indicators <p>B. Climate</p> <ul style="list-style-type: none"> i. Prepare climate action initiatives ii. Promote local food iii. Urban tree strategy iv. Infill & Brownfield redevelopment strategy <p>C. Waterfront</p> <ul style="list-style-type: none"> i. Preservation ii. Protection iii. Support sediment strategy and remedial action plan 	<p>A. Corporate Culture (Our People)</p> <ul style="list-style-type: none"> i. Investigate new tools for performance appraisals and succession planning ii. Continue operational review iii. Ongoing bilingual review iv. Develop community-minded leaders v. Culture of continuous innovation <p>B. Governance Model</p> <ul style="list-style-type: none"> i. Define roles and responsibilities ii. Review budget development process iii. Develop a culture of continuous innovation iv. Transparency and accountability v. Code of conduct vi. Policy review vii. Centrally organized archive system viii. KPIs <p>C. Community Engagement</p> <ul style="list-style-type: none"> i. Develop engagement

<p>G. Poverty Reduction</p> <ul style="list-style-type: none"> i. Develop advocacy strategy ii. Support primary service providers <p>H. Waterfront Master Plan</p> <ul style="list-style-type: none"> i. Reaffirm and continue implementation of waterfront master plan ii. Enable recreational usage iii. Future waterfront development 	<p>B. Waterfront Master Plan</p> <ul style="list-style-type: none"> i. Support private waterfront development outside Lamoureux Park ii. Develop acquisition strategy iii. Develop canal lands use strategy <p>C. Infrastructure Strategy</p> <ul style="list-style-type: none"> i. Infill & Brownfield redevelopment strategy ii. Complete development charges and financing strategies iii. Expansion of infrastructure for development iv. Continue to develop accessible infrastructure plan (e.g. bus stops, curbs) v. Building and property acquisition strategy vi. Continue linear asset management, energy efficiency plan, and develop building asset management 		<ul style="list-style-type: none"> strategy for consultation on key issues ii. Customer service and complaint tracking iii. Self-promotion and communications
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**City of Cornwall
Economic Development
Strategic Plan**

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