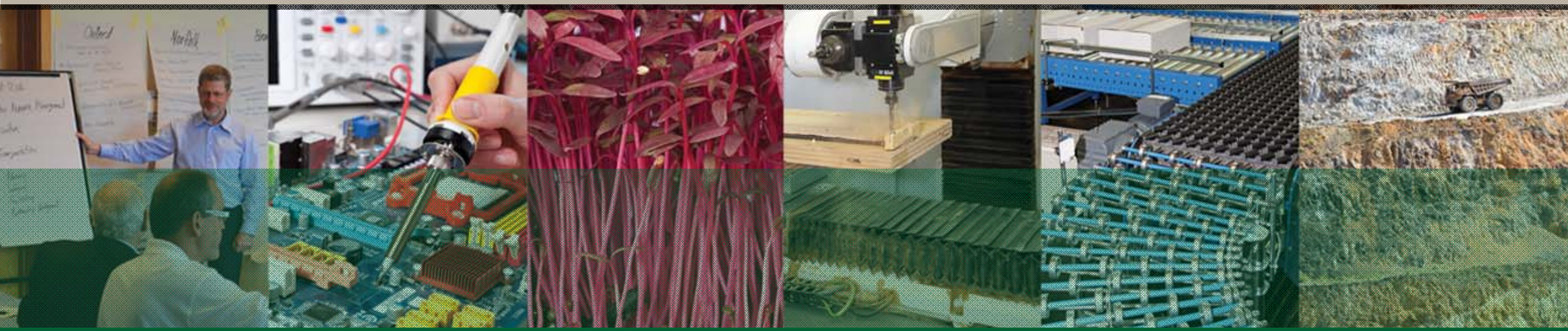

Situational Analysis For City of Cornwall

(Part B of Cornwall's Economic Development Strategic Plan)

Cornwall
ONTARIO CANADA
A city with a world of possibilities
Un monde de possibilités

Prepared by:

McSWEENEY
inspiring economic sustainability®

October 2016

Situational Analysis
City of Cornwall
(Part B of Cornwall's Economic Development Strategic Plan)

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1 Overall SCOT Analysis

1.1 Overview

The following Strengths, Challenges, Opportunities and Threats analysis for Cornwall has been developed after thorough review and analysis of the input from the stakeholder consultations as well as the micro statistical and macro trends analysis undertaken for the development of Cornwall's Economic Development Strategic Plan.

1.2 Strengths

- Location
    - Along the 401
    - Close to Montreal, Ottawa, the USA
    - Neighbouring Akwesasne First Nations community
    - Heart of SDG
    - Proximity to transportation corridors (road, rail and water)
    - Close to airports
- Quality of life
    - Cost of living - Its affordable to live in Cornwall
    - People feel safe in Cornwall
    - Hospital
    - Recreation programs
    - Small town feel
    - Waterfront community
    - People choose to live in Cornwall
- People
    - Residents are engaged and care about their community
    - Changing culture and creation of community pride
- Cornwall is a very green community with environmental attributes
    - Waterfront
    - Connection to the environment
    - Development potential
- Cornwall is experiencing positive transition
    - Annual City updates – huge positive impact
    - No longer the Cornwall of the 1970's and 80's
    - Cornwall has a long interesting history with a great story to tell
    - It is still a community in transition but 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
- Fully serviced community in terms of:
  - Utilities
  - Great community amenities
  - Sports and recreation are greatly valued in the community and there are lots of opportunities for traditional sports and recreation
  - Albeit some feel limited services – mainly around retail/restaurants
    - Local high-end restaurants are gaining a foothold
  - Rejuvenated Downtown
- Employment sectors becoming more diversified with strengths in logistics/transportation, manufacturing, chemical production, high-tech, retail and service sectors
- Cornwall and the surrounding region have an available workforce
- St. Lawrence College (Nursing Program), NAV Centre, St. Lawrence River Institute
- Lower cost of energy (specifically electricity)
- No development charges
- Team Cornwall: an ambassador program that has truly brought the community together
- The heart of Stormont, Dundas and Glengarry
  - Both for employment, commerce and the provision of services
  - In terms of tourism, the hotels and accommodations for the region are located in Cornwall
- Some very good festivals, special events and sporting events
- Bilingual community

1.3 Challenges

- People:
  - Population of Cornwall is not growing (nor is it shrinking)
- Demographic profile is older and less educated than the provincial average
- Cornwall has no visual presence along the 401
- Although there are great connections to post-secondary institutions, a University does not have a campus in Cornwall (image and education)
  - Youth outmigration for educations opportunities
- Supply of shovel ready employment land is limited
- Some questions about the size, availability and skills of the Cornwall workforce
  - Difficulty attracting professional workers
- A lower educated regional workforce will make it challenging to expand or attract employment sectors that rely on higher skilled or professional work force
  - Results in lower wage jobs
- Cornwall's image

  - Still needs continued refinement and communication (internally and externally) – from an external perspective may be a misconception of how great Cornwall really is
  - There is a perception by some that a very high number of residents in Cornwall are on social assistance
  - Some parts of Cornwall look a little rough
  - Existing housing stock is questionable
  - Negative attitudes of some local residents impact Cornwall's overall image
- Sports and recreation are greatly valued in the community – there needs to be improvements to some facilities if the City wishes to capitalize on event attraction as a major economic driver
- Is there an asset map or inventory of community assets:
  - Recreational assets
  - Arts culture and heritage
- Retail and service leakage to other major centres (i.e. Ottawa and Montreal)
- Connections/partnerships with communities and organizations that surround Cornwall (i.e. tourism providers, neighboring municipalities)
- Contaminated sites and the requirements around Environmental Assessments
- Very dependent on the City's economic development function and staff

1.4 Opportunities

- Continue to build the Cornwall brand and communicate Cornwall's improved image
- Residential and people attraction
- Continued development and improved animation along the waterfront
- Cornwall has been built off its current strengths – location, affordability, accessible and affordable workforce
- Continued investment attraction efforts focused on Logistics, Manufacturing and Food Processing
- Create a more sustainable Cornwall with a focus on community development
- More efforts on local business development, entrepreneurship – inwardly focused
- Youth engagement
  - Continue efforts to attract/expand post-secondary assets (university campus, NAV Centre, St. Lawrence College, St. Lawrence River Institute)
- Youth entrepreneurship
- Sports tourism and Event attraction
- Better connection with existing events, sporting events, fairs, festivals to support the local business community
- Increase activity and exposure along the 401 – let people know they have arrived in Cornwall
- Maintain current low cost of power
- A focus on work force development

- Need cheer leaders – build Team Cornwall
  - Change the perception of the city internally and externally
- Opportunities to attract pharmaceutical companies
- Opportunities to create jobs related to services for aging population

1.5 Threats

- Attitudes
- Cornwall has been built off its current strengths: location, affordability, accessible and affordable workforce.
  - Will need to work to maintain these factors even if moving forward in potentially other areas
- Stagnation of population growth combined with an aging population
- Reliance on large employers (i.e. Walmart)
- Not seizing momentum for positive community change
  - There is a perception of inaction on part of the local government
- Waterfront development (and development generally) just outside the municipal boundaries

2 Micro Statistical Analysis

2.1 Data Sources

Please note that every effort has been made to use the most current data available. There are three major sources of information for this document:

- The 2006 and 2011 Census from Statistics Canada
- SuperDemographics 2015 from Manifold Data Mining Inc.
- EMSI Data: EMSI combines employment data from Survey of Employment, Payrolls and Hours (SEPH) with data from the Labour Force Survey (LFS), Census, and Canadian Business Patterns (CBP) to form detailed geographic estimates of employment. Projections are based on the latest available EMSI industry data, 10-year past local trends in each industry and growth rates from national industry projections from the Canadian Occupational Projection System (COPS) produced by Human Resources and Skills Development Canada.

Manifold Projection Method

2015 Demographic data is population statistics collected by Statistics Canada via Census every five years. The most recent Census was conducted in May 2011. The upcoming Census will be conducted in May 2016. There is normally one to two years' time lag between collecting and publishing Census data. For example, the first batch of 2011 Census, population and dwelling data, was released by Statistics Canada in February 2012. The last batch, income and housing, was released in August 2013.

As the census is conducted every five years and there is a 1-2 years lag in publishing census data, Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods
- Nearest neighborhood and regression techniques
- Structural coherence techniques.

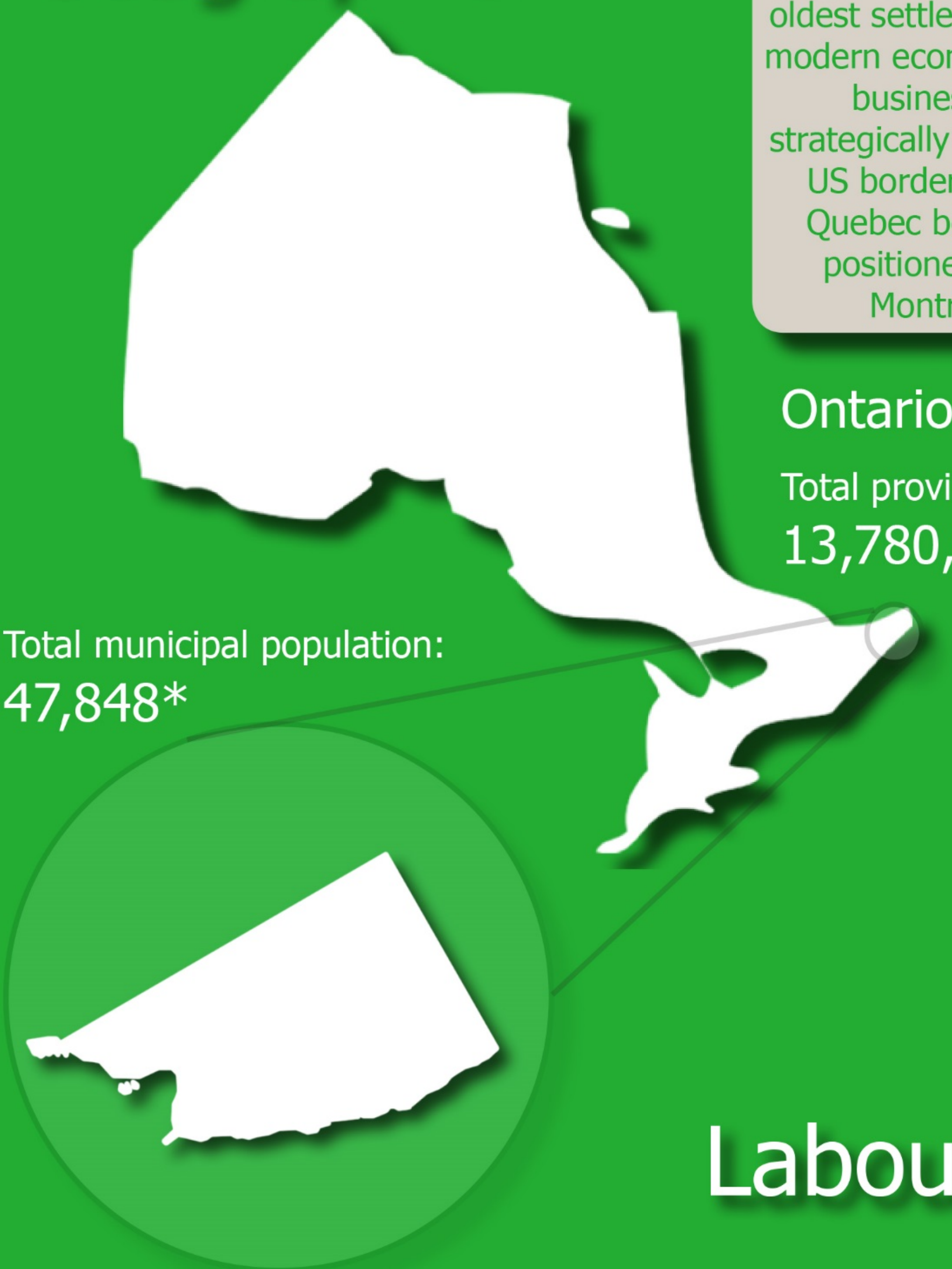
Manifold Data Sources include:

Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Brisc International Inc.	Publication of hospitals, CMHC, BBM and partners
Flyer Distribution Association	Proprietary survey and research

City of Cornwall

Geographic:

Cornwall is one of the largest cities in Eastern Ontario. It is also one of the oldest settlements in Canada, boasting a modern economy led by forward-thinking businesses. The community is strategically located along the Canadian/ US border and close to the Ontario/ Quebec border. Cornwall is centrally positioned with access to Ottawa, Montreal and Highway 401.



Ontario

Total provincial population:
13,780,979

Total municipal population:
47,848*

Labour force:

33%

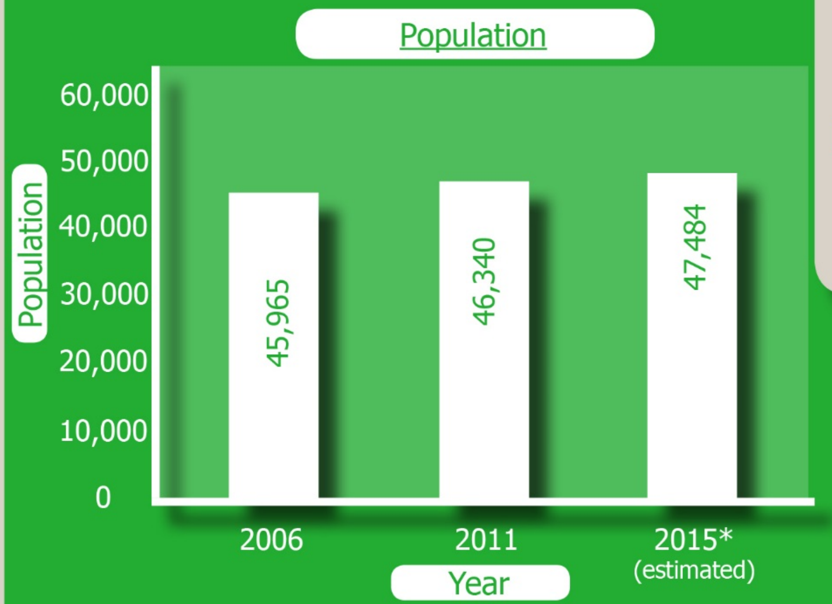
of the labour force reside outside the community

14%

of resident labour force commute outside of the community for work

Demographic:

The city is home to a stable population with minimal fluctuation over 30+ years. Cornwall has a greater percentage of people who have moved. Dwelling values are lower than the Ontario average. The community is slightly older than the provincial average.



45 Median Age

Ontario median age is 42

Average value of dwelling
$220,166

Provincial average is $557,783

Mobility
14%

Residents that had moved within the previous year

Mobility
41%

Residents that had moved within the previous 5 years

52% 48%

Population by Gender

Labour Force:

Participation
56.9%

Employment
51.3%

Unemployment
9.9%

Cornwall's Labour Force indicators show participation and employment rates below the provincial average and an unemployment rate above Ontario's. Income levels are lower than those of Ontario. Local industry strengths include health care and manufacturing.

Median income
$ 46,190

Average income
$ 33,718

Key Sectors by Industry

Health care & social assistance	Manufacturing	Retail trade	Administrative & support, waste management & remediation	Accommoda-tion & food services	Transportation & warehousing

Key Sectors by Occupation

Sales & service	Trades, transport & equipment operators	Manufacturing & utilities	Education, law & social, community & government services	Health

2.2 Statistical Overview of Cornwall

Table 1 provides the 2015 statistical estimates, which are partially based on 2011 census data, for Cornwall and Ontario.

Table 1: Statistical Overview of Cornwall vs. Ontario, 2015[1]

Topic	Demographic Variable	Cornwall	Ontario
Population	Total population[2]	47,848	13,780,979
	Projected population 2020	48,226	14,562,361
	Projected population 2025	48,564	15,393,871
Labour Force[3]	Total population 15 years and over	40,727	11,536,559
	In the labour force	23,184	7,647,348
	Participation rate (%)	56.9	66.3
	Employment rate (%)	51.3	61.4
	Unemployment rate (%)	9.9	7.4
Income ($)[4]	Average total per capita income (2014) ($)	33,718	47,130
	Median total per capita income (2014) ($)	26,209	32,968
	Average household income (2014) ($)	59,461	94,943
	Median household income (2014) ($)	46,190	71,748
Households	Total number of private households	21,528	5,291,909
	Average number of persons in private households	2.18	2.53
Dwelling	Total number of occupied private dwellings	21,528	5,291,909
	Average value of dwelling ($)	220,166	557,783

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

[1] The content of the report is derived from Manifold's proprietary postal code information. No confidential information about an individual, household, organization or business has been obtained from Statistics Canada.
[2] 2015 data is obtained through Manifold and is not directly comparable to Census data. Typically, Manifold population counts are slightly higher than Census figures.
[3] Labour force - Refers to persons who were either employed or unemployed. Participation rate - Refers to the labour force expressed as a percentage of the population 15 years and over excluding institutional residents. Employment rate - Refers to the number of persons employed expressed as a percentage of the total population 15 years and over, excluding institutional residents. Unemployment rate - Refers to the unemployed expressed as a percentage of the labour force.
[4] Note that Income variables always use the data from the previous year.

The following table provides an overview of statistical changes in Cornwall.

Table 2: Statistical Overview of Demographic Changes for Cornwall and Ontario, Census

Topic	Demographic Variable	Cornwall 2006	Cornwall 2011	Ontario 2006	Ontario 2011
Population	Total Population	45,965	46,340	12,160,282	12,851,821
	Children & Youth (0-14)	Decreased		Increased	
	Adult (15-64)	Increased		Increased	
	Segments 65 and up	Increased		Increased	

Source: McSweeney & Associates from Statistics Canada 2006 and 2011 Census data.

Table 3: Statistical Overview of Demographic Changes for Cornwall and Ontario, Census/Manifold

Topic	Demographic Variable	Cornwall 2006	Cornwall 2015	Ontario 2006	Ontario 2015	Percent Change 2006-2015 Corn-wall	Percent Change 2006-2015 Ontario
Labour Force	Participation rate (%)	55.9	56.9	67.1	66.3	1.0	-0.8
	Employment rate (%)	51.7	51.3	62.8	61.4	-0.4	-1.4
	Unemployment rate (%)	7.6	9.9	6.4	7.4	2.3	1.0
Income ($)	Median family income ($)	51,105	64,196	72,734	90,574	25.6	24.5
	Median household income ($)	39,411	46,190	60,455	71,748	17.2	18.7
Households	Total number of private households	19,705	21,528	4,555,025	5,291,909	9.3	16.2
Dwelling Value	Average value of dwelling ($)	129,511	220,166	297,479	557,783	70.0	87.5

Source: McSweeney & Associates from Statistics Canada 2006 Census data; Manifold Data Mining Inc. SuperDemographics 2015.

2.3 Demographic Analysis

2.3.1 Population and Age Structure Profile

Table 4 illustrates the population change in Cornwall from 2001 to 2015 in comparison to that of Ontario. The Cornwall population is stable.

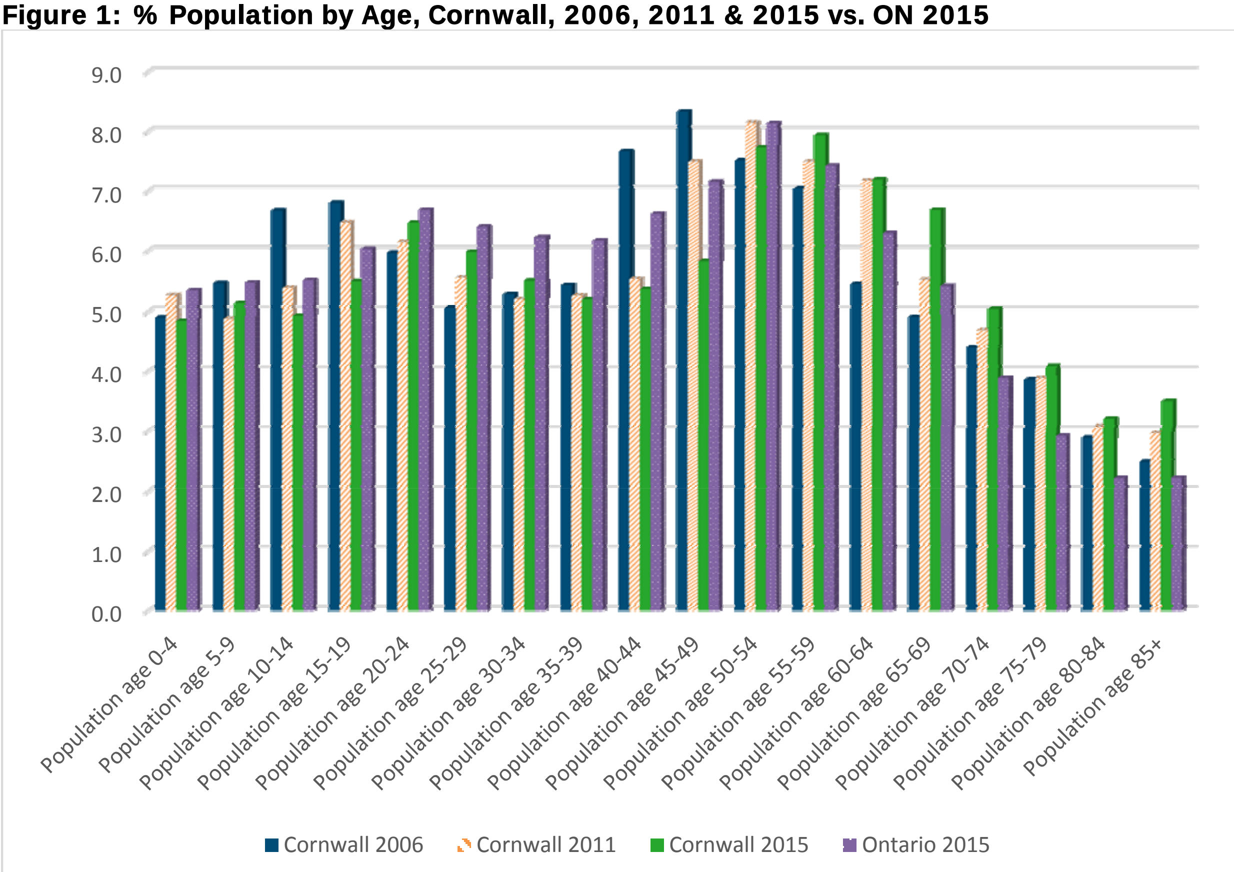
Table 4: Population Change, Cornwall vs. Ontario, 2001 to 2015

	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: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold 2015

Figure 1, and Tables 8 and 9 in the Appendix, represent the changing demographics of Cornwall compared to Ontario.

Figure 1: % Population by Age, Cornwall, 2006, 2011 & 2015 vs. ON 2015



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold Data Mining Inc. SuperDemographics 2015.

Looking at the demographics of Cornwall compared to Ontario, it can be seen that in 2015:

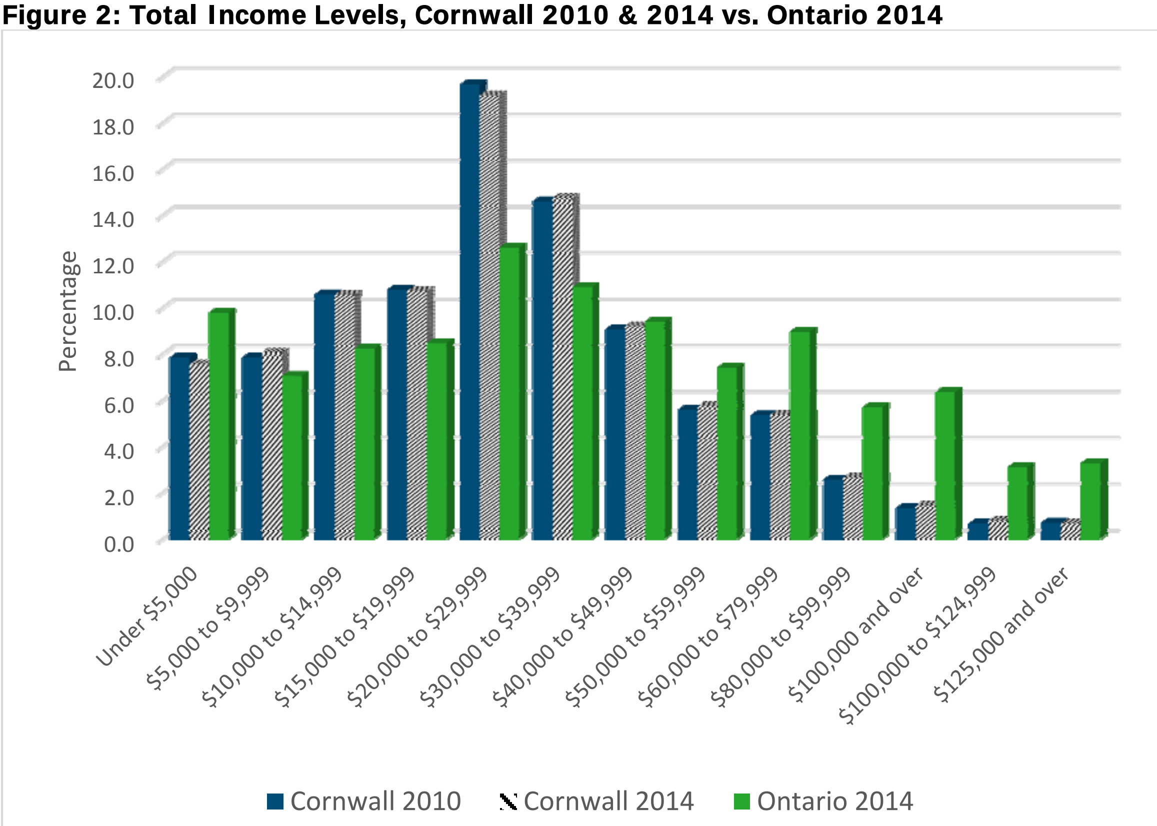
- The 55-59 age segment is the largest of all age segments in Cornwall, while in Ontario the largest is the 50-54 age segment.
- Overall, Cornwall's age profile is older population than that of Ontario. The median age of 45.0 is higher than the provincial median of 41.7, as is the average age of 44.2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

2.3.2 Cornwall Incomes

Using the information in Figures 2 and 3, as well Tables 10-13 (in the Appendix), the following observations can be made with respect to incomes[5]:

- Compared to Ontario, the percentage of Cornwall residents making more than $40,000 annually was smaller than that of Ontario.
- 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.
- In 2014, Cornwall's average income was $33,718 and the median income was $26,209
- The average and median household income were $47,130 and $32,968, respectively. These figures were lower than those of Ontario.

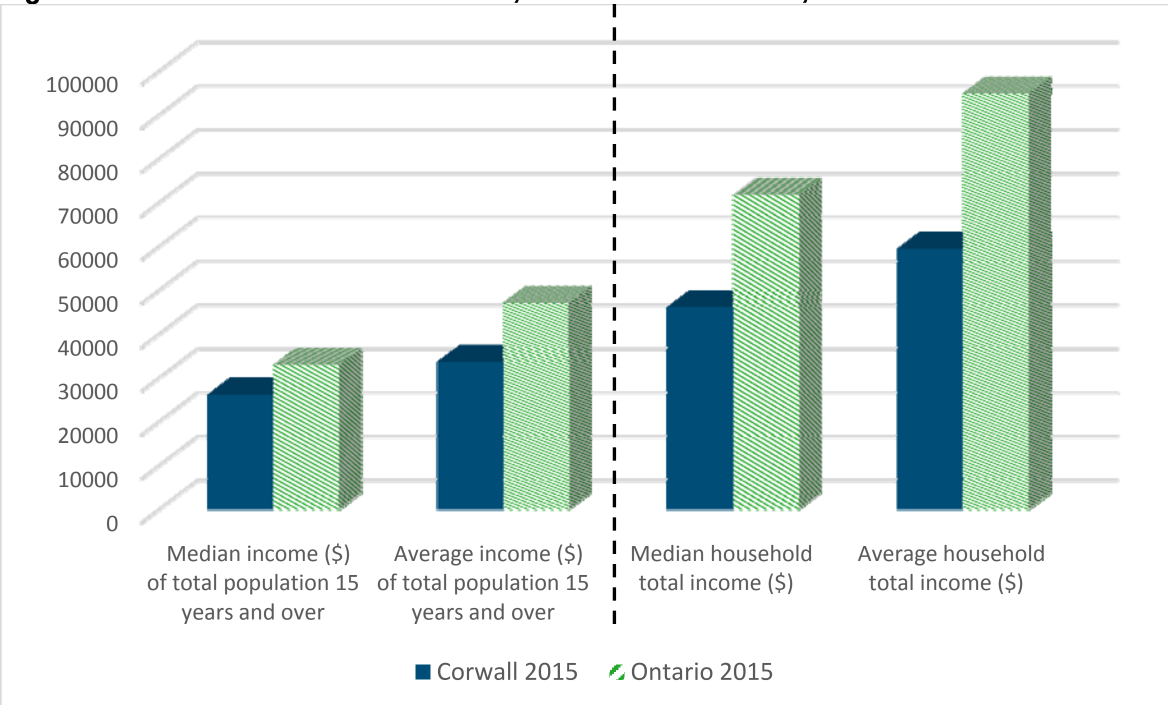
Figure 2: Total Income Levels, Cornwall 2010 & 2014 vs. Ontario 2014



Source: McSweeney & Associates from Statistics Canada Census data 2011 (2010 incomes) and Manifold Data Mining Inc. SuperDemographics 2015 (2014 incomes)

[5] As noted previously, all income data uses the year previous; therefore 2015 data uses 2014 incomes.

Figure 3: Total and Household Income, Cornwall vs. Ontario, 2014[6]



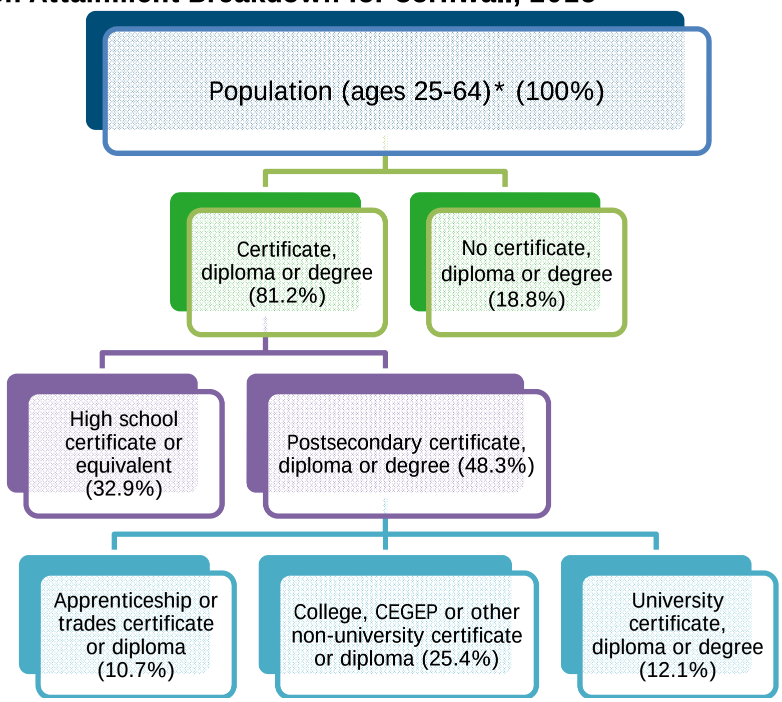
McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015 (2014 incomes)

[6] Total income - Total income refers to monetary receipts from certain sources, before income taxes and deductions, during calendar year 2014. It includes employment income from wages, salaries, tips, commissions and net income from self-employment (for both unincorporated farm and non-farm activities); income from government sources, such as social assistance, child benefits, employment insurance, old age security pension, Canada or Quebec pension plan benefits and disability income; income from employer and personal pension sources, such as private pensions and payments from annuities and RRIFs; income from investment sources, such as dividends and interest on bonds, accounts, GICs and mutual funds; and other regular cash income, such as child support payments received, spousal support payments (alimony) received and scholarships. The monetary receipts included are those that tend to be of a regular and recurring nature. It excludes one-time receipts, such as lottery winnings, gambling winnings, cash inheritances, lump sum insurance settlements, capital gains and RRSP withdrawals. Capital gains are excluded because they are not by their nature regular and recurring. It is further assumed that they are less likely to be fully spent in the period in which they are received, unlike income that is regular and recurring. Also excluded are employer's contributions to registered pension plans, Canada and Quebec pension plans, and employment insurance. Finally, voluntary inter-household transfers, imputed rent, goods and services produced for barter, and goods produced for own consumption are excluded from this total income definition. Median income of individuals - The median income of a specified group of income recipients is that amount which divides their income size distribution into two halves, i.e., the incomes of the first half of individuals are below the median, while those of the second half are above the median. Median income is calculated from the individuals with income in that group (e.g., males aged 45 to 54 years). Average income of individuals - Average income of individuals refers to the weighted mean total income of individuals aged 15 years and over who reported income for 2014. Average income is calculated from unrounded data by dividing the aggregate income of a specified group of individuals (e.g., males aged 45 to 54 years) by the number of individuals with income in that group. Median and average of individuals will be calculated for those individuals who are at least aged 15 years and who have an income (positive or negative).
Household total income - The total income of a household is the sum of the total incomes of all members of that household. Total income - Total of income from all sources, including employment income, income from government programs, pension income, investment income and any other money income. Median income of households - The median income of a specified group of households is that amount which divides their income size distribution, ranked by size of income, into two halves. That is, the incomes of the first half of the households are below the median, while those of the second half are above the median. Median incomes of households are normally calculated for all units in the specified group, whether or not they reported income. Average income of households - Average income of households refers to the weighted mean total income of households in 2014. Average income is calculated from unrounded data by dividing the aggregate income of a specified group of households (for example, two person households) by the number of households in that specific group, whether or not they reported income. Household, private - Refers to a person or a group of persons (other than foreign residents) who occupy the same private dwelling and do not have a usual place of residence elsewhere in Canada. Household members who are temporarily absent on May 10, 2015 (e.g., temporarily residing elsewhere) are considered as part of their usual household. Every person is a member of one and only one household.

2.3.3 Education

Figures 4 and 5, and Table 14 in the Appendix, outline the education levels obtained by Cornwall's residents (aged 25-64) as compared to Ontario. The following figure provides a visual breakdown of the educational attainment levels of the Cornwall population aged 25-64 in 2015. Definitions may be found in the footnotes.

Figure 4: Education Attainment Breakdown for Cornwall, 2015[7]



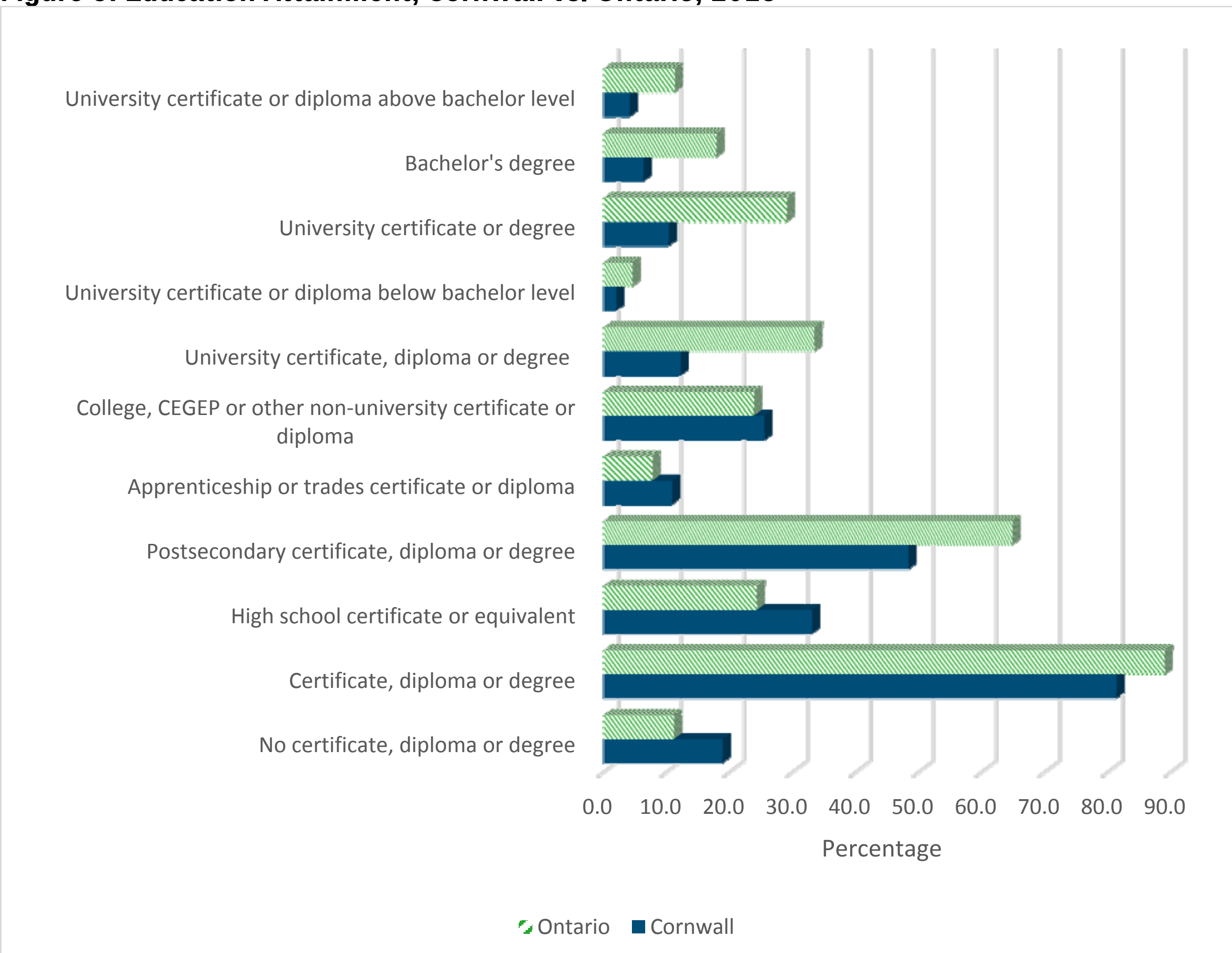
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015.
*Population aged 25 to 64 in Cornwall.

[7] 'Highest certificate diploma or degree' refers to the highest certificate diploma or degree completed based on a hierarchy which is generally related to the amount of time spent 'in-class.' For postsecondary completers a university education is considered to be a higher level of schooling than a college education while a college education is considered to be a higher level of education than in the trades. Although some trades requirements may take as long or longer to complete than a given college or university program the majority of time is spent in on-the-job paid training and less time is spent in the classroom. For further definitions refer to the National Household Survey Dictionary Catalogue no. 99-000-X. For any comments on collection dissemination or data quality for this variable refer to the Education Reference Guide National Household Survey Catalogue no. 99-012-X2011006.
'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a postsecondary certificate diploma or degree.
'Postsecondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas' 'college CEGEP or other non-university certificates or diplomas' and university certificates diplomas and degrees.
'Apprenticeship or trades certificate or diploma' includes Registered Apprenticeship certificates (including Certificate of Qualification Journeyperson's designation) and other trades certificates or diplomas such as pre-employment or vocational certificates and diplomas from brief trade programs completed at community colleges institutes of technology vocational centres and similar institutions.
Comparisons with other data sources suggest that the category 'University certificate or diploma below the bachelor's level' was over-reported in the NHS. This category likely includes some responses that are actually college certificates or diplomas bachelor's degrees or other types of education (e.g. university transfer programs bachelor's programs completed in other countries incomplete bachelor's programs non-university professional designations). We recommend users interpret the results for the 'University certificate or diploma below the bachelor's level' category with caution.
'University certificate diploma or degree above bachelor level' includes the categories 'University certificate or diploma above bachelor level' 'Degree in medicine dentistry veterinary medicine or optometry' 'Master's degree' and 'Earned doctorate.'

Based on the following figure, it can be concluded that:

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

Figure 5: Education Attainment, Cornwall vs. Ontario, 2015[8]



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

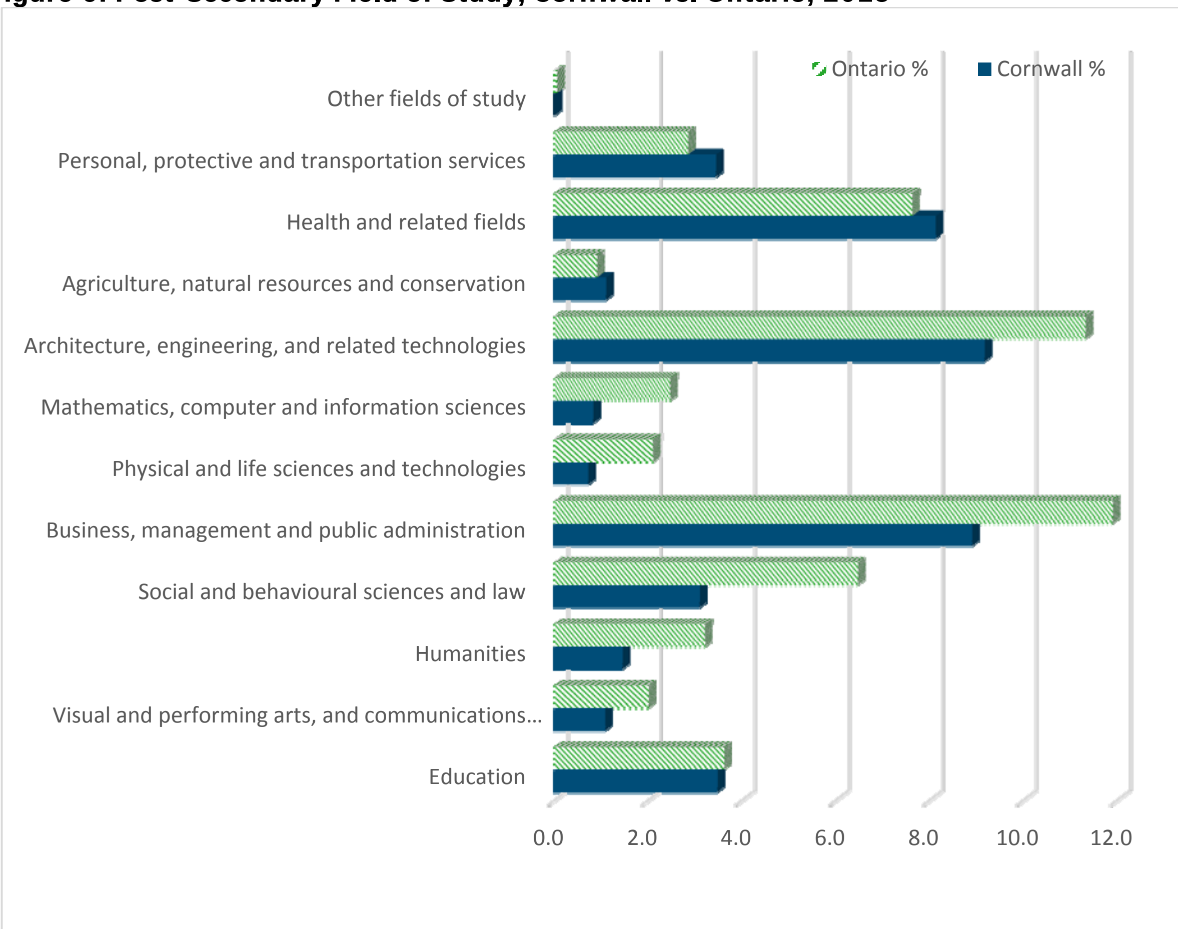
[8] Figures do add 100% due to nested data within educational attainment.

2.3.4 Post-Secondary Field of Study

Based on Figure 6 and Table 15 (in the Appendix), the following observations can be made:

- The largest field of study by percentage was Architecture, engineering and related technologies[9] - 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 6: Post-Secondary Field of Study, Cornwall vs. Ontario, 2015[10]



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

[9] 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

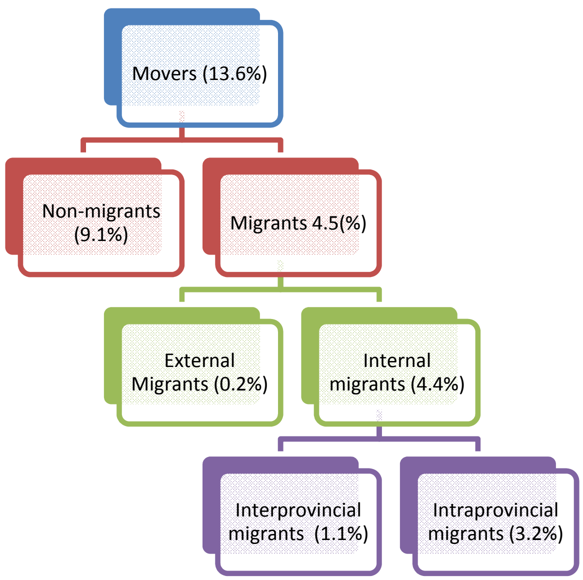
[10] 'Major Field of study' is defined as the main discipline or subject of learning. It is collected for the highest certificate diploma or degree above the high school or secondary school level and classified according to the Classification of Instructional Programs (CIP) Canada 2011. This variable shows the 'primary groupings' a CIP variant. For more information on the CIP classification see the Classification of Instructional Programs Canada 2011 Catalogue no. 12-590-X available from: www.statcan.gc.ca/concepts/classification-eng.htm. For any comments on collection dissemination or data quality for this variable refer to the Education Reference Guide National Household Survey Catalogue no. 99-012-X2011006.
'No postsecondary certificate diploma or degree' includes persons who have not completed a registered apprenticeship certificate (including Certificate of Qualification Journeyperson's designation) or other trades certificate or diploma a college CEGEP or other non-university certificate or diploma or a university certificate diploma or degree.

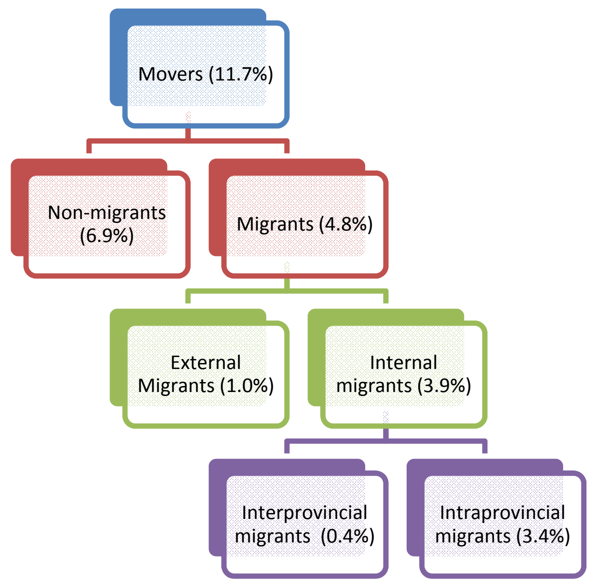
2.3.5 Migration to City of Cornwall

The mobility (refers to whether or not people lived in the same dwelling unit either one year or five years ago) of Cornwall residents in 2015 can be seen in Figures 7 and 8, and Table 16 (in the Appendix). The following figure is a visual breakdown of the mobility status in the community compared to Ontario. Definitions may be found in the footnotes.

Figure 7: Mobility Status Breakdown, Cornwall vs. Ontario, 1 Year Ago[11]

Cornwall (2015) Ontario (2015)





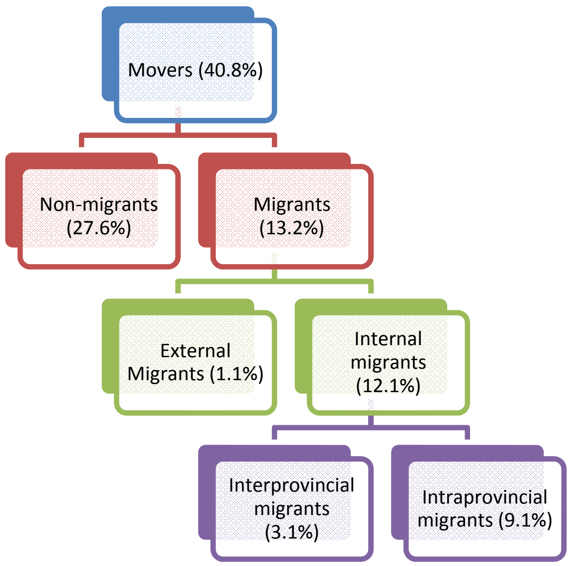
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015.

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.

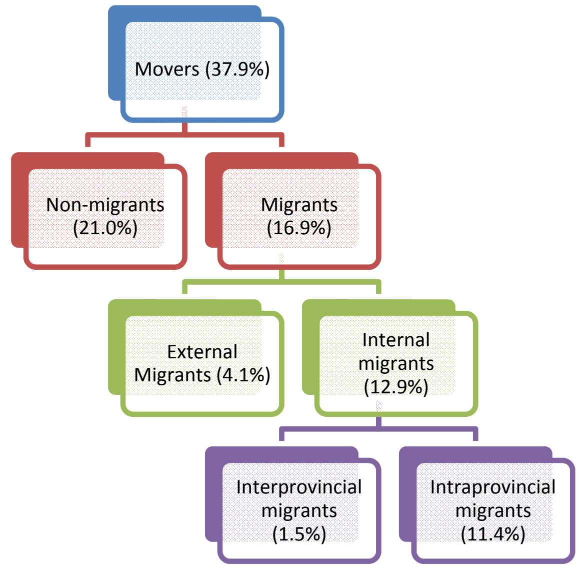
[11] Non-movers are persons who were living at the same address as the one at which they resided one year earlier. Movers are persons who were living at a different address from the one at which they resided one year earlier. Non-migrants are movers who were living at a different address, but in the same census subdivision (CSD) as the one they lived in one year earlier. Migrants are movers who were residing in a different CSD one year earlier (internal migrants) or who were living outside Canada one year earlier (external migrants). Intraprovincial migrants are movers who were living in a different CSD from the one at which they resided one year earlier, in the same province. Interprovincial migrants are movers who were living in a different CSD from the one at which they resided one year earlier, in a different province.

Figure 8: Mobility Status Breakdown, Cornwall vs. Ontario, 5 Years Ago

Cornwall (2015)



Ontario (2015)



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

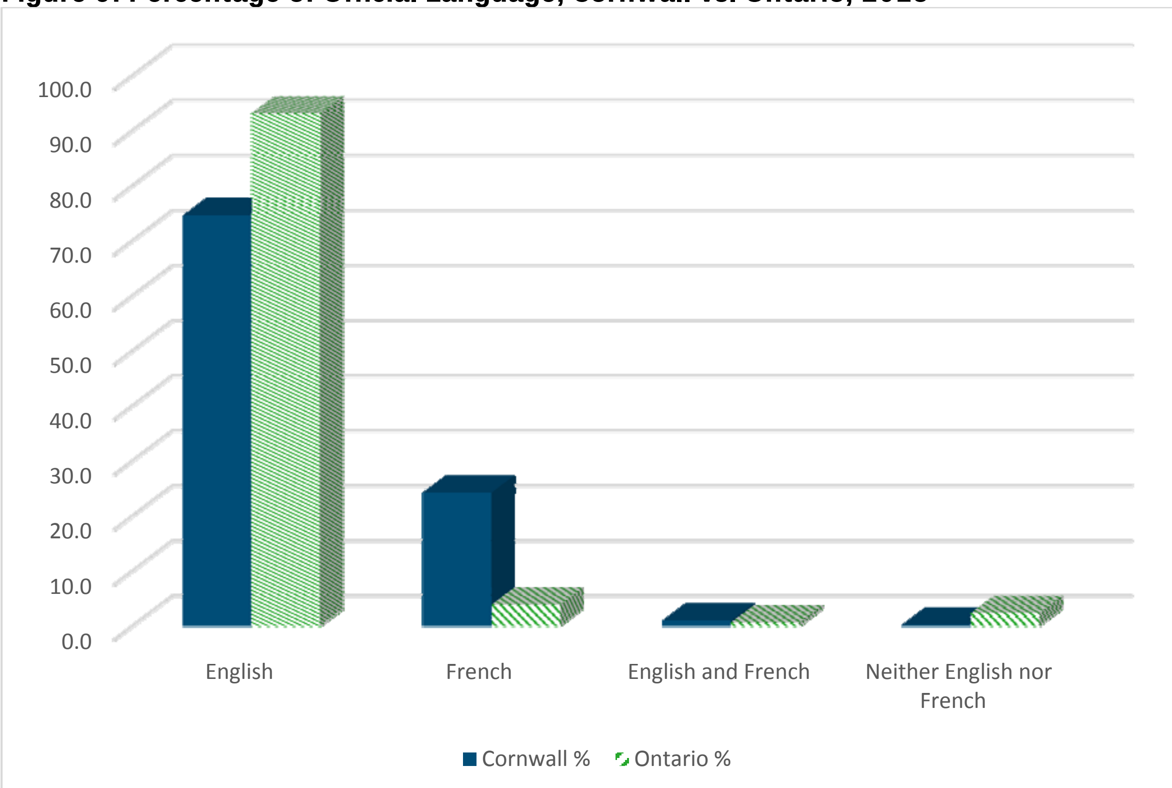
Figure 8 compares the mobility of Cornwall residents five years ago to that of Ontario. The percentage of Cornwall residents that had moved within the past five years was higher than the percentage of "movers" in the province. People moving to Cornwall were more likely to be relocating from within the province as opposed to moving from outside of Ontario.

2.3.6 Knowledge of Official Languages

Figure 9 and Table 17 (in the Appendix) illustrate the official languages spoken in Cornwall compared to Ontario in 2015:

- 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.

Figure 9: Percentage of Official Language, Cornwall vs. Ontario, 2015



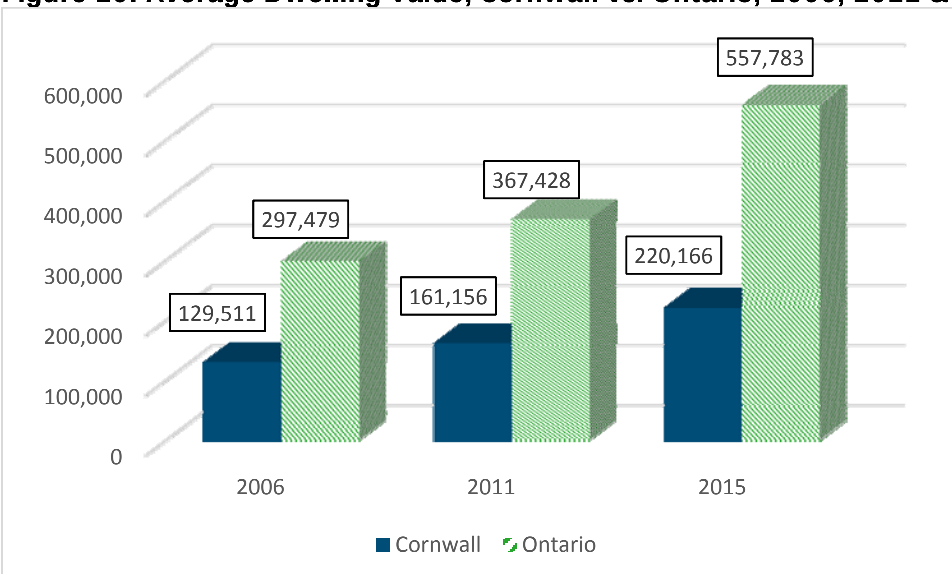
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2015.

2.3.7 Dwelling Characteristics

Figure 10 presents dwelling characteristics in Cornwall for 2006, 2011 and 2015[12] as compared to the province:

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

Figure 10: Average Dwelling Value, Cornwall vs. Ontario, 2006, 2011 & 2015



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold Data Mining Inc. SuperDemographics 2015.

[12] Manifold Data Mining Inc. SuperDemographics 2015 (based on the self-reported values of the 2011 census adjusted for inflation).

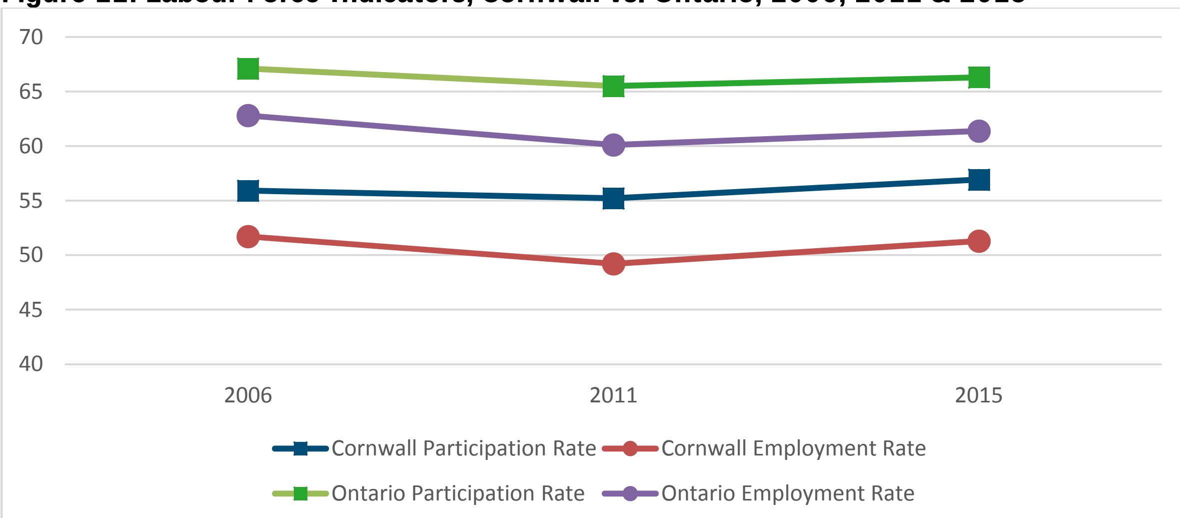
2.4 Labour Force Analysis

2.4.1 Key Indicators

Figures 11 and 12, along with Table 18 in the Appendix, provide a comparison of key labour force indicators for Cornwall and Ontario from 2006 to 2015. The following observations can be made[13]:

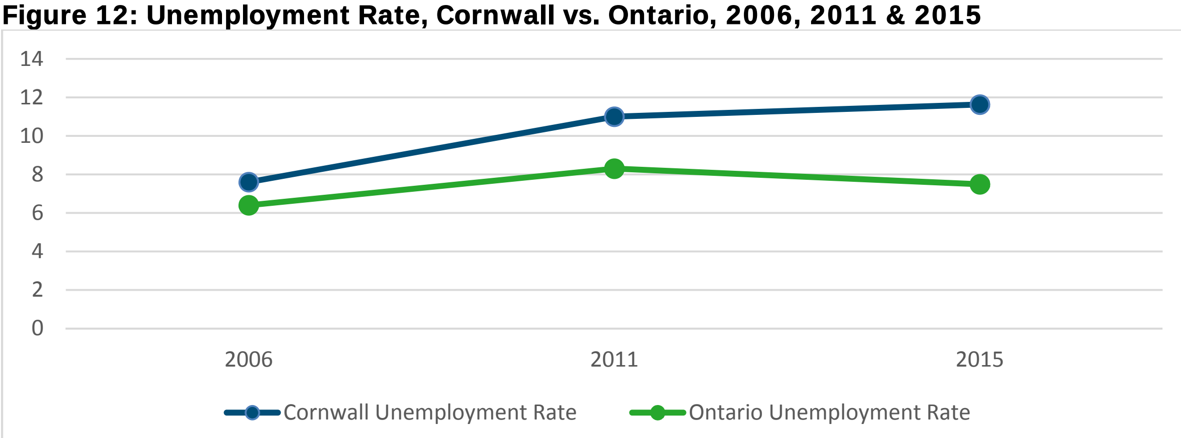
- In 2006, 2011, and 2015, the labour force participation rates and employment rates were lower in Cornwall than the provincial rates.
- The unemployment rate in Cornwall has risen since 2006 and is above the Ontario rate.

Figure 11: Labour Force Indicators, Cornwall vs. Ontario, 2006, 2011 & 2015



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold Data Mining Inc. SuperDemographics 2015.

Figure 12: Unemployment Rate, Cornwall vs. Ontario, 2006, 2011 & 2015



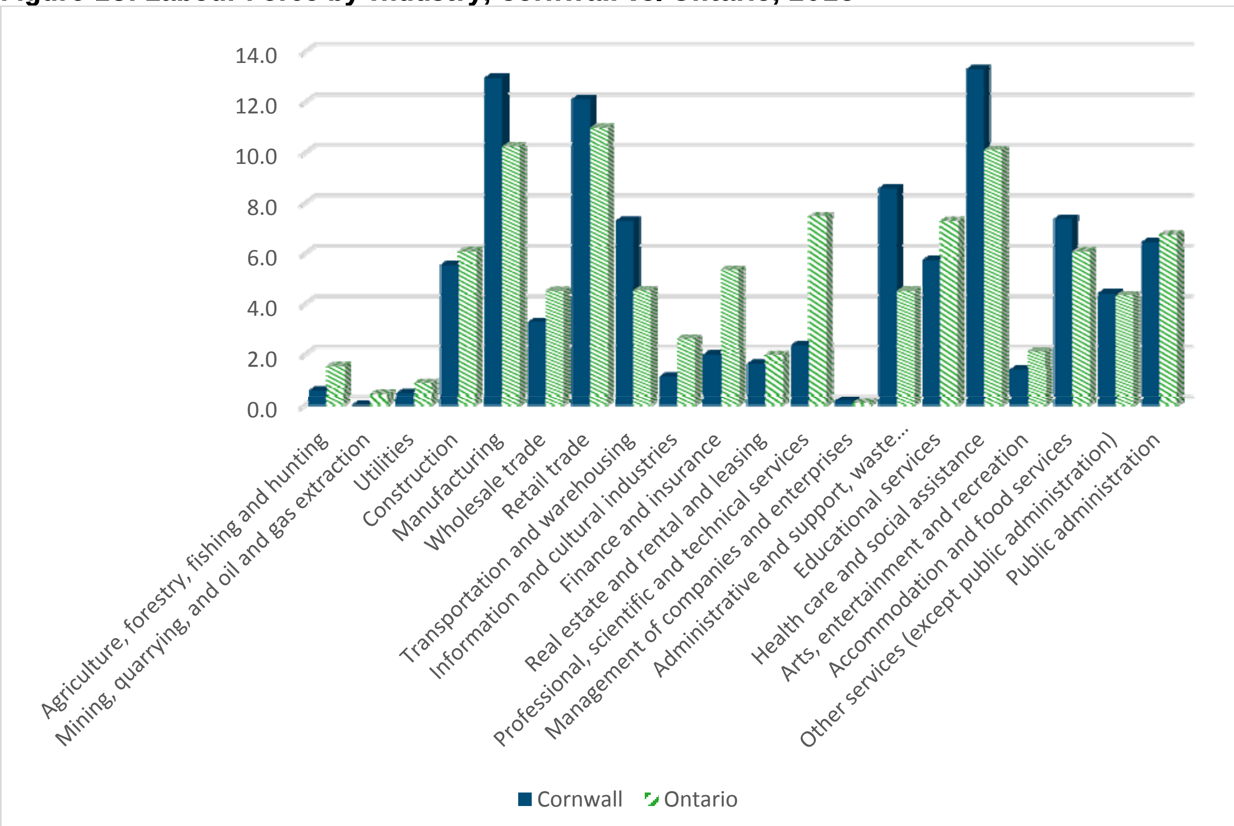
Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold Data Mining Inc. SuperDemographics 2015.

[13] Participation rate %=labour force/total population 15+. Employment rate %= employed/total population 15+. Unemployment rate %=unemployed/labour force

2.4.2 Labour Force by Industry

Figure 13, and Table 19 (in the Appendix), indicate the industries worked in by Cornwall's resident workforce.

Figure 13: Labour Force by Industry, Cornwall vs. Ontario, 2015



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

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).

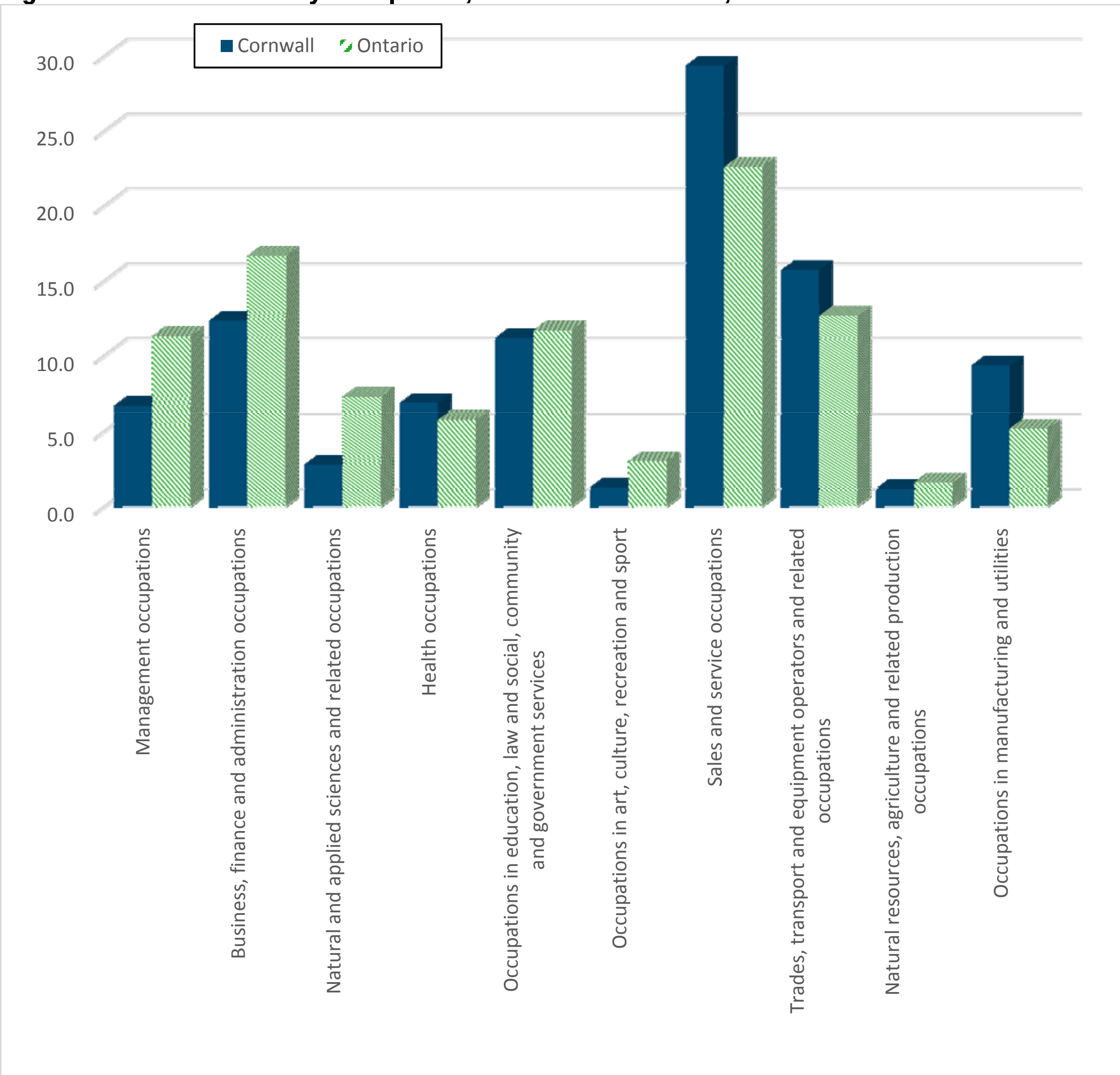
2.4.3 Labour Force by Occupation

Figure 14 and Table 20 (in the Appendix) compare the estimated percentages of the labour force in the Cornwall to Ontario by occupation for 2015.

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

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

Figure 14: Labour Force by Occupation, Cornwall vs. Ontario, 2015



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

2.4.4 Commuting Flow

The following two tables provide information on persons reporting a "usual place of work other than in their home or outside of Canada", and reveal the following regarding labour force commuting:

- 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.

Table 5: Where Cornwall Resident Labour Force Works, 2011

Place of Work	Total	Male	Female
Cornwall, CY	13,835	6,210	7,620
South Stormont, TP	620	460	160
South Glengarry, TP	440	260	185
Ottawa, CV	420	250	170
South Dundas, TP	165	95	65
North Glengarry, TP	150	95	50
Montréal, V	110	95	0
North Stormont, TP	90	40	45
Brockville, CY	70	50	0
Kingston, CY	50	15	35
North Dundas, TP	45	25	0
The Nation / La Nation, M	30	0	0
Toronto, C	30	25	0
Dorval, V	20	20	0
Prescott, T	20	20	0
Total Resident Labour Force			
Total resident labour force with a usual place of work outside of City of Cornwall	16,095	7,660	8,330
Percent of residents declaring a place of work outside of City of Cornwall	14.0%	18.9%	8.5%

Source: Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-012-X2011032. http://bit.ly/1QmVCSC [14]

[14] Commuting Flow - Census Subdivisions: Sex (3) for the Employed Labour Force Aged 15 Years and Over Having a Usual Place of Work, for Census Subdivisions, Flows Greater than or Equal to 20, 2011 National Household Survey. Counts are rounded to nearest 5. There appear to be some discrepancies in the data, such as the Male plus Female vs. Total count, however, this is the data as reported by Statistics Canada in the National Household Survey.

Table 6: Place of Residence for Persons Working in Cornwall, 2011

Place of Residence	Total	Male	Female
Cornwall, CY	13,835	6,210	7,620
South Stormont, TP	2,965	1,280	1,680
South Glengarry, TP	2,310	955	1,360
North Stormont, TP	495	185	310
South Dundas, TP	320	170	145
North Glengarry, TP	240	120	125
Ottawa, CV	90	45	40
Montréal, V	65	40	30
North Grenville, MU	50	40	0
North Dundas, TP	45	30	15
Casselman, VL	35	0	25
Clarence-Rockland, CY	30	0	20
The Nation / La Nation, M	25	15	0
Brockville, CY	25	25	0
Côte-Saint-Luc, V	20	0	0
Dollard-Des Ormeaux, V	20	0	0
Russell, TP	20	0	0
Total workforce working in Cornwall	20,590	9,115	11,370
Total non-resident workforce commuting to work to Cornwall	6,755	2,905	3,750
Percent of workers (non-residents) commuting to work to Cornwall	32.8%	31.9%	33.0%

Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-012-X2011032. http://bit.ly/1QmVCSC[15]

[15] Commuting Flow - Census Subdivisions: Sex (3) for the Employed Labour Force Aged 15 Years and Over Having a Usual Place of Work, for Census Subdivisions, Flows Greater than or Equal to 20, 2011 National Household Survey. Counts are rounded to nearest 5. There appear to be some discrepancies in the data, such as the Male plus Female vs. Total count, however, this is the data as reported by Statistics Canada in the National Household Survey.

2.5 Economic Base Analysis

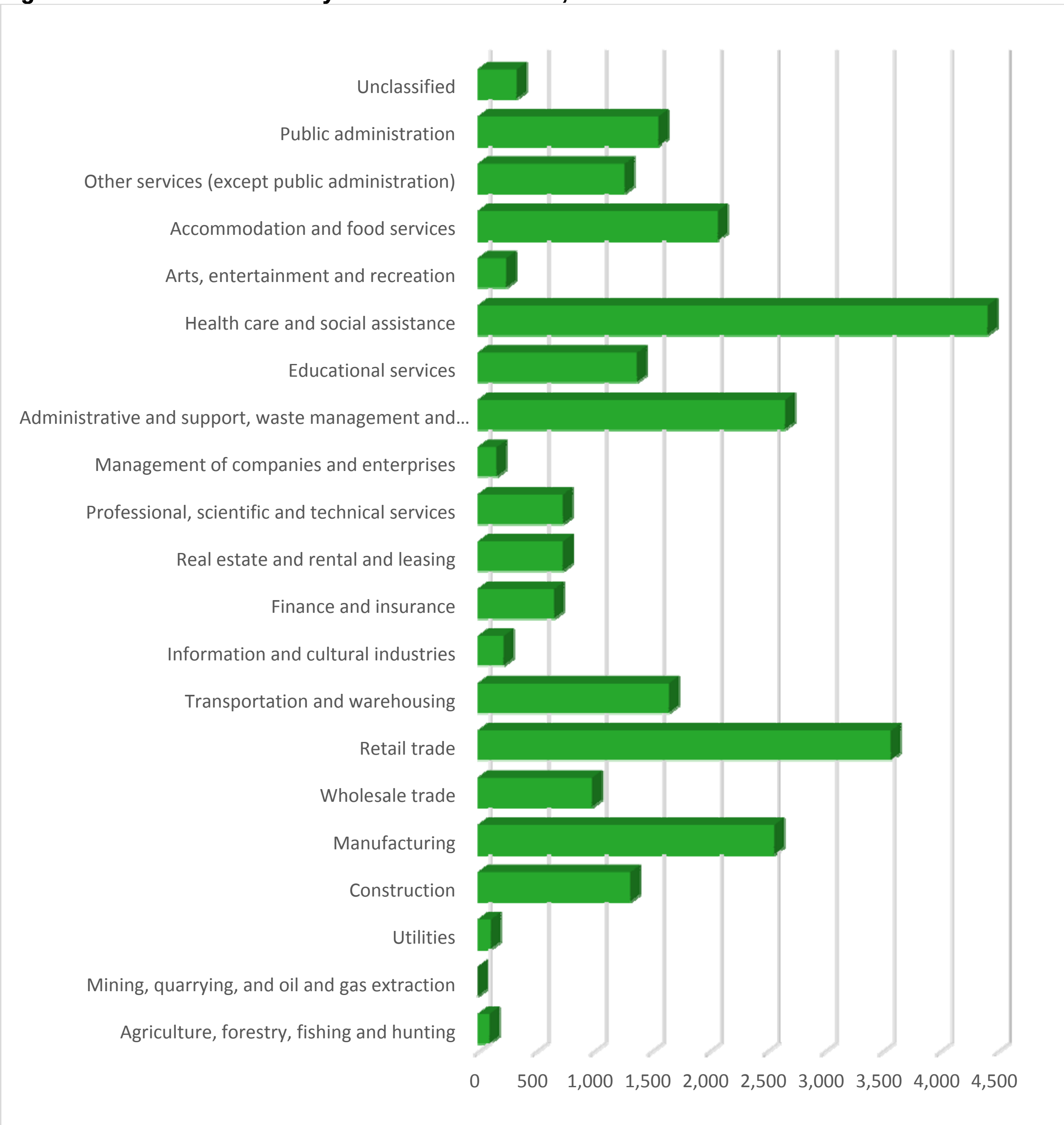
This section uses the number of "jobs" in Cornwall as input for the economic base analysis. More specifically, by "jobs" we are referring to the employed labour force declaring a usual place of work in the community (outside of the home) versus labour force by place of residence. The employed labour force therefore includes Cornwall residents and non-residents.

2.5.1 Employment Profile

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called Sectors, which are broken down into Sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:

The following figure illustrates that 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.

Figure 15: Number of Jobs by Sector for Cornwall, 2015



Source: Employees & Self-Employed - EMSI 2015.3.

2.5.2 Location Quotient Analysis

An economic base analysis is an analysis of how the local economy functions. It does not provide solutions to economic problems, but instead provides useful information required for decision-making about economic strategies.

The economic base analysis helps determine which economic activities "bring money in", and where money might be "leaking out". While the actual flow of money in and out of the community would be the most accurate means of describing the economic base of the area, data or statistics for this form of cash flow analysis are not available. As such, a surrogate for cash flow is required, and the most common substitute is employment which uses an economic base analysis tool called "Location Quotient Analysis". This method compares the level of employment concentration (or specialization) in Cornwall to the level of employment concentration in one or more benchmark areas. In other words, does Cornwall have proportionately more or less employees in specific industries than the benchmark area?

"Benchmarking" employment in Cornwall to Ontario and Canada provides information on:

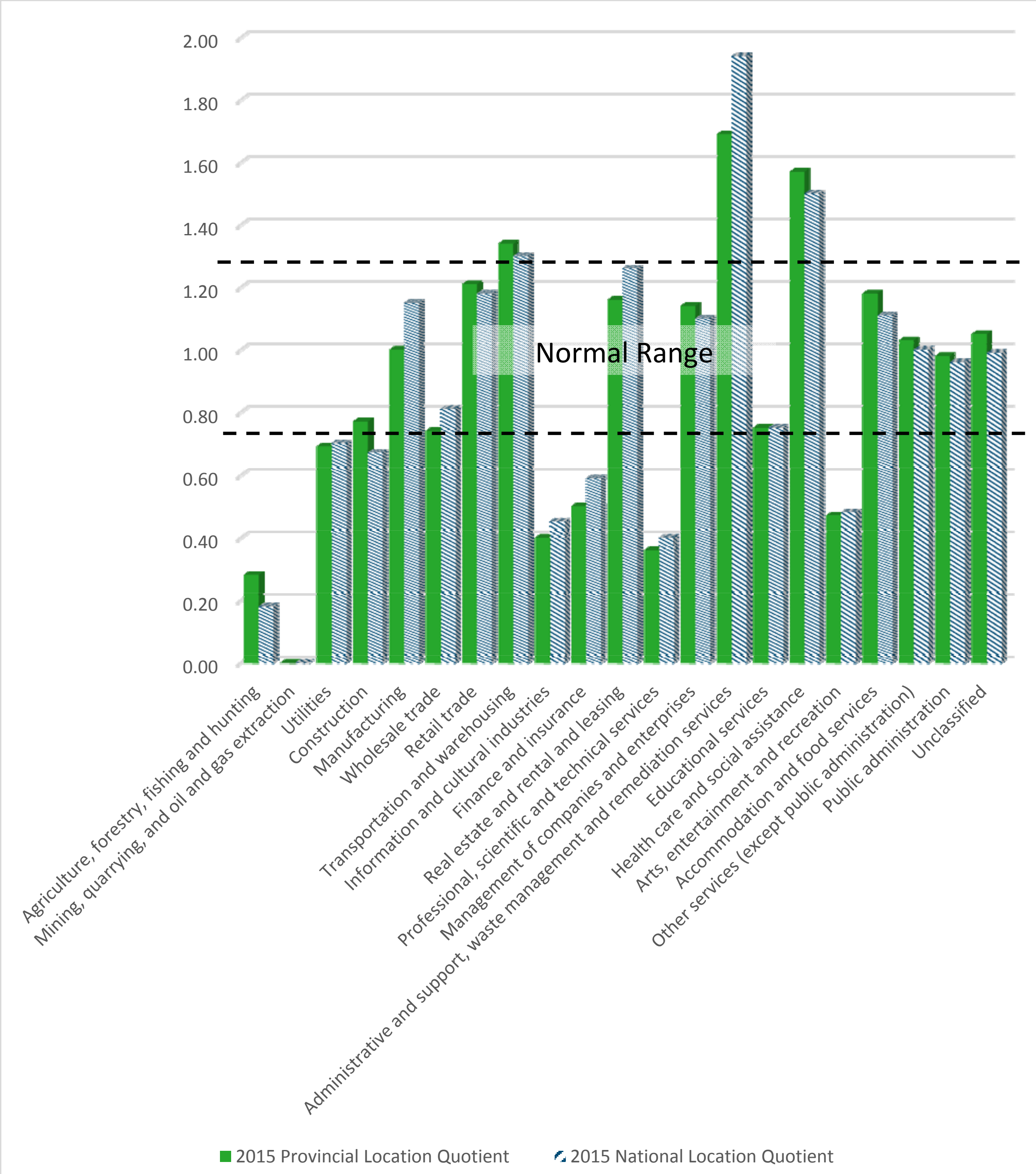
- The extent to which Cornwall is producing all of the goods or services required for consumption locally (this potentially identifies opportunities to replace the imports with locally provided goods and services).
- Whether the Cornwall economy is producing goods or services in excess of quantities required for local consumption, indicating a high degree of development and specialization (or industry concentration) that results from the goods or services being consumed by non-residents.

The location quotient method is a "first cut" analysis that requires interpretation of the results, but it will point to the economic sectors that deserve a more thorough and in-depth analysis and "street-level" validation. A location quotient of between 0.75 and 1.25 generally indicates the local economy is self-sufficient in that industry. A 1.0 would indicate the exact same proportion of that industry's jobs to all local jobs as to that of the benchmark, in this case, Canada. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring an importation of goods or services, as there is insufficient local employment to produce the required goods/services. A location quotient of greater than 1.25 usually indicates the industry has more local employment than is required to sustain the needs of Cornwall; therefore, it will export its goods or services and bring money into the community.

Location Quotients Analysis by Sector

The next figure illustrates the location quotients for Cornwall by employment sector compared to Ontario and Canada as benchmarks.

Figure 16: Location Quotients by Employment Sectors, Cornwall, 2015



Source: Employees & Self-Employed - EMSI 2015.3

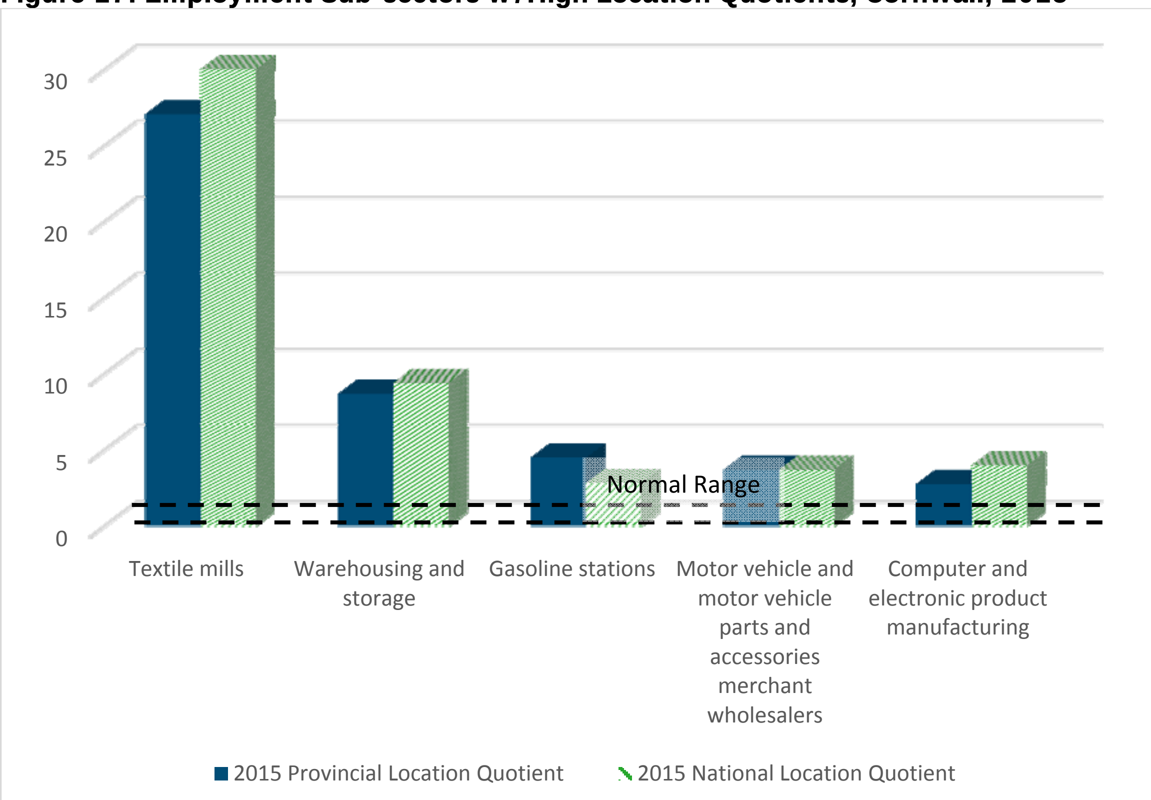
LQ is used to quantify the concertation of a particular industry within a community compared to the province or country. This helps to identify unique attributes of the community. Higher scores indicate a concentration. Sector location quotients for Cornwall vary when compared to Ontario and Canada. 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.

Dominant Sub-Sectors

The following figure illustrates the sub-sectors[16] that have a significant concentration in Cornwall (top 2015 provincial location quotient with at least 0.5% percentage of local jobs).

Figure 17: Employment Sub-sectors w/High Location Quotients, Cornwall, 2015



Source: Employees & Self-Employed - EMSI 2015.3

[16] Full NAICS definitions and classifications can be found here: http://www.statcan.gc.ca/eng/subjects/standard/naics/2012/index

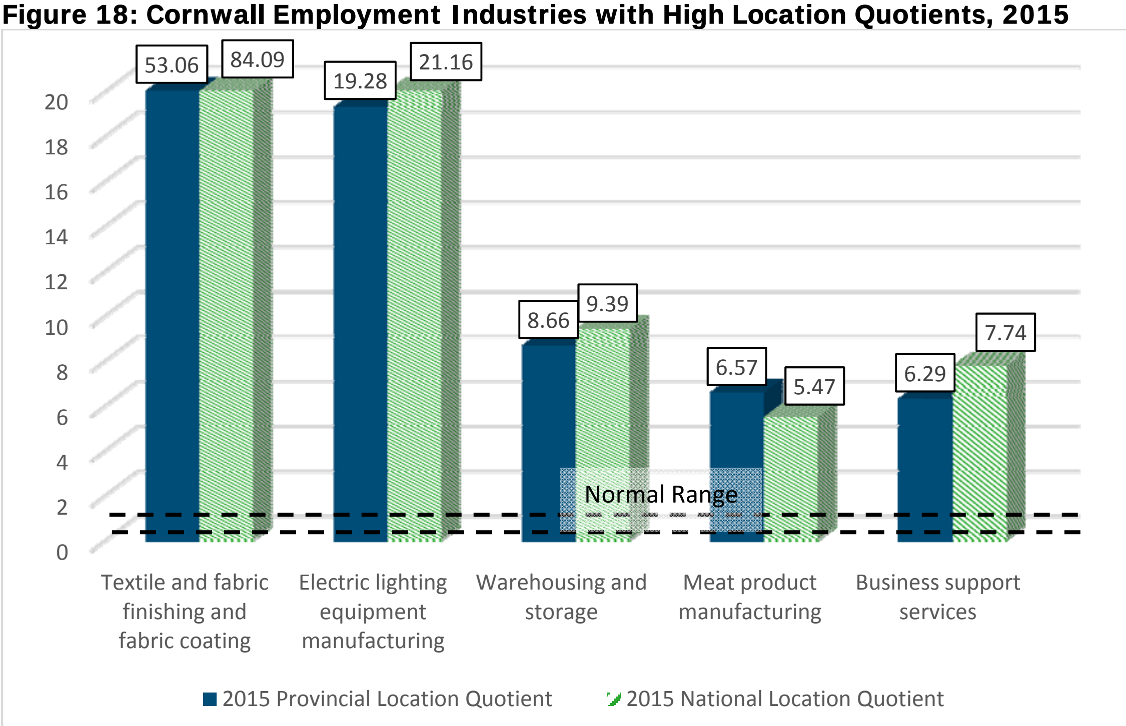
In terms of jobs at the sub-sector level, the Textile mills sub-sector dominates employment levels. Sub-sectors with high concentrations compared to Ontario and Canada are as follows:

- 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).

Dominant Industry Levels

The figure below demonstrates the employment figures by industries that have a significant concentration in Cornwall (top location quotient with 0.5% percentage of jobs).

Figure 18: Cornwall Employment Industries with High Location Quotients, 2015



Source: Employees & Self-Employed - EMSI 2015.3

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).

2.5.3 Shift-Share Analysis

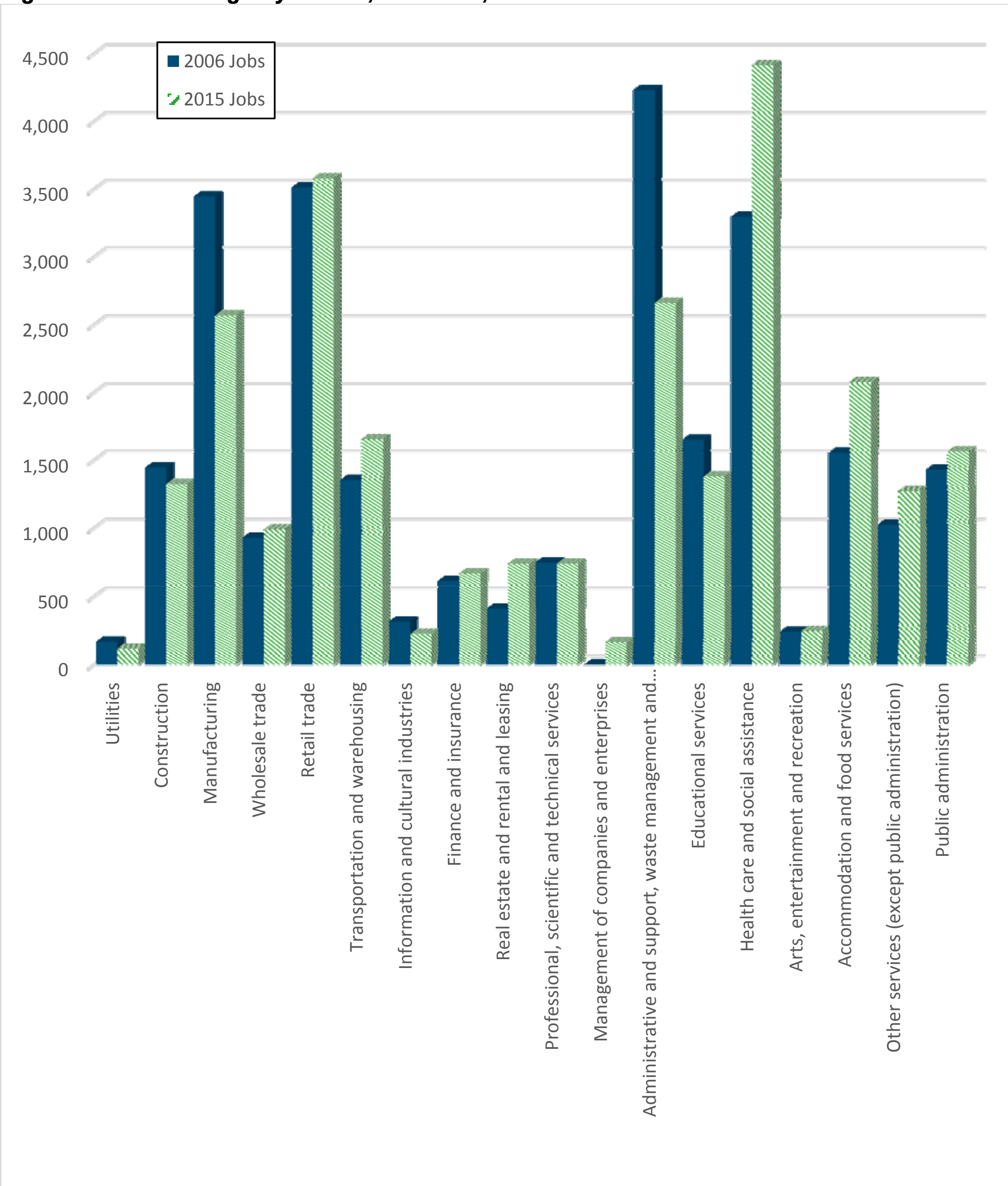
Shift-share analysis compares the local employment growth/decline of Cornwall jobs by industry to the employment growth/decline of that industry within Canada, as well as the job growth overall for Canada. More specifically, this analytical tool examines the job growth/decline by attributing growth, stability, or decline in particular industries over time to three distinct forces:

- Canadian economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity in the Canadian economy (with the economic growth component removed).
- Regional economic growth: regional job growth/decline that is attributable to the regional economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).

This tool, when correctly interpreted, provides greater descriptive power than the location quotient method. It has been applied to all NAICS Industry Sectors using place of work statistics. Shift-share analysis allows the examination of changes through time (trends) versus the static snapshot of location quotients. To begin, the change in absolute job numbers between 2006 and 2015 by sector will be examined.

The following figure points out that the largest increase in jobs between 2006 and 2015 was in the Health care and social assistance sector (increased by 1,121 jobs). The largest decline in jobs was in the Administrative and support, waste management and remediation services sector, which decreased by 1,569 jobs.

Figure 19: Job Change by Sector, Cornwall, 2006-2015



Source: Employees & Self-Employed - EMSI 2015.3.

Table 7: Shift Share Analysis for Jobs by Sector, Cornwall, 2006-2015

Sectors (NAICS classification)	Growth / Decline	% Growth / Decline	Canada % Growth / Decline	National Economic Effect	Industry Growth Effect	Regional / Local Effect
Agriculture, forestry, fishing and hunting	75	288.5%	-14.8%	2.4	-6.3	78.9
Mining, quarrying, and oil and gas extraction	0	na	23.3%	0.0	0.0	na
Utilities	-51	-30.7%	-0.4%	15.5	-16.1	-50.4
Construction	-121	-8.4%	29.2%	134.6	286.4	-542.0
Manufacturing	-878	-25.5%	-18.4%	321.2	-954.9	-244.2
Wholesale trade	59	6.4%	3.6%	86.6	-53.2	25.6
Retail trade	68	1.9%	6.6%	327.3	-97.4	-162.0
Transportation and warehousing	301	22.2%	12.8%	126.2	47.0	127.8
Information and cultural industries	54	8.9%	15.4%	56.8	36.7	-39.5
Finance and insurance	54	8.9%	15.4%	56.8	36.7	-39.5
Real estate and rental and leasing	325	79.3%	15.0%	38.2	23.3	263.5
Professional, scientific and technical services	-8	-1.1%	19.9%	69.5	78.8	-156.4
Management of companies and enterprises	163	na	2.6%	0.0	0.0	na
Administrative and support, waste management and remediation services	-1,569	-37.1%	7.2%	394.3	-88.0	-1875.4
Educational services	-271	-16.4%	13.5%	153.8	69.2	-494.1
Health care and social assistance	1,121	34.0%	22.6%	307.1	435.9	378.0
Arts, entertainment and recreation	6	2.5%	10.5%	22.3	2.9	-19.2
Accommodation and food services	523	33.6%	19.0%	145.0	151.0	227.0
Other services (except public administration)	251	24.6%	8.9%	95.3	-4.4	160.1
Public administration	133	9.3%	9.9%	133.3	8.8	-9.1
Unclassified	-48	-12.5%	4.4%	35.8	-19.0	-64.8

Source: Employees & Self-Employed - EMSI 2015.3.

The shift-share analysis table above explains 2006-2015 job growth in Cornwall for each industry sector by attributing absolute changes in job numbers to national, industry and regional growth effects.

An example of how to interpret the table follows:

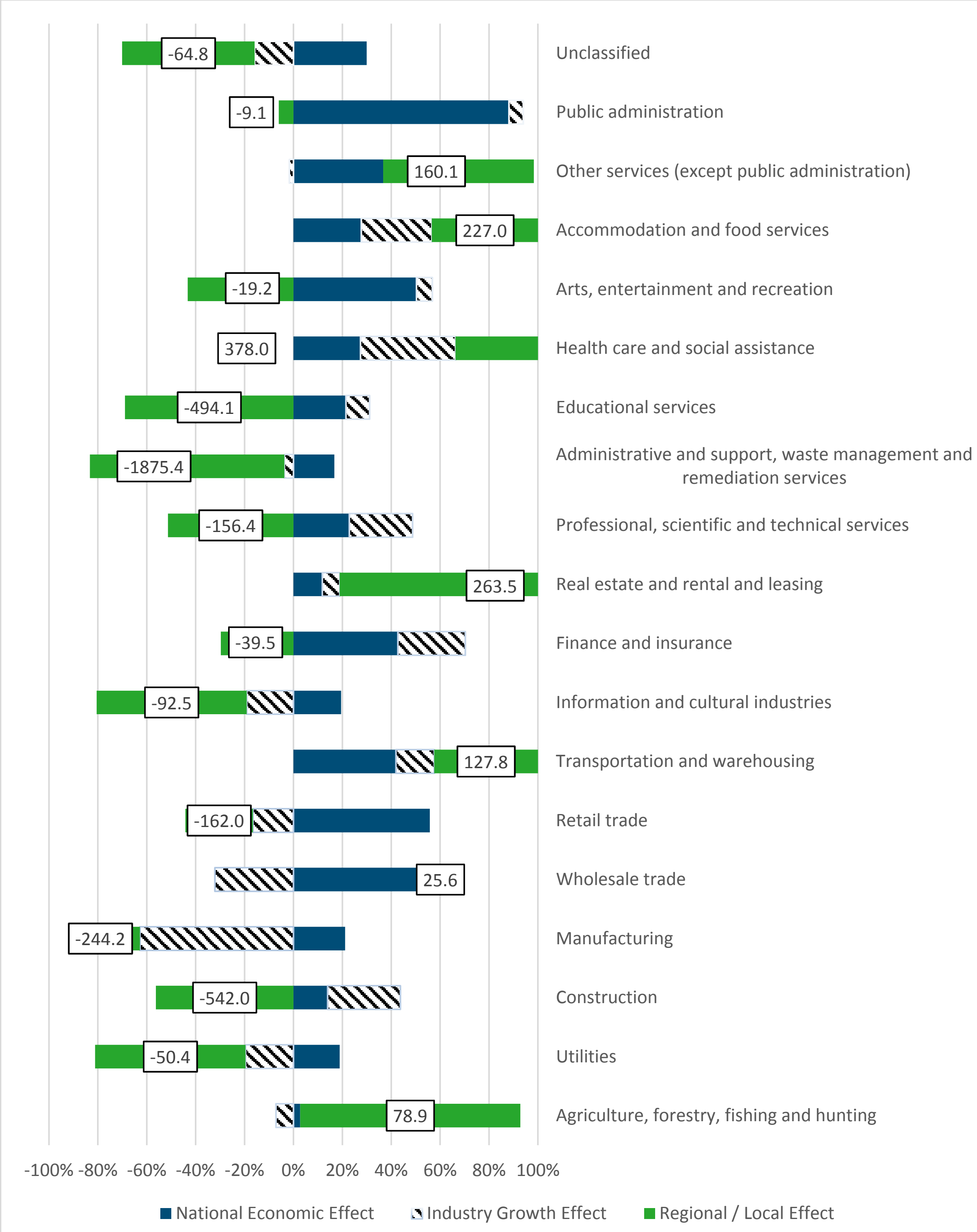
- The health care and social assistance sector experienced an increase of 1121 jobs between 2006 and 2015. This increase may be attributed to the following:
  - Overall job growth in the national economy would have resulted in the growth of 307 jobs;
  - Jobs in the health care and social assistance industry in Canada increased, therefore 436 job changes could be expected due to industry job effect;

  - The total health care and social assistance job increased in Cornwall was 1121, of which 307 can be attributed to the national economic growth and 436 jobs can be attributed in the industry effect, therefore the local effect was an increase of 378 jobs more than can be explained by economic and industry growth.

- With a loss of 1,569 jobs, the Administrative and support, waste management and remediation services sector experienced the largest decrease in jobs between 2006 and 2015. This loss may be attributed as follows:
  - Overall job growth in the national economy would have resulted in a growth of 394 jobs;
  - Jobs in the Administrative and support, waste management and remediation services sector in Canada decreased during this period, therefore a loss of 88 jobs could be expected due to industry job decline;
  - The loss of 1,569 jobs can be attributed to a decline of (-88) jobs due to industry decline in employment, offset by growth in the economy which would result in the creation of (394) jobs, resulting in a local effect of 1,875 job loss in Cornwall.

The following figure graphically depicts the preceding table for Cornwall:

Figure 20: Employment Shift-Share Analysis by Sector, Cornwall, 2006-2015



Source: Employees & Self-Employed - EMSI 2015.3.

The shift-share analysis reveals the following:

- The following sectors were growing at a more rapid rate than can be explained by national and industry growth combined, and were an area of strength in Cornwall between 2006 and 2015.
    - Health care and social assistance
    - Real estate and rental and leasing
    - Accommodation and food services
    - Other services (except public administration)
    - Transportation and warehousing
    - Agriculture, forestry, fishing and hunting
    - Wholesale trade

- Employment in the following local sectors in suffered weakness between 2006 and 2015 after considering both national and industry growth:
    - Public administration
    - Arts, entertainment and recreation
    - Finance and insurance
    - Utilities
    - Unclassified
    - Information and cultural industries
    - Professional, scientific and technical services
    - Retail trade
    - Manufacturing
    - Educational services
    - Construction
    - Administrative and support, waste management and remediation services

2.6 Business Pattern Data

The total number of businesses in Cornwall increased from 2,184 June 2010 to 3,159 in June 2015 for an increase of 45%. During that same time period, the number of business establishments in Ontario increased 62%. (Tables 21 and 22 in the Appendix)

In June 2015, the Real estate and rental and leasing sector had the largest number of businesses (774 businesses which is 25% of total businesses) in Cornwall. In addition, Cornwall also had a larger percentage of total businesses in the following sectors:

- Real Estate and Rental and Leasing (773 businesses, 25% of total)
- Retail trade (357 businesses, 11% of total)
- Health care and social assistance (251, 8% of total)
- Professional, Scientific and Technical Services (244 businesses, 8% of total).

From June 2010 to June 2015, Cornwall had a large percentage increase of businesses establishments in the following sectors:

- Real estate and rental and leasing (316% vs. 179% in ON)
- Agriculture, forestry, fishing and hunting (92% vs. 44% in ON)
- Information and cultural industries (65% vs. 46% in ON).

5 sub-sectors with high percentage of businesses establishments in Cornwall in June 2015 were:

- Real estate (756 businesses, 24% of total)
- Professional, scientific and technical services (244 businesses, 8% of total)
- Unclassified (221 businesses, 7% of total)
- Ambulatory health care services (180 businesses, 6.0% of total)
- Specialty trade contractors (148 businesses, 5.0% of total).

In June 2015, Cornwall had a large increase of businesses in the following sub-sectors:

- Real estate (363.8% vs. ON 195%)
- Insurance carriers and related activities (122% vs. ON 115%)
- Non-store retailers (110% vs. ON 185%)
- Farms (82% vs. ON 45%)
- Health and personal care stores (63% vs. ON 49%).

3 Macro Economic Trends Analysis

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

3.1 Provincial Economic Outlook

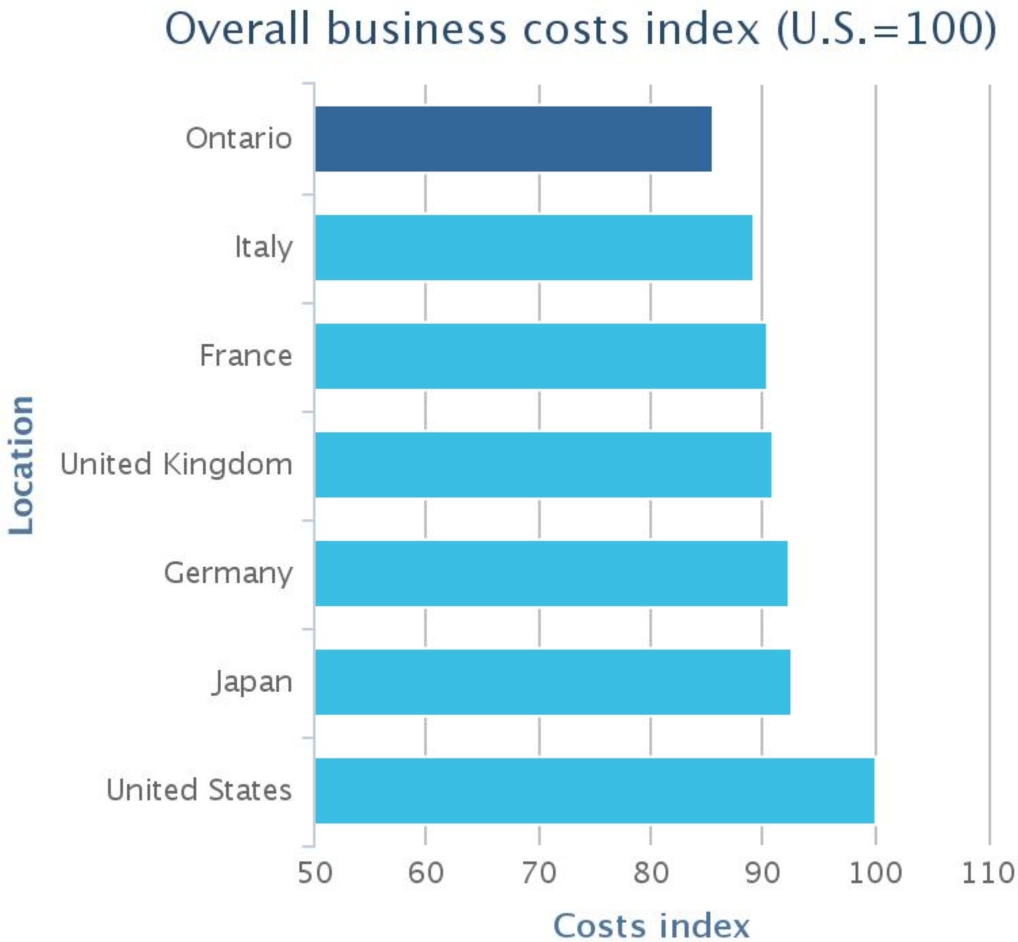
The Ontario Ministry of Finance is projecting long-term average annual real gross domestic product (GDP) growth of 2.1 per cent between 2014 and 2035 in Ontario, slower than the 2.6 per cent average growth from 1982 to 2013.

Ontario economic growth is forecast to rebound in the medium term before trending towards a sustainable long-term potential growth rate of 2.1 per cent annually.

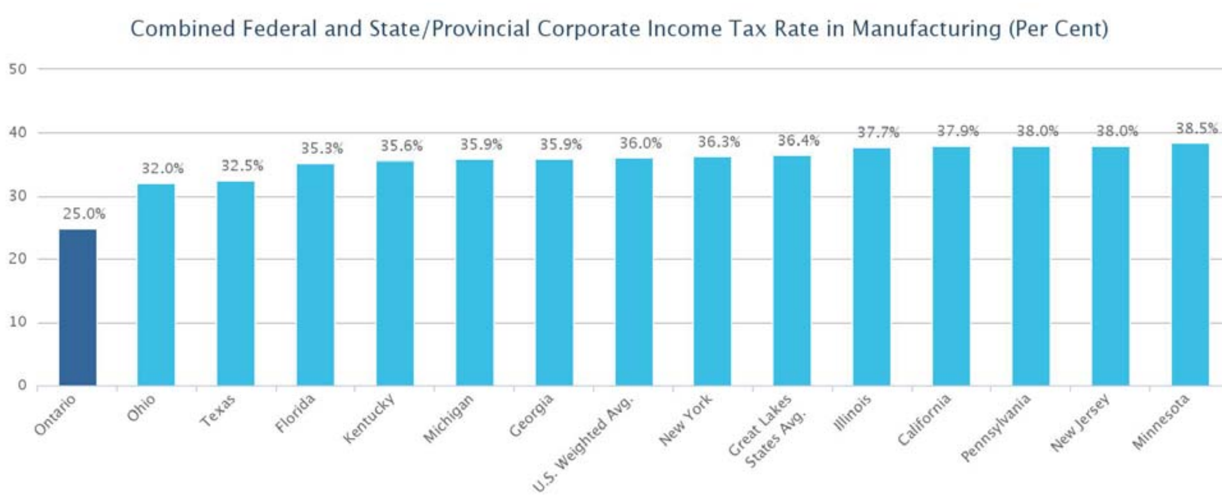
International and interprovincial trade will remain important sources of economic growth for the Ontario economy. Globalization and the rising importance of global value chains will continue to change the nature of international trade. An increasing share of goods and services exports is integrated into the production of other goods and services, as opposed to being sold directly to final consumers. These exports will increasingly include knowledge-intensive, innovative Ontario products that are incorporated into higher value-added products.

Within global value chains, emerging market economies will increase their role as the world's major manufacturing assembly location. In the next 20 years, emerging economies are also expected to be one of the world's fastest-growing consumer markets. The rapid growth of higher-income consumers, who will demand more high-quality goods and services, will be an important driving factor in world manufacturing and a major contributor to regional economic growth. This growth will open opportunities for Ontario companies to increase their participation in global value chains.

Economic growth in the rest of Canada and the United States will also support rising growth in Ontario exports. An improvement in Ontario productivity will help to mitigate the impact of a stronger Canadian dollar on Ontario's cost competitiveness. Ontario real exports are projected to increase by an average of 2.6 per cent per year over the next 20 years.



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



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

3.2 Manufacturing

The Canadian manufacturing sector is estimated to represent 10.6% of the economy.

Following a relatively stable period before the 2009 recession, the Canadian manufacturing sector suffered significant losses during the economic downturn. Manufacturers partly recovered in 2010 and 2011 yet Canadian manufacturers were slower than their American counterparts to recover from the downturn.

Current dollar manufacturing sales reached their highest level to date in 2014. Meanwhile, constant dollar sales remain below pre-recession levels, indicating that part of the post-recession growth reflects higher prices for goods sold. 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.

Almost half of manufacturing sales occur in Ontario; however, their share relative to the national level is lower than it was in the early 2000's. In 2000, Ontario was responsible for 53.0% of sales in Canada. This proportion declined throughout the decade and continued to drop during the recession. In 2014, Ontario's share of manufacturing sales was 46.2%.

Investment for manufacturing has generally been trending upwards, as has capacity utilization.
http://www.statcan.gc.ca/pub/11-621-m/2015097/part-partie1-eng.htm

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.

3.3 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. We have nearly 3,000 registered food and beverage businesses — multinationals, homegrown giants and successful niche-driven businesses. They value the diversity of Ontario's food sector, the size of our market and the opportunities for partnering with like-minded businesses.

Ontario is home to a wide variety of raw ingredients. There are 51,950 conventional and organic farms growing over 200 Ontario-produced agricultural commodities to help you grow your operation.

3.4 Logistics

Demand for transportation, warehousing and logistics services originates from all sectors of the economy and is directly affected by fluctuations in economic activity and trade patterns. Investment in new distribution facilities in Canada increased by more than 60% from 2001-2007.

https://www.ic.gc.ca/eic/site/dsib-logi.nsf/vwapj/pg00026_eng.pdf/$file/pg00026_eng.pdf

Domestic freight moves primarily by truck (70%) and rail (30%). Air and marine modes mostly handle international freight.

Trucking is comprised of a significant number of small for-hire carriers and owner-operators, and some medium and large size for-hire companies that operate fleets of trucks and offer comprehensive logistic services.

Canadian National and Canadian Pacific Railway are the two main railways that serve the national market, offering services such as intermodal transportation, logistics, and brokerage services.

Four major ports accounted for 99% of international container traffic: Vancouver (54%), Montreal (29%), Halifax (9%) and Prince Rupert (7%). Air transportation is mostly used for moving high value and perishable goods or to rush orders on short notice.

The development and adoption of technology is resulting in better efficiency, reliability, sustainability, safety and security for all modes of transportation, warehousing and for logistic activities. Transportation and logistic 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.

https://www.ic.gc.ca/eic/site/dsib-logi.nsf/eng/h_pj00541.html

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.

Shippers are increasingly looking for carriers and logistics service providers that offer multi-modal capabilities. Driver shortages make intermodal service particularly attractive on long haul freight movements.

3.5 Transportation

Efficient links to major transportation networks are important to the development of any community's economy. Fortunately, 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.

Highway 401 is the major land expressway in Central Canada, and recent improvements have been made in the area, most notably improvements to the Interchange at Boundary Road. On the Quebec-side, improvements to Autoroutes 20-30-40 also help access to Eastern Canada. The major local link to Ottawa, Highway 138, has been the topic of discussion for several years. In 2016, the Ministry of Transportation started a review of the Highway to determine if improvements are warranted.

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 divesture 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.

Cornwall is part of VIA Rail's Quebec City – Windsor corridor, with regular passenger rail service. In 2016 VIA Rail sought Federal Government funding to invest in a dedicated passenger rail route from Toronto-Ottawa-Montreal. The proposal essentially calls for a route on dedicated VIA tracks to avoid congestion with freight trains with higher-speed trains, and more frequent trains.

If the proposed project ever proceeds, it could see trains relocated to a route that connects Toronto to Montreal via Ottawa, bypassing Cornwall., Cornwall would be the only major community affected by this change.

NAV CENTRE and the Cornwall Regional Airport provide some opportunity for the future attraction of aviation-based business to the City.

NAV CENTRE has signed an agreement with Carleton University for the creation of centre of excellence in aviation.

The Cornwall Regional Airport is located in Summerstown and funded by Cornwall (90%) and Township of South Glengarry (10%). It has seen an increase in use and the development of hangars for plane owners. In 2015, work was approved to begin offering jet fuel to visiting planes. There has been discussion over the past several years to expand the runway.

In 2015, a review of the Airport was initiated by the City and Township.

3.6 Canadian Dollar

Over the long term, the Canadian dollar is expected to remain mainly within a range of about 90 to 100 cents US.

A lower Canadian dollar acts to increase the price of imported consumer products and also business inputs such as machinery and equipment. On the other hand, a lower Canadian currency can help exporters compete in foreign markets.
The appreciation of the Canadian dollar since 2002 resulted in a deterioration of Ontario's cost competitiveness, particularly in manufacturing. Improving competitiveness is one of the most significant challenges facing the Ontario economy over the next 20 years.

http://www.fin.gov.on.ca/en/economy/ltr/2014/ch2.html#ch2_s8

3.7 Finance

Central bank policy interest rates are close to historic lows in advanced economies. Over the next few years, inflation is expected to gradually rise as improving growth in advanced economies slowly closes the output gap opened by the 2008–09 global financial crisis. Over the long term, this projection assumes that monetary policy will ensure inflationary expectations in Canada remain well anchored near two per cent annually.

As global economic growth continues and inflation rises, policy interest rates are expected to gradually rise to levels consistent with the “normal” level of real interest rates prevailing over the long term.

http://www.fin.gov.on.ca/en/economy/ltr/2014/ch2.html#ch2_s8

3.8 Retail

The retail sector plays an increasingly vital role in the Canadian marketplace, in terms of contribution to the Canadian economy and its impact on consumers and their consumption activities.

In 2011, the retail sector generated $457.4 billion in retail sales and represented approximately 12 percent of the Canadian workforce (Statistics Canada, 2012c).

Shopping malls have been a staple of the Canadian retail landscape since their emergence in the 1960s and 1970s. Although malls in Canada occupy 39 percent less space per capita than American malls, Canadian malls, on average, have attracted higher sales per square foot of retail space.

Since their entry into the Canadian market in the late 1980s, there has been "widespread development and clustering of big box stores into a broad range of power centre venues".

Table 2: Canadian Power Centres, 2006–2010

Year	Number of Power Centres	Total Number of Tenants	Number of Big Box Stores	Average Number of Tenants per Power Centre
Source: Hernandez (2011)				
2006	451	8,627	2,929	19.1
2007	461	9,622	3,139	20.9
2008	474	10,545	3,305	22.2
2009	484	11,548	3,429	23.9
2010	487	12,086	3,511	24.8
Change from 2006 to 2010				
Number	36	3459	582	5.7
Percent	8.0%	40.1%	19.9%	29.7%

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). While there are a large number of small retail businesses operating in Canada, the top 124 retail organizations still control 75% of the non-automotive retail sales.

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 Check, BestBuys
Harden	Brookdale	Shoppers Drug Mart, BulkBarn, Boston Pizza
CREIT	Brookdale	Lowe's, Scores, Dollarama
RIOCAN	Second Street	Urban Planet, No Frills, Ardenes, Dollarama

While retail development has been net positive, there has also been a fair amount of relocation of pre-existing operations. This has led to some properties having higher than normal vacancies, most notably Cornwall Square and Diamond Trust.

3.9 Small Business

Small businesses are often identified as the backbone of the Canadian accounting 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).

Small businesses play an integral role in Canada by establishing and maintaining employment opportunities, serving consumers and driving and shaping local economies and communities. The Province of Ontario supports the development of small business through the ONE network, which includes the operation of over 40 Business Enterprise Centres across the network.

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 during start-up and growth stages of business operation, in addition to holding a number of seminars and workshops on timely topics.

The Cornwall Business Enterprise Centre administers the popular Starter Company and Summer Company programs.

Over the past several years the Enterprise Centre has helped over 30 small businesses get off the ground each year.

https://www.ic.gc.ca/eic/site/oca-bc.nsf/eng/ca02855.html

3.10 Commercial Real Estate

Many communities are judged by the vibrancy of its downtown core, where traditionally most of the commercial office space is located in the community.

Downtown commercial space is typically utilized by the creative sector to the economy, which includes professional offices for lawyers, accountants, doctors and engineers, government offices and businesses such as call centres. These office workers also support downtown retail and restaurant businesses.

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, or “Heart of the City”. The Heart of the City program has a number of tools to help landowners undertake property improvements, upgrades and renovate commercial properties and ancillary residential units, with a special focus on aesthetic improvements for store fronts. 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. Each program is designed to further the specific goal of redeveloping and re-using brownfield sites which are blighted by the effects of environmental contamination. Over the last several years, 31 projects have received $9 m in funding assistance, leveraging $48.5 m in private sector investments.

In recent years, there have been a number of new commercial office developments in and outside of the core. The challenge remains to “backfill” vacant space left by tenants moving to new space. At the current time there is a sizeable amount of commercial office space, and notably high vacancy rates in Le Village Business District.

3.11 Tourism

The global tourism economy is valued at over $1 trillion and produces one in every 12 jobs in the world.

In Canada, only 20% of tourism revenue (about $16 billion) is generated from inbound visits from out-of-country tourists; the remainder represents what Canadians spend on domestic and foreign tourism activities.

Given its proximity and long shared border, the United States is by far the biggest source of Canada’s tourism visitors; it is also the most visited foreign destination by Canadians. The top three U.S. states that provided Canada with the most visitors were New York, Michigan and Washington.

In 2012, inbound visits from the United States accounted for three quarters of all international visits and represented 50% of all tourism spending. Pleasure travel was the reason for 84% of these visits, with shopping and sightseeing as the primary activities undertaken by leisure travellers.

The rise in Canada's popularity with Chinese travellers is particularly noteworthy, as China is now Canada's third largest overseas tourism source after France and the U.K. This is in part attributable to Canada's having been granted Approved Destination Status by the Chinese government; since 2010, overnight visits from China have nearly doubled to over 330,000 visitors.

An estimated 170,000 businesses are involved in tourism, contributing an estimated $84 billion to the economy and accounting for 619,000 jobs.

Sport tourism is the fastest growing segment of the tourism industry with approximately $5.2 billion in annual spending by domestic and international visitors.

In 2009, the Ontario government reviewed the Province's tourism industry which resulted in the creation of 13 tourism regions led by one regional organization.

Regional Tourism Organizations are independent, industry-led, not-for-profit organizations. They play an important role in supporting competitive and sustainable tourism regions. Each organization provides regional leadership and coordination and works with industry partners to grow tourism through activities like strategic planning, research, product development, training, investment attraction and marketing.

The Ontario government is supporting the tourism regions with $40 million in annual funding and encourages municipalities to continue supporting tourism as part of their communities' economic growth strategies.

Destination marketing organizations focus on developing tourism at a sub-regional level, particularly through marketing. Regional tourism organizations are responsible for tourism marketing, development and management at a regional level. Sectoral organizations are provincial or national in scope and focus on opportunities to improve specific sectors of the tourism industry.

Since 1992, destination market services have been delivered via an independent non-profit agency called Cornwall and the Counties Tourism. The agency has been funded by the City of Cornwall (65%) and United Counties of SDG (30%).

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 2015, the DMF was suspended for a couple of years.

In 2016, the United Counties of SDG announced that they would no longer financially support Cornwall and the Counties Tourism, necessitating a review of Cornwall's Tourism model.

3.12 Productivity

The rate of productivity growth is a key component in determining long-term potential economic output. The importance of strong productivity growth in the future is even more pronounced, given the expected decline in the growth of the labour force.

Ontario’s business-sector productivity growth has been weak over the last decade, averaging annual growth of only 0.4 per cent between 2001 and 2011, down from 1.3 per cent between 1985 and 2000. Ontario’s productivity is projected to grow by 1.1 per cent on average annually between 2014 and 2035, two-tenths lower than the 1985–2000 historical average.

Productivity growth will be driven by innovation, adoption of best practices, development of new products and the diversification of Ontario exports to fast-growing emerging economies. Long-term Ontario labour productivity growth will also benefit from ongoing private investments, public investments in infrastructure, education, skills training and new trade agreements.

http://www.fin.gov.on.ca/en/economy/ltr/2014/ch2.html#ch2_s8

3.13 Immigration

Canada is a multicultural society whose ethno cultural make-up has been shaped over time by immigrants and their descendants.

Each new wave of immigration has added to the nation's ethnic and cultural composition. Over time, patterns of immigration have shifted. Historically, most immigrants came from Europe. More recently, the largest group of newcomers to Canada has come from Asia (including the Middle East).

The 2011 National Household Survey indicated that foreign-born individuals represent 20.6% of the total population, an increase compared with 19.8% in the 2006 Census. Many of Canada's foreign-born have lived in the country for many years, while others were relative newcomers.

Among the G8 countries, Canada had the highest proportion of foreign-born population (20.6%), well above the shares in Germany (13.0% in 2010) and the United States (12.9% in 2010). Outside the G8 member states, Canada's proportion of foreign-born was behind that of Australia (26.8%) of Australia's total population was born outside the country.

The propensity of immigrants to settle in the largest urban areas was even greater among newcomers.

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. Slightly over three-fifths (62.5%) of these recent immigrants chose to settle in the three largest census metropolitan areas – Toronto, Montréal and Vancouver. In contrast, slightly over one-third (35.2%) of Canada's total population lived in these three CMAs.

The median age of newcomers in 2011 was 31.7 years (the median age is the point where exactly one half of the population is older and the other half is younger). In comparison, the median age for the Canadian-born population is 37.3.

These four provinces were also home to the majority Of the 1,162,900 newcomers, 9 out of every 10 of recent immigrants who arrived between 2006 and 2011 settled in Ontario, Quebec, British Columbia and Alberta. Ontario has the highest share (43.1%).

Ontario has a stated goal of attracting more immigrants, especially young, skilled individuals who can help the Province 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.

https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.cfm

3.14 Demographics

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

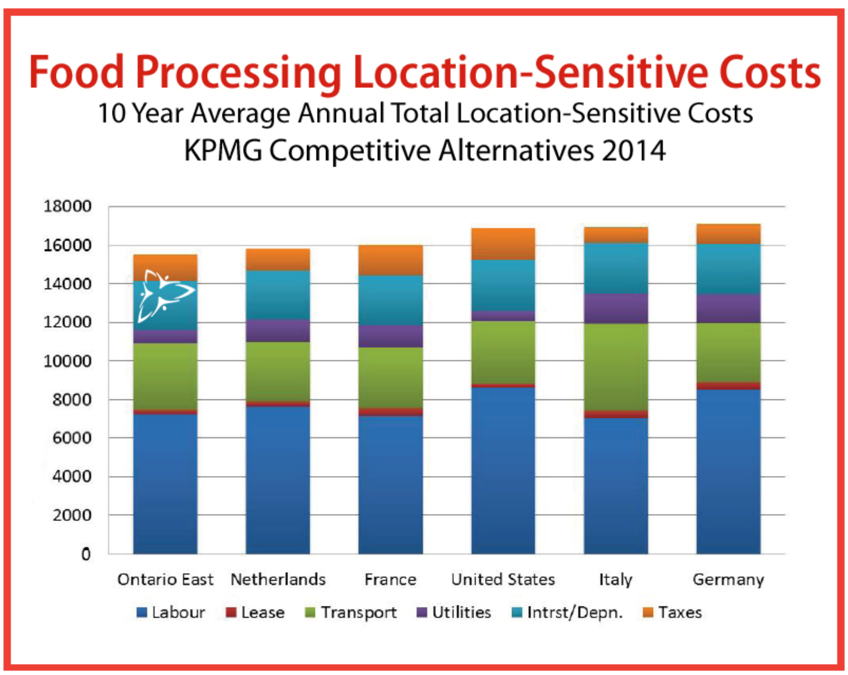
3.15 Reasons to Invest in Ontario East's Growing Food Sector

The region is home to one of the Province's largest food clusters.

Eastern Ontario is host to one of the Province's largest food clusters....Discover why food companies invest in Ontario East!

1. *A vibrant representation of companies calls Ontario East their home: from an array of small specialty producers to multinational firms such as Olymel, Kraft, PepsiCo, Weetabix, Quaker Oats, Kellogg's, Nestle and Parmalat.*
2. *Ontario's food processing industry is thriving - Ontario East is a high-value and low-cost place to do business. A strong economic partnership among food manufacturers, educational institutions and local economic development offices helps to keep the area's food processing industry strong and highly productive.*
3. *Food quality buildings and site certified, investment ready lands are available at costs much lower than other major centres.*
4. *Ontario East provides for a full range of support related services including research and development, training programs and equipment fabrication.*
5. *Strategically located in the heart of the eastern North American market, in close proximity to three of Canada's largest markets – Toronto, Ottawa and Montreal with easy border access to international markets.*
6. *The food processing industry in Eastern Ontario is supported by a strong supply chain with access to raw materials along with warehousing, specialist logistics and cold storage providers, as well as packaging services.*
7. *Eastern Ontario is a centre for research and development with world-class educational institutions specializing in food and agriculture with related science and an innovative technology cluster.*

As home to more than 1,500 food processing firms, Eastern Ontario is host to one of the Province's largest food clusters. Companies in the region range from small specialty producers to multinational firms such as Olymel.



The full range of support related services includes research and development, training programs and equipment fabrication.

The region also boasts artisan and organic producers and award winning wineries. High quality, primary producers include a comprehensive meat manufacturing production base with 12 federally certified meat plants and a further 35 provincially inspected plants. The food processing industry in Eastern Ontario is supported by specialist logistics and cold storage providers as well as sustainable and specialist packaging services.

Exceptional Market Access - Ontario East is connected to suppliers and markets via road, rail and seaway, with intermodal and refrigerator transport capacity. Airports and three international bridges link us to the entire Northeast and Midwest US markets. The St. Lawrence Seaway brings the world to our door. Eastern Ontario provides optimal market access for major distribution centres.

Dependable Workforce - Ontario East boasts a highly motivated, loyal workforce with lower than average employee turnover rates (2.5 percent). Ontario East offers an educated, trained and highly-skilled workforce with more than 9,000 food processing sector workers.

Leading-edge research and technology - Eastern Ontario is a centre for research and development with world-class educational institutions specializing in food and agriculture with related science and technology clusters focused around Trent University, Loyalist College, St. Lawrence College, Queen's University, University of Guelph (Kemptville Campus), University of Ottawa and GreenCentre Canada – a national green chemistry centre.

Leading-edge education and training - Ontario East has training rebates for innovative programs including a Food Processing Operator Apprenticeship - one of the only offerings of its kind in North America. More than 6,000 students are enrolled in food specific, agriculture and science disciplines in Ontario East educational institutions.

Lower operating costs - Ontario East is one of the lowest cost food processing jurisdictions in the G7, according to the Competitive Alternatives report from KPMG. We offer low costs, low taxes and high research and development (R&D) tax credits. Our Ontario East municipalities provide ongoing business support to ensure access to available funding programs, training and employment assistance.

Exceptional Quality of Place – Whether you chose an urban or rural lifestyle, Ontario East has all you need – a varied landscape with four seasons. Eastern Ontario's food processing sector benefits from locally produced fresh foods, farmers' markets, organic foods and wineries. They are all part of Ontario East's Quality of Place.

3.16 Economic Development Trends Analysis

3.16.1 Site Selection Factors

In 2014, Annual Corporate Survey and the Consultants Survey were conducted to rate site selection factors and the impact these factors have on planning decisions.[17] Highlighted points of the survey are as follows:

- *Highway accessibility* was the most important factor in both surveys.
- *Available land* rose from 13th to 3rd.
- *Waterway or ocean port accessibility* remained at the bottom of the list.
- *Expedited or "fast-track" permitting* climbed the ranking.

The following two figures provide more detailed results of the 2014 Corporate Survey and Consultants Survey 2014.

[17] For more information about the survey please go to: http://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2014/28th-Corporate-Executive-RE-survey-results-6574981.shtml

Figure 21: Site Selection Factors - Corporate Survey 2014

Area Development Combined Ratings* of 2014 Factors		
Ranking - Site Selection Factors	2014	2013
1. Highway accessibility	88.3	93.5 (2)**
2. Occupancy or construction costs	87.9	87.4 (4)
3. Available land	85.7	80.3 (13)
4. Available Buildings	82.2	83.3 (6)
5. Availability of skilled labour	82.1	95.1 (1)
6. Labour costs	81.6	90.8 (3)
7. Right-to-work state	77.9	80.6 (11T)
8. Proximity to major markets	77.1	75.6 (15)
9. Low union profile	81.4	73.5 (10)
10. Energy availability and costs	80.8	81.3 (6)
11. Tax exemptions	80.6	75.4 (9)
11T. Corporate tax rate	80.6	72.6 (11)
13. Availability of advanced ICT services	80.3	59.0 (18)
14. Expedited or “fast-track” permitting	76.3	67.2 (15)
15. State and local incentives	75.6	72.2 (12)
16. Availability of long-term financing	74.8	63.1 (17)
17. Environmental regulations	71.7	71.1 (13T)
18. Inbound/outbound shipping costs	70.9	63.7 (16)
19. Proximity to suppliers	67.7	54.9 (19)
20. Raw materials availability	60.5	49.7 (23)
21. Accessibility to major airport	59.4	52.9 (21)
22. Proximity to technical college/training	54.1	50.3 (22)
23. Training programs	51.5	54.7 (20)
24. Availability of unskilled labour	48.9	42.9 (25)
25. Railroad service	29.4	43.6 (24)
26. Waterway or ocean port accessibility	20.2	19.9 (26)
Ranking - Quality-of-life Factors		
1. Low crime rate	80.9	79.3 (1)**
2. Healthcare facilities	79.7	69.8 (2)
3. Housing costs	75.3	66.9 (4)
4. Ratings of public schools	73.0	63.3 (5)
5. Housing availability	71.5	69.8 (2T)
6. Recreational opportunities	66.4	52.9 (8)
7. Colleges and universities in area	59.5	61.6 (6)
7T. Climate	59.5	55.0 (7)
8. Cultural opportunities	54.8	48.9 (9)
*All figures are percentages and are the total of “very important” and “important” ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent. **(2013 ranking)		

Source: Area Development Magazine Special Presentation (Q1 2015)

Figure 22: Consultants Survey 2014

Area Development Combined Ratings* of 2014 Factors		
Ranking – Site Selection Factors	2014	2013
1. Highway accessibility	98.6	97.4 (2)**
2. Availability of skilled labour	97.3	98.3 (1)
2T. Labor costs	97.3	92.9 (5T)
4. Expected or "fast-track" permitting	97.2	87.7 (10)
5. Available land	95.8	93.0 (4)
5T. State and local incentives	95.8	93.8 (3)
7. Energy availability and costs	91.6	88.6 (8T)
8. Proximity to major markets	91.5	92.9 (5T)
9. Occupancy or construction costs	90.2	84.2 (16)
9T. Tax exemptions	90.2	91.9 (7)
11. Available buildings	88.8	83.1 (18)
12. Corporate tax rate	86.1	86.8 (11)
12T. Accessibility to major airport	86.1	88.6 (8T)
14. Proximity to suppliers	85.9	86.7 (12)
15. Training programs	83.3	79.0 (20)
16. Low union profile	82.2	85.9 (14)
17. Environmental regulations	78.9	84.1 (17)
18. Inbound/outbound shipping costs	77.4	81.8 (19)
19. Right-to-work state	74.0	86.0 (13)
20. Railroad service	69.0	50.0 (25)
21. Water availability	68.0	N/A
22. Proximity to technical college/training	66.7	78.1 (21)
23. Availability of unskilled labour		
24. Availability of advanced ICT services		
25. Raw materials availability	62.0	69.9 (22)
26. Waterway or ocean port accessibility	47.1	39.9 (26)
27. Availability of long-term financing	38.9	59.4 (23)
Ranking – Quality-of-life Factors		
1. Colleges and universities	79.1	82.5 (1)
2. Low crime rate	75.0	78.0 (2)
3. Ratings of public schools	72.2	77.0 (3)
4. Healthcare facilities	62.5	70.2 (5)
*All figures are percentages and are the total of "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent. **(2013 ranking)		

Source: Area Development Magazine Special Presentation (Q1 2015)

3.17 Economic Forecast

Tables 23 – 27 in Appendix A provide the major economic indicators outlook for Canada and Ontario. The following forecast can be observed:

Canada

- Low commodity prices will impact resource companies.
- Lower resource prices have a direct impact on the Canadian dollar.
- Canada's real GDP is expected to have a 2.5% increase in 2014; slowing to as low as 1.6% in 2017.
- Over the near term, exports will be a key driver of growth, supported by the low level of the loonie, and a recovery in U.S. demand.

Ontario

- Ontario employers anticipate some hiring opportunities.
- Real GDP is not expected to see high growth rates over the next couple years before improving in 2017.
- The housing market will see a strong 2015 before a pull-back in the 2016/2017 period.

References:

1. TD Economics, Quarterly Economic Forecast – October 2015
2. RBC Economic Research, Provincial Outlook – December, 2015
3. Manpower, Employment Outlook Survey – Q1/2016
4. EDC Economics, Export Forecast Overview – Fall 2015
5. The Annual Corporate Survey & Annual Consultants Survey – 2015
6. Provincial Economic Outlook, BMO Capital Markets Economics – January 2016

Appendix A: Data Tables

Table 8: Changes in Percentage Population by Age, Cornwall, 2006, 2011 & 2015

	Cornwall 2006	Cornwall 2011	Cornwall 2015
Population age 0-4	4.9	5.3	4.8
Population age 5-9	5.5	4.9	5.1
Population age 10-14	6.7	5.4	4.9
Population age 15-19	6.8	6.5	5.5
Population age 20-24	6.0	6.1	6.5
Population age 25-29	5.1	5.5	6.0
Population age 30-34	5.3	5.2	5.5
Population age 35-39	5.4	5.2	5.2
Population age 40-44	7.7	5.5	5.4
Population age 45-49	8.3	7.5	5.8
Population age 50-54	7.5	8.1	7.7
Population age 55-59	7.0	7.5	7.9
Population age 60-64	5.4	7.2	7.2
Population age 65-69	4.9	5.5	6.7
Population age 70-74	4.4	4.7	5.0
Population age 75-79	3.9	3.9	4.1
Population age 80-84	2.9	3.1	3.2
Population age 85+	2.5	3.0	3.5
Total population	**45,960**	**46,355**	**47,848**

Source: Total population by sex and age groups, McSweeney & Associates from Statistics Canada Census data 2006, 2011 and Manifold Data Mining Inc. SuperDemographics 2015.

Table 9: Percentage Population by Age, Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
Population age 0-4	2,315	4.8	5.3
Population age 5-9	2,449	5.1	5.5
Population age 10-14	2,356	4.9	5.5
Population age 15-19	2,626	5.5	6.0
Population age 20-24	3,096	6.5	6.7
Population age 25-29	2,861	6.0	6.4
Population age 30-34	2,629	5.5	6.2
Population age 35-39	2,478	5.2	6.2
Population age 40-44	2,562	5.4	6.6
Population age 45-49	2,784	5.8	7.2
Population age 50-54	3,698	7.7	8.1
Population age 55-59	3,795	7.9	7.4
Population age 60-64	3,438	7.2	6.3
Population age 65-69	3,197	6.7	5.4
Population age 70-74	2,413	5.0	3.9
Population age 75-79	1,953	4.1	2.9
Population age 80-84	1,527	3.2	2.2
Population age 85+	3,047	3.2	2.1
Total population	**47,848**		**13,780,979**

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

Table 10: Population by Income Levels with % Change, Cornwall vs. Ontario, 2010 & 2014

	Cornwall 2010 %	Cornwall 2014 %	ON 2014 %
Without income	5.0	5.0	5.3
With income	95.0	95.0	94.7
Under $5,000	7.8	7.5	9.8
$5,000 to $9,999	7.8	8.0	7.0
$10,000 to $14,999	10.6	10.5	8.2
$15,000 to $19,999	10.8	10.7	8.5
$20,000 to $29,999	19.6	19.2	12.6
$30,000 to $39,999	14.6	14.7	10.9
$40,000 to $49,999	9.0	9.2	9.4
$50,000 to $59,999	5.6	5.7	7.4
$60,000 to $79,999	5.3	5.4	8.9
$80,000 to $99,999	2.5	2.6	5.7
$100,000 and over	1.3	1.4	6.3
$100,000 to $124,999	0.6	0.8	3.1
$125,000 and over	0.7	0.6	3.2
Population 15 years and over	**37,745**	**40,727**	**11,536,559**

Source: McSweeney & Associates from Statistics Canada Census data 2011 (2010 incomes) and Manifold Data Mining Inc. SuperDemographics 2015 (2014 incomes).

Table 11: Total Income Levels, Cornwall vs. Ontario, 2014

	Cornwall	Cornwall %	Ontario %
Without income	2,034	5.0	5.3
With income	38,693	95.0	94.7
Under $5,000	3,066	7.5	9.8
$5,000 to $9,999	3,271	8.0	7.0
$10,000 to $14,999	4,296	10.5	8.2
$15,000 to $19,999	4,364	10.7	8.5
$20,000 to $29,999	7,808	19.2	12.6
$30,000 to $39,999	6,002	14.7	10.9
$40,000 to $49,999	3,738	9.2	9.4
$50,000 to $59,999	2,327	5.7	7.4
$60,000 to $79,999	2,179	5.4	8.9
$80,000 to $99,999	1,069	2.6	5.7
$100,000 and over	574	1.4	6.3
$100,000 to $124,999	313	0.8	3.1
$125,000 and over	261	0.6	3.2
Population 15 years and over	**40,727**	**100.0**	**11,536,559**
Median income ($) of population 15 years and over	26,209		32,968
Average income ($) of population 15 years and over	33,718		47,130

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

Table 12: Economic Family Income Levels, Cornwall vs. Ontario, 2014

	Cornwall	Ontario %
Number of economic families[18]	13,937	3,876,390
Median family income ($)	64,196	90,574
Average family income ($)	73,930	113,454

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

[18] Economic family refers to a group of two or more persons who live in the same dwelling and are related to each other by blood, marriage, common-law or adoption. A couple may be of opposite or same sex. Foster children are included.
By definition, all persons who are members of a census family are also members of an economic family. Examples of the broader concept of economic family include the following: two co-resident census families who are related to one another are considered one economic family; co-resident siblings who are not members of a census family are considered as one economic family; and, nieces or nephews living with aunts or uncles are considered one economic family.

Table 13: Households by Income Levels, Cornwall vs. Ontario, 2014

	Cornwall	Cornwall %	Ontario %
Under $5,000	394	1.8	2.4
$5,000 to $9,999	616	2.9	1.9
$10,000 to $14,999	1,119	5.2	2.9
$15,000 to $19,999	1,824	8.5	4.5
$20,000 to $29,999	2,719	12.6	7.6
$30,000 to $39,999	2,790	13.0	8.4
$40,000 to $49,999	2,345	10.9	8.7
$50,000 to $59,999	2,069	9.6	9.0
$60,000 to $79,999	2,587	12.0	12.9
$80,000 to $99,999	2,188	10.2	11.7
$100,000 to $124,999	1,821	8.5	10.9
$125,000 to $149,999	493	2.3	7.7
$150,000 and over	564	2.6	11.4
Household total income of private households.	**21,528**	**100.0**	**5,291,909**
Median household total income ($)	46,190		71,748
Average household total income ($)	59,461		94,943

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

Table 14: Education Attainment, highest certificate, diploma or degree Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
Population 25 to 64 years by	**24,246**	**100.0**	**7,494,680**
No certificate, diploma or degree	4,548	18.8	11.0
Certificate, diploma or degree	19,698	81.2	89.0
High school certificate or equivalent	7,985	32.9	24.2
Postsecondary certificate, diploma or degree	11,713	48.3	64.7
Apprenticeship or trades certificate or diploma	2,602	10.7	7.6
College, CEGEP or other non-university certificate or diploma	6,165	25.4	23.7
University certificate, diploma or degree	2,945	12.1	33.4
University certificate or diploma below bachelor level	472	1.9	4.5
University certificate or degree	2,473	10.2	28.9
Bachelor's degree	1,502	6.2	17.8
University certificate or diploma above bachelor level	971	4.0	11.2

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

Table 15: Post-secondary Qualifications by Major Field of Study, Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
No postsecondary certificate, diploma or degree	23,877	58.6	45.5
Education	1,414	3.5	3.6
Visual and performing arts, and communications technologies	442	1.1	2.0
Humanities	589	1.4	3.2
Social and behavioural sciences and law	1,260	3.1	6.5
Business, management and public administration	3,625	8.9	11.9
Physical and life sciences and technologies	291	0.7	2.1
Mathematics, computer and information sciences	336	0.8	2.5
Architecture, engineering, and related technologies	3,734	9.2	11.3
Agriculture, natural resources and conservation	446	1.1	0.9
Health and related fields	3,313	8.1	7.6
Personal, protective and transportation services	1,400	3.4	2.8
Other fields of study	0	0.0	0.1
Population aged 15 years and over	**40,727**	**100.0**	**11,536,559**

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

Table 16: Mobility Status, Cornwall vs. Ontario, 2015

Mobility status 1 year ago	Cornwall	Cornwall %	Ontario %
Population	47,848	100.0	13,780,978
Non-movers	41,332	86.4	88.3
Movers	6,516	13.6	11.7
Non-migrants	4,348	9.1	6.9
Migrants	2,168	4.5	4.8
Internal migrants	2,087	4.4	3.9
Intraprovincial migrants	1,550	3.2	3.4
Interprovincial migrants	537	1.1	0.4
External migrants	81	0.2	1.0
Mobility status 5 years ago	**Cornwall**	**Cornwall %**	**Ontario %**
Population	47,848	100.0	13,780,978
Non-movers	28,323	59.2	62.1
Movers	19,525	40.8	37.9
Non-migrants	13,188	27.6	21.0
Migrants	6,337	13.2	16.9
Internal migrants	5,802	12.1	12.9
Intraprovincial migrants	4,337	9.1	11.4
Interprovincial migrants	1,465	3.1	1.5
External migrants	535	1.1	4.1

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

Table 17: Knowledge of Official Languages, Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
English only	35,689	74.6	93.1
French only	11,582	24.2	3.9
English and French	467	1.0	0.7
Neither English nor French	109	0.2	2.3
Population	**47,848**	**100.0**	**13,780,978**

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

Table 18: Key Labour Force Indicators, Cornwall vs. ON, 2006, 2011, 2015

	Cornwall			Ontario		
Characteristic	2006	2011	2015	2006	2011	2015
Population 15 years and over	37,115	37,745	40,727	9,819,420	10,473,670	11,536,559
In the labour force	20,755	20,850	23,184	6,587,575	6,864,990	7,647,348
Employed	19,175	18,570	20,884	6,164,245	6,297,005	7,079,476
Unemployed	1,575	2,285	2,300	423,335	567,985	567,872
Not in the labour force	16,360	16,895	17,543	3,231,840	3,608,685	3,889,211
Participation rate (%)	55.9	55.2	56.92	67.1	65.5	66.29
Employment rate (%)	51.7	49.2	51.28	62.8	60.1	61.37
Unemployment rate (%)	7.6	11.0	9.92	6.4	8.3	7.43

Source: McSweeney & Associates from Statistics Canada 2006, 2011 Census data and Manifold Data Mining Inc. SuperDemographics 2015.

Table 19: Resident Labour Force by Industry, Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
Industry - Not applicable	868	3.7	2.7
All industries	22,316	96.3	97.3
Agriculture, forestry, fishing and hunting	124	0.5	1.5
Mining and oil and gas extraction	0	0.0	0.4
Utilities	100	0.4	0.8
Construction	1,278	5.5	6.1
Manufacturing	2,999	12.9	10.2
Wholesale trade	754	3.3	4.5
Retail trade	2,805	12.1	11.0
Transportation and warehousing	1,685	7.3	4.5
Information and cultural industries	252	1.1	2.6
Finance and insurance	456	2.0	5.3
Real estate and rental and leasing	371	1.6	1.9
Professional, scientific and technical services	541	2.3	7.4
Management of companies and enterprises	39	0.2	0.1
Administration and support, waste management and remediation services	1,983	8.6	4.5
Educational services	1,323	5.7	7.3
Health care and social assistance	3,079	13.3	10.1
Arts, entertainment and recreation	318	1.4	2.1
Accommodation and food services	1,702	7.3	6.1
Other services (except public administration)	1,018	4.4	4.3
Public administration	1,489	6.4	6.7
Total labour force 15 years and over	**23,184**	**100.0**	**7,647,348**

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

Table 20: Resident Labour Force by Occupation, Cornwall vs. Ontario, 2015

	Cornwall	Cornwall %	Ontario %
Occupation - Not applicable	868	3.7	2.7
All occupations	22,316	96.3	97.3
Management occupations	1,532	6.6	11.3
Business; finance and administration occupations	2,850	12.3	16.6
Natural and applied sciences and related occupations	635	2.7	7.2
Health occupations	1,577	6.8	5.7
Occupations in education; law and social; community and government services	2,582	11.1	11.7
Occupations in art; culture; recreation and sport	285	1.2	3.0
Sales and service occupations	6,798	29.3	22.6
Trades; transport and equipment operators and related occupations	3,634	15.7	12.6
Natural resources; agriculture and related production occupations	264	1.1	1.5
Occupations in manufacturing and utilities	2,158	9.3	5.1
Total labour force 15 years and over	**23,184**	**100.0**	**7,647,348**

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

Table 21: Cornwall Business Pattern Data, Business Establishments – Sector Level

Sector	2010 June #	2015 June #	2015 June % Total*	Cornwall % Change	ON % Change
Total Number of Businesses	**2,184**	**3,159**	**100.0**	**44.6%**	**62.2%**
11 - Agriculture, Forestry, Fishing and Hunting	12	23	0.7	91.7%	43.5%
21 - Mining, Quarrying, and Oil and Gas Extraction	1	2	0.1	100.0%	45.2%
22 - Utilities	5	3	0.1	-40.0%	191.8%
23 - Construction	232	243	7.7	4.7%	29.1%
31-33 - Manufacturing	80	66	2.1	-17.5%	7.9%
41 - Wholesale Trade	99	89	2.8	-10.1%	0.7%
44-45 - Retail Trade	353	357	11.3	1.1%	17.1%
48-49 - Transportation and Warehousing	128	130	4.1	1.6%	49.1%
51 - Information and Cultural Industries	17	28	0.9	64.7%	45.7%
52 - Finance and Insurance	128	140	4.4	9.4%	34.5%
53 - Real Estate and Rental and Leasing	186	774	24.5	316.1%	179.1%
54 - Professional, Scientific and Technical Services	183	244	7.7	33.3%	35.8%
55 - Management of Companies and Enterprises	57	51	1.6	-10.5%	-12.0%
56 - Administrative and Support, Waste Management and Remediation Services	80	95	3.0	18.8%	34.2%
61 - Educational Services	25	25	0.8	0.0%	40.6%
62 - Health Care and Social Assistance	197	251	7.9	27.4%	99.8%
71 - Arts, Entertainment and Recreation	39	32	1.0	-17.9%	48.4%
72 - Accommodation and Food Services	132	146	4.6	10.6%	17.9%
81 - Other Services (except Public Administration)	226	235	7.4	4.0%	7.8%
91 - Public Administration	4	4	0.1	0.0%	4.8%

*May not add to 100% due to exclusion of Unclassified establishments
Source: McSweeney & Associates from Canadian Business Patterns June 2010 and June 2015.

Table 22: Cornwall Business Pattern Data, Business Establishments, Select Sub-Sector Level

Subsector	2010 June	2015 June	2015 June % Total*	Cornwall % Change	ON % Change
Total	**1,939**	**3,159**	**100.0**	**62.9**	**62.2**
111-112 Farms	11	20	0.6	81.8	45.0
236 Construction of buildings	62	70	2.2	12.9	36.3
238 Specialty trade contractors	148	148	4.7	0	28.7
541 Professional, scientific and technical services	183	244	7.7	33.3	35.8
334 Computer and electronic product manufacturing	5	5	0.2	0	-1.2
484 Truck transportation	61	50	1.6	-18	52.6
531 Real estate	724	163	23.9	363.8	194.8
621 Ambulatory health care services	138	180	5.7	30.4	108.75
623 Nursing and residential care facilities	36	38	1.2	5.6	16.0
722 Food services and drinking places	117	127	4	8.5	18.1
811 Repair and maintenance	86	77	2.4	-10.5	19.5
913 Local, municipal and regional public administration	0	3	0.1	N/A	0.2

Source: McSweeney & Associates from Canadian Business Patterns June 2010 and June 2015.

Table 23: Canada and Ontario Economic Indicators Outlook

Canada				
Annual Average Percent Change*	**2014e**	**2015f**	**2016f**	**2017f**
Real GDP	2.5	1.2	1.6 - 2.2	1.8 – 2.7
Employment	0.6	0.8 - 0.9	0.7 - 0.8	0.7 – 0.9
Unemployment (%)	6.9	6.9	6.8 – 7.1	6.4 – 6.9
CPI	1.9 – 2.0	1.1	1.6 - 2.1	1.9
Retail Trade	4.6	2.2	3.7	3.5
Housing Starts (units)	189,000	191,000 - 195,000	186,000 – 197,000	172,000 – 180,000
Existing home sales	5.2	5.5	3.5	0.5
Average Existing Home Price	5.2	5.9	3.5	1.0
Ontario				
Annual Average Percent Change*	**2014e**	**2015f**	**2016f**	**2017f**
Real GDP	2.2 – 2.7	1.2 – 2.1	1.6 – 2.5	2.2 – 2.7
Employment	0.6 – 0.8	0.7 – 0.9	0.7 – 1.2	0.8 – 1.0
Unemployment (%)	6.9 – 7.3	6.7 – 6.9	6.5 – 7.1	6.1 – 6.9
CPI	1.9 – 2.3	1.1 – 1.3	1.8 – 2.1	1.9 – 2.1
Retail Trade	5.0	4.4 - 4.8	3.7 – 4.4	3.0 – 3.9
Housing Starts (units)	59,134 – 189,000	70,200 – 194,000	68,500 – 187,000	59,000 – 180,000
Existing home sales	3.7	9.8	-1.4	-9.0
Average Existing Home Price	7.0	7.5	1.9	-1.0

Source: McSweeney & Associates from RBC, *Provincial Outlook*, December 2015; TD Economics, *Provincial Economic Forecast*, October, 2015; BMO *Provincial Economic Outlook, January 15, 2016*.
*Unless otherwise stated.
'e' = estimate, 'f' = forecast

Table 24: Canadian Export Forecast by Sector (% Growth)

Main Sectors	% Share of Total Exports (2014)	Export Outlook (% growth)		
		2014	2015 (f)	2016 (f)
Agri-food	9.6	12.0	8	3
Energy	24.2	14.9	-31	17
Forestry	5.5	9.1	6	4
Chemicals and Plastics	7.1	12.5	8	7
Fertilizers	1.2	-11.4	36	2
Metals, Ores and Other Industrial Products	12.5	8.0	4	7
Industrial Machinery and Equipment	5.2	9.6	10	5
Aircraft & parts	2.5	28.7	29	17
Advanced Technology	2.5	5.5	13	5
Motor Vehicles and Parts	11.6	8.7	14	5
Consumer Goods	1.3	-3.8	27	4
Special transactions*	0.7	16.6	-16	6
Total Goods Sector	**83.8**	**11.0**	**-2**	**8**
Total Services Sector	**16.2**	**3.0**	**2**	**4**
Total Exports	**100.0**	**9.6**	**-1**	**7**

Source: EDC *Global Export Forecast Fall 2015*, p. 26. Statistics Canada, EDC Economics, 2014 is actual data, while 2015 and 2016 are forecasts.

*Special transactions are mainly low-valued transactions, value of repairs to equipment and goods returned to country of origin.

Table 25: Ontario Merchandise Export Outlook

Main Sectors	% Share of Exports (2014)	Global Outlook (% growth)		
		2014	2015(f)	2016(f)
Motor Vehicle, Parts	35.2	8.0	79	4
Ores and Metals	21.5	6.0	1	7
Chemicals/Plastics	12.9	13.3	8	7
Industrial Machinery	8.7	7.8	16	5
All Others	21.7	7.1	10	5
Total	**100.0**	**8.0**	**11**	**6**
Total excl. energy	**98.0**	**7.8**	**11**	**6**

Source: EDC *Global Export Forecast Fall 2015,* p. 49. Statistics Canada, EDC Economics.

Table 26: Canadian Industrial Outlook – GDP by Industry*

Industry	% change (Y/Y)	
	2014f	**2015f**
All industries (GDP)	2.3	2.5
Good Industries	2.2	3.3
Primary Industries	2.8	4.3
Agriculture	-9.4	4.1
Oil & Gas	4.8	4.4
Non-energy Mining	2.7	3.6
Forestry, Logging & Other Primary	7.7	6.5
Manufacturing	2.9	4.0
Construction	0.1	1.3
Residential	-0.7	-3.2
Non-res. & Engineering	0.5	3.5
Utilities	2.2	2.3
Service Industries	2.4	2.2
Wholesale Trade	3.3	3.8
Retail Trade	2.4	2.4
Transportation & Warehousing	3.4	3.6
Information & Cultural Industries	2.5	2.3
Finance, Insurance & Real Estate	2.5	2.2
Professional Services	2.7	2.8
Accommodation & Food Services	3.5	3.2
Public services**	1.4	1.4
Other Services	2.7	1.1

Source: TD Economics *Industrial Outlook, April 25, 2014.*
**Measured in chained 2007 dollars; Forecast by TDEconomics as of April 2014. Source: Statistics Canada/Haver Analytics, TD Economics.*
***Includes Public Administration, HealthCare, & Education Services.*

Table 27: Employment Outlook by Industry – Q1/2016

Industry	Ontario Net Employment Outlook (%)
All Industries	3
Construction	6
Education	4
Finance, Insurance & Real Estate	4
Manufacturing - Durables	6
Manufacturing – Non-Durables	0
Mining	-12
Public Administration	2
Services	5
Transportation & Public Utilities	9
Wholesale & Retail Trade	1

Source: Manpower Employment Outlook Survey – Q1/2016.

City of Cornwall
Economic Development
Strategic Plan

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