
Strategic Plan Implementation Advisory Committee

Economic Development Strategic Plan

Recap of Activities 2010-2014

October 2014



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Strategic Plan

- City has had an Economic Development Strategic Plan since late 1980's
- Significant community input and consultation
- Last comprehensive update was in 2006
- Most recent Committee update was in 2012
- Ongoing work on numerous action items
- Advisory Committee
 - Held approximately 70 meetings since inception
 - Met with dozens of stakeholder organizations
 - Reviewed strategic plan priorities and action items
 - Provided annual updates to Council

Advisory Committee

- Advisory Committee struck by council to oversee implementation efforts

- Terry Landon (Chair)
- Todd Bennett (Vice Chair)
- Mayor Bob Kilger
- Councillor Glen Grant
- Councillor Elaine McDonald
- Susan Carter
- Jacques Perreault
- Chuck Charlebois
- (the late) Doug Randlett

- *Resources:*

- *Mark Boileau*
- *Bob Peters*
- *Stephen Alexander*
- *Ken Bedford*
- *Lezlie Strasser*
Chamber of Commerce
- *Scott Ravary*
Province of Ontario

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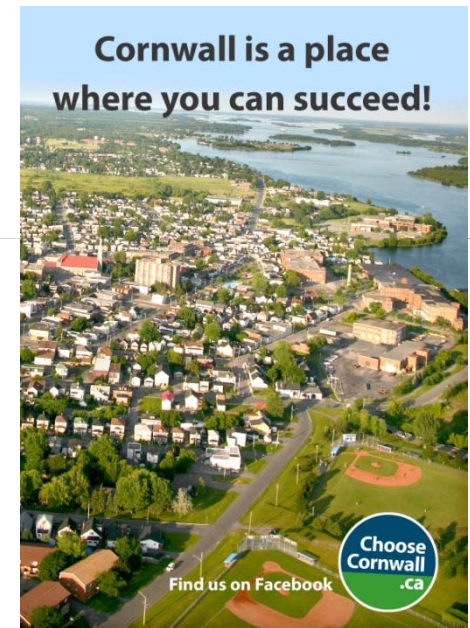
Current Plan

- Plan calls for action plans to satisfy six strategies
 - People First
 - Improve City's Profile
 - Support Diversification and Attract New Investment
 - Retain and Grow Existing and New Businesses
 - Promote and Develop Tourism
 - Leverage Existing Infrastructure
- Action plans to be carried out by a wide variety of organizations
- The Strategic Plan is here to guide and assist efforts



Implementation Efforts

- Progress continues to be made on all six strategies
- City working in partnership with other agencies
 - Chamber of Commerce, Tourism, Team Cornwall, Eastern Ontario Training Board, Seaway Valley Construction and Trades Association
 - United Counties of Stormont Dundas and Glengarry
 - OMAFRA, MEDTE
 - Employment Ontario
 - Service Canada
- Strategies and action plans need to be flexible to accommodate changes in economy, community



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Priorities Moving Forward

- As work on the six strategies and various action plans continues, the Committee worked to develop the strategic plan by **annually establishing new priorities** for each coming year
- These priorities are linked to the original six strategies and are constantly being reviewed and reorganized

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1. People First

	Action Plan	Stakeholders
1.1	Assist Youth to Complete their Education & the School-to-Work Transition	Eastern Ontario Training Board School Boards
1.2	Establish University & Support St. Lawrence College	St. Lawrence College River Institute University Committee
1.3	Assist Currently Unemployed Workers with Training	Eastern Ontario Training Board Community organizations involved in employment assistance and skills training
1.4	Improve Skills Database	Eastern Ontario Training Board Employment Ontario Job Zone d'emploi Private sector agencies
1.5	Bring Cornwall People Back & Attract New	Cornwall Economic Development Team Cornwall

People First : Achievements

- Committee has met with school boards (1.1)
- St. Lawrence College has held a number of workshops with area high schools (1.1)
- St. Lawrence College has established a number of logistics courses (1.2)
- Community advocates have laid the groundwork for the establishment of a University in Cornwall (1.2)
- River Institute has established a research division (1.2)
- Work with Job Zone, Eastern Ontario Training Board, and other community partners to address skill shortages and unemployment (1.3)
- Community agencies have compiled data on skill sets in the community (1.3)
- Youth Employment Fund and new Canada Ontario Job Grant offer attractive benefits to employers to train and hire (1.4)
- St. Lawrence College has established a corporate continuing education division (1.4)
- Marketing has expanded to include resident attraction(1.5)
- Economic Development has attended a number of trade shows, job fairs and other events (1.3, 1.5)

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2. Raise Cornwall's Profile

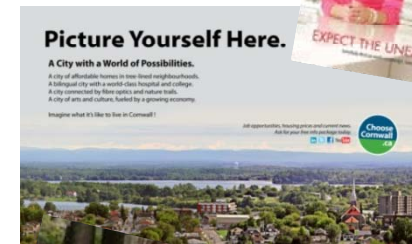
	Action Plan	Stakeholders
2.1	Evolve & Strengthen Brand	Cornwall Economic Development
2.2	Develop New Marketing Collaterals to Reflect New Brand	Cornwall Economic Development
2.3	Establish Closer Ties with New York State	Cornwall Economic Development Cornwall Chamber of Commerce
2.4	Raise Cornwall & Region's Image Inside and Outside Canada	Cornwall Economic Development Team Cornwall

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Raise Cornwall's Profile: : Achievements

- City adopted new branding in 2007 (2.1)
- New collaterals constantly being developed such as *Development Opportunities Brochure*, *Commercial Real Estate Brochure*, *Logistics Brochure* (2.2)
- Economic Development has attended a number of events in USA (2.3)
- Economic development staff have worked with Senator Bill Owen and other partners on the *Beyond the Border* initiative (2.3)
- Marketing efforts continue to target key sectors (notably logistics, food, advanced manufacturing) in both Canada, USA and beyond (2.4)
- City has worked with USA organizations such as RILA, AME and ICSC as well as Canadian consulates (2.4)



3. Market the City

	Action Plan	Stakeholders
3.1	<p>Continue Diversification Approach to Economic Development and Market Sectorally to Key Sectors</p> <ul style="list-style-type: none">• Business services• Transportation, distribution, logistics• Design, advanced manufacturing and engineering• Environmental and new energy technologies• Food processing, biotech and wood-based products• Government	Cornwall Economic Development
3.2	<p>Further Explore Potential Opportunities in New & Emerging Sectors</p> <ul style="list-style-type: none">• Health services• Aviation, airport security management	Cornwall Economic Development
3.3	Market Non-Sectorally (Geographic)	Cornwall Economic Development



Market The City : Achievements

- Majority of marketing efforts aimed at attracting new commercial and industrial investment have been sector based (3.1)
 - Commercial retail
 - Logistics
 - Food processing
 - Advanced manufacturing
 - Tourism attraction development
 - Public/Private sector offices
- Economic Development has worked with Ontario East Economic Development to explore emerging sectors such as biotech, advanced manufacturing, knowledge-based and aviation (3.2)
- Medical recruitment efforts continue with help from local medical community (3.2)
- Direct marketing efforts have targeted a number of key geographic regions (North America ,Europe and Asia) via database (3.3)



4. Grow Existing and Attract Business

	Action Plan	Stakeholders
4.1	Continue Business Retention and Corporate Call Program	Cornwall Economic Development
4.2	Establish Mentorship/Advisory Business Team for New Businesses	Chamber of Commerce Cornwall Economic Development Cornwall Business Enterprise Centre
4.3	Encourage Entrepreneurship	Cornwall Economic Development Cornwall Business Enterprise Centre
4.4	Establish Technology Innovation Centre	Cornwall Economic Development Cornwall Business Enterprise Centre
4.5	Expand Venture Capital Assistance through SD&G Community Futures	SD&G Community Futures Corporation



Grow Existing and Attract Business : Achievements

- Completed BR+E program that focused on BIA and Industrial sectors (4.1)
- Department staff continues to work with Downtown and Le Village advocates (4.1)
- Department continues to work with local companies on key issues – notably logistics, export marketing, continuous improvement, government policies (4.1)
- Significant new investment in logistics and commercial retail sectors (4.1)
- CBEC has worked with partners on a number of seminars, workshops to help small business owners such as Breakfast Connections, ARTpreneur, BizFest, etc (4.2)
- CBEC has worked to promote entrepreneurship (Summer Company, Starter Company) (4.3)
- St. Lawrence College runs SEA program, staff actively participate (4.2, 4.3)
- CFDC has run entrepreneurship programs (4.3)
- CFDC has established business centre, Invest Ottawa has opened innovation centre to provide support to area companies (4.4)
- Work with CFDC, EODF and other government agencies to improve opportunities to access capital/dept financing for Cornwall companies (4.5)
- Angel investors are in the community and available to work with entrepreneurs (4.5)

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5. Expand Tourism Business

	Action Plan	Stakeholders
5.1	Complete Premier-ranked Tourism Destination project and use to identify gaps in tourism offerings	Cornwall and the Counties Tourism City of Cornwall
5.2	Work closer with Kinsmen to promote Lift-Off Festival as signature event and with Service Club Council on other events	Cornwall and the Counties Tourism City of Cornwall
5.3	Create a fountain / music or other attraction in the St. Lawrence River	Cornwall and the Counties Tourism Waterfront Development Committee
5.4	Increase coordination and cross-marketing	Cornwall and the Counties Tourism City of Cornwall
5.5	Develop new, expanded and upgraded tourism products	Cornwall and the Counties Tourism City of Cornwall
5.6	Pursue major sporting events with events coordinator	Cornwall and the Counties Tourism City of Cornwall

Expand Tourism Business : Achievements

- Premier-ranked Tourism report completed in 2007 (5.1)
- Continue to sponsor and work with Lift-Off organizers as well as organizers of Ribfest, Waterfest and Winterfest (5.2)
- Work with other local groups to support major events such as conferences in the city (5.2 & 5.6)
- Have worked with Ontario East and the Province to promote the opportunity for a new tourist attraction asset in Cornwall (5.3 & 5.5)
- Development of the OPG Visitor Centre one of a handful of new assets, further opportunity exists with bridge project (5.3)
- Continue to work with Cornwall & The Counties Tourism to address opportunities related to tourism marketing for the region (5.4)
- Culturescape plan, artist database and regional arts council completed as preliminary steps to building up arts scene (5.5)
- Continue to work with the Cultural Committee to explore the establishment of an arts centre (5.5)
- Development of Benson Centre has helped to attract new sporting tournaments (5.6)
- Major new sporting events including national level broomball, baseball, international level boxing, new hockey and lacrosse leagues, potential for volleyball and other sports (5.6)

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6. Leverage Infrastructure

	Action Plan	Stakeholders
6.1	Develop Cornwall & Region as Alternative Energy Use & Environmentally Sustainable City	City of Cornwall, Economic Development, Engineering, Public Works and Recreation Departments
6.2	Establish Community-wide High Speed & Wireless Internet Access	Cornwall Economic Development
6.3	Support Expansion of Cornwall Regional Airport	Cornwall Regional Airport Commission United Counties of SDG
6.4	Re-establish Commuter Links with Montreal and Ottawa	Cornwall Economic Development Cornwall City Council Cornwall Chamber of Commerce United Counties of SDG
6.5	Further Waterfront Redevelopment – Wide Range of Uses	Cornwall Waterfront Redevelopment Committee
6.6	Expand Hwy 138 to 4 lanes	Cornwall Economic Development United Counties of SDG

Leverage Infrastructure : Achievements

- Wastewater Treatment facility has received major upgrade, new LED streetlights, improvement to municipal recycling program (6.1)
- Private sector initiatives helping (Tesla, SmartGreens) (6.1)
- City investment in EORN as well as private sector investment has helped improve City's connectivity with installation of new POP and new fibre infrastructure (6.2)
- Regional Airport Commission continues to explore opportunities to expand the Cornwall regional airport (6.3)
- Delaney Bus Lines has seen commuter service grow (6.4)
- Continue to monitor inter-city transportation by maintaining dialogue with bus companies and VIA Rail (6.4)
- City established Waterfront Land Acquisition Committee (6.5)
- City in talks with Transport Canada and has entered into MOU with Akwesasne over Port divesture (6.5)
- Met with waterfront development committee to promote waterfront enhancement and development (6.5)
- Redevelopment of Cotton Mills proceeding, recreational trail, splash pad and museum are popular (6.5)
- Bridge completion will see Seaway lands made available (6.5)
- Worked with MTO and Counties on study regarding passing lane and intersection improvements to Hwy 138 (6.6)
- MTO has invested in new Hwy 401 interchange at Boundary and other related work (6.6)

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Looking Forward

- The 2006 Strategic Plan predates the major transformation and diversification of Cornwall's economy
- The Committee's work has extended the Strategic Plan, and over the past eight years activities by City staff, area organizations and individual citizens have helped to achieve many of the Plan's objectives
- The time has come to create a new plan, to allow new ideas to be brought forward into a new matrix of goals and objectives
- Council should plan for an Economic Development Strategic Plan exercise in 2015

