



# GGA • MANAGEMENT CONSULTANTS

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Mr. Leslie O'Shaughnessy  
Councillor  
Chair of Economic Development Strategic Plan Steering Committee  
City of Cornwall  
360 Pitt Street  
Cornwall, Ontario  
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September, 8, 2006

Dear Mr. O'Shaughnessy:

We are pleased to present our Economic Development Strategy Update for the City of Cornwall and region. This has been a very important undertaking. The Strategies and Action Plans described in this document, when implemented, can make a very positive contribution to sustaining and improving Cornwall and region's economy and quality of life.

We would like to thank the members of our Steering Committee – Councillor Denis Moquin, Pat Finucan, Debbie Rioux, Lezlie Strasser, Denis Thibault, Guy Tondreau, Pauline Bookhout, Guy Desjardins, Daniel Dubois, James dePater, Stephen Alexander, Paul Fitzpatrick and Mark Boileau, who provided constructive suggestions and information throughout the planning process. We also appreciated the views and advice we received from Mayor Poirier and members of Cornwall Council. Also, we would like to thank the many members of Cornwall and region's business and community organizations, as well as Cornwall and region residents, who provided valuable contributions in our interviews, workshops and public meetings. We would also like to thank the managers and staff at Cornwall and region's Employment Action Centres for their assistance with the Community Skills and Employment Survey. We would like to particularly thank you for your support throughout the process.

We believe that moving forward with this Economic Development Strategy Update will contribute to a positive economic future and high quality of life for the Cornwall and region community.

Yours truly,



*Gerald A. Grant*  
Gerald A. Grant  
Managing Director

cc M. Thresher, GGA  
R. Blanchard, GGA  
H. Calinescu, GGA



# City of Cornwall and Region Economic Development Strategy Update

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## Executive Summary

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The **City of Cornwall** retained GGA • Management Consultants to prepare an update to the 2002 Economic Development Strategy, including a survey of the labour market and training needs extent in the community. This report documents the **Economic Development Strategic Plan Update** and can act as a guide to Council and the community as Cornwall and region create their economic future.

The objectives of this research and strategic planning process were:

- To update the Cornwall Economic Development Strategic Plan of 2002
  - to identify key goals and strategic actions for Cornwall and region, working with business, education and community leaders
- To review labour market conditions in Cornwall and SD&G
  - identify current skills requirements and implications for labour market adjustment, employment services and training programs
- To explore new business development opportunities, building on Cornwall and region's strengths
- To develop an economic development and marketing strategy with supportive labour market adjustment and training recommendations

Preparation of the Economic Development Strategic Plan Update was based on a Community Profile and Economic Base Analysis, an assessment of the community's economic strengths and weaknesses, and extensive community consultation through interviews, workshops and public meetings. A new Vision for Cornwall and region, which recognizes the importance of education and Cornwall's natural environmental advantages on the St. Lawrence River, including improved air quality, to economic development was prepared. This new Vision is presented below.

## **Cornwall – Our Vision for the Future**

*Cornwall and Region has, and always will be, a community that values family life, neighbourliness and our quality of living on the beautiful St. Lawrence River.*

*We support progressive community development which recognizes our unique cultural, social, economic and natural environment assets.*

*We recognize the contribution of our existing industries, while seeking opportunities to diversify and strengthen our economy and employment in new and growing sectors.*

*We strongly support educational excellence and lifelong learning as keys to success for our community and its residents.*

*We will pursue a more clean, environmentally sustainable and energy efficient future for our City and region's benefit and that of future generations.*

Pursuant to this Vision, and utilizing best practices and tools for economic development, six economic development Goals, Strategies and twenty-six Action Plans were developed and are recommended. These six economic development Strategies are as follows:

- 1: People First – Pursue Educational Excellence, Address Skills Needs and Attract New Residents**
- 2: Raise and Improve Cornwall and Region's Profile**
- 3: Support Diversification and Expand Marketing to Attract New Investment**
- 4: Retain and Grow Existing Businesses**
- 5: Promote Tourism and Expansion of Tourism Businesses**
- 6: Leverage and Enhance Existing Infrastructure and Environmental Assets**

These Strategies and their associated Action Plans are summarized in the following Exhibit:

## Cornwall and Region Economic Development Strategic Plan – Strategies and Action Plans

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

Successful implementation of the Cornwall and Region Economic Development Strategic Plan Update will require a community-wide effort. To facilitate implementation, we recommend the establishment of an **Economic Development Advisory Committee**, which can oversee implementation of the Action Plans and make period reports to Cornwall City Council

## 1.0 Introduction

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Much has changed since Cornwall's previous Economic Development Strategy was completed in 2002. A rising Canadian dollar and increased electricity costs, coupled with a US economy slowed due to the technology sector "bust", the effects of September 11, 2001, and the Iraq War, have had a significant impact on Ontario's manufacturing sector. While Alberta's resource companies have benefited from rising demand and prices for energy, Ontario companies have found that the costs of their raw materials have risen, and that highly-skilled employees and potential employees are being attracted to Alberta.

These economic factors are impacting Cornwall and region companies and employment.

In this challenging environment, Cornwall has had some notable successes, including the establishment of two major business service call centres, which have contributed to the City's employment base. However, the recent decision of Domtar to close its pulp and paper facility in Cornwall is a major blow to the City's economy and one which will impact other manufacturing and service sector employers in the City.

It is clearly the right time to update the **City's Economic Development and Marketing Strategy** and further energize the City's business development and marketing efforts. Despite the challenges, with change comes opportunity. Cornwall's location close to the major urban centres of Ottawa and Montreal, and the access it provides to northeast US markets continues to be an advantage. This is particularly so given the congestion at other crossing points, e.g. Windsor, Niagara. Further, the economies of Canada's maritime provinces are strengthening due to offshore energy developments, and Cornwall has already been identified as an ideal distribution centre for eastern Canada by Wal-Mart's distributor.

Recognizing the challenges and opportunities which lay ahead, the City of Cornwall retained **GGA • Management Consultants** to prepare an update to the 2002 Economic Development Strategy, including a survey of the labour market and training needs extent in the community. This report documents the **Economic Development Strategic Plan Update** and can act as a guide to Council and the community as Cornwall and region create their economic future.



## 1.1 Objectives of the Economic Development Strategic Plan Update

The objectives of this research and strategic planning process were:

- To update the Cornwall Economic Development Strategic Plan of 2002
  - to identify key goals and strategic actions for Cornwall and region, working with business, education and community leaders
- To review labour market conditions in Cornwall and SD&G
  - identify current skills requirements and implications for labour market adjustment, employment services and training programs
- To explore new business development opportunities, building on Cornwall and region's strengths
- To develop an economic development and marketing strategy with supportive labour market adjustment and training recommendations

## 1.2 Process Followed in Preparing this Economic Development Strategic Plan Update

Preparation of this Economic Development Strategic Plan Update began with a review of background reports and studies (Appendix D), an assessment of Cornwall and region's economic base and employment, and the factors which have been impacting them over the past 5 years since the previous research and Strategy was undertaken. The study benefited from the establishment of a Steering Committee (Appendix A) under the leadership of Councillor Leslie O'Shaughnessy, Cornwall City Council, and Denis Thibault of the Eastern Ontario Training Board, as well as educational institutions, business and community representatives, with whom research and results were discussed at regular meetings scheduled throughout the Strategic Plan Update process. An extensive consultation with Cornwall and region's business and community leaders (Appendix B) was conducted and interviews and workshops were undertaken with these individuals to explore existing economic challenges and opportunities. Workshop discussions took place on the following topics:

- Fostering Increased Tourism in Cornwall and SD&G
- Education and Technology
- Leveraging Cornwall and Region's Existing and New Community Infrastructure
- Marketing Strategy to Promote Cornwall and Region
- New Vision for Cornwall and Region

The Mayor, members of Council and senior staff in Economic Development and other departments were also interviewed to gain their perspectives on economic development and the relationships between this economic

development effort and other municipal initiatives. The strengths and weaknesses of Cornwall and region's economy were then identified, with a view to identifying possible new opportunities which could be pursued, taking advantage of changing economic, environmental and quality of life factors.

A Community Skills and Employment Survey was prepared (Appendix C) with a view to identifying the skills and training needs which would benefit members of the community as the unemployed seek work. It is expected the information gathered from the survey will be used to develop training programs and other employment services and make them available to the unemployed. The information would also be used to inform employers to assist them in their recruitment of new employees. The survey was distributed through the employment service centers – JobZone d'emploi in Cornwall and Chesterville, Domtar Action Centre, Nestlé's Action Centre, the St. Lawrence Corporation Employees Action Centre; the Centre culturel du conseil de vie française, and the survey was advertised in the local English and French language media and on the Eastern Ontario Training Board's website.

In addition, in order that Cornwall and region's residents had further opportunities to participate, two public meetings were held and the findings of the Strategic Plan Update research and consultation process was presented for commentary and input by the participants. Following the public meetings, Council members participated in a workshop to review draft economic development strategies and action plans and provided their comments, which have been addressed in this final Strategic Plan Update report. Based on all this research and consultation activity, 6 final Strategies and associated Action Plans were developed, recommended and documented in this report to guide future economic development activities in the City and region.

These recommended Economic Development Strategies are:

- 1: People First – Pursue Educational Excellence, Address Skills Needs and Attract New Residents**
- 2: Raise and Improve Cornwall and Region's Profile**
- 3: Support Diversification and Expand Marketing to Attract New Investment**
- 4: Retain and Grow Existing Businesses**
- 5: Promote Tourism and Expansion of Tourism Businesses**
- 6: Leverage and Enhance Existing Infrastructure and Environmental Assets**

### 1.3 Key Elements of the Economic Development Strategic Plan Update

Cornwall’s Economic Development Strategic Plan Update includes a new Vision, Goals, Strategies and Action Plans. The Economic Development Strategic Plan Update was prepared based on the development of a Community Profile and Economic Base Analysis and extensive Community Consultation, including a Community Skills and Employment Survey. An assessment of Cornwall and region’s strengths and weaknesses was made and then the full range of economic development best practices and tools applied to the development of relevant Goals, Strategies and Action Plans (see Exhibit A). The remaining sections of this report document the results of this research, consultation and planning effort.

#### Exhibit A



## 2.0 Cornwall and Region – Challenges and Opportunities

### 2.1 Community Profile

#### Population and Education

The City of Cornwall's population is about 45,000 (2001 Census), down 4% from 47,000 in 1996. The population of the United Counties of Stormont, Dundas and Glengarry, which includes the City of Cornwall, is 109,000 (2001 Census), down 1.6% from 111,000 in 1996. Therefore, there has been a net loss in population from Cornwall and region of about 2,000 people. By comparison, Ontario's population grew by over 6% during the same period (see Exhibit B).

#### Exhibit B

Population	Cornwall (City)	Stormont, Dundas, Glengarry (United Counties)	Ontario
<b>2001</b>	<b>45,640</b>	<b>109,522</b>	<b>11,410,046</b>
<b>1996</b>	<b>47,403</b>	<b>111,301</b>	<b>10,753,573</b>
<b>% change</b>	<b>-3.7</b>	<b>-1.6</b>	<b>6.1</b>

Source: Statistics Canada 1996 and 2001 Census

Cornwall and region have, like many other smaller Canadian communities, lost population to larger, urban centres, and are not benefiting from immigration from outside Canada to the extent of cities like Toronto, Vancouver, Calgary, Montreal and Kingston. Immigration to Cornwall from outside Canada between 1991 – 2001 was only 995, accounting for 2% of the overall population. Cornwall's population is at risk of further decline due to the aging of the population and if national trends continue.

Cornwall's working age population of 20 – 64 years has decreased by about 1,000 individuals between 1996 – 2001. The decline is most noticeable in the age cohort 25 – 54 when individuals are most productive within the economy (see Exhibit C).

### Exhibit C

Population Age	2001	1996
20 - 24	2,595	3,150
25 – 44	12,160	19,570
45 – 54	6,660	
55 – 64	4,735	4,480
<b>TOTALS</b>	<b>26,150</b>	<b>27,200</b>

Source: Statistics Canada 1996 and 2001 Census

Cornwall has a higher percentage of working age people who have not completed Grade 12 than the Ontario average.

Cornwall's population has a lower percentage of working age people with university degrees than the Ontario average.

However, Cornwall has a higher percentage of its working age population with a trade's certificate than is the Ontario provincial average.

### Language

Cornwall and region has a significantly higher percentage of its population who can speak French or are bilingual than is the provincial average.

**Exhibit D**

	<b>Cornwall (City)</b>	<b>Stormont, Dundas, Glengarry (United Counties)</b>	<b>Ontario</b>
<b>French and Bilingual Population</b>	<b>13,020</b>	<b>25,665</b>	<b>522,765</b>
<b>% of population</b>	<b>29.2</b>	<b>23.8</b>	<b>4.8</b>

Source: Statistics Canada 2001 Census

It is noteworthy that employers have been attracted to Cornwall and region because of the French and bilingual capabilities of its population and workforce.

**Family Income and Living Costs**

Median family income is lower in Cornwall and region than is the Ontario average, but so are living costs as represented by housing.

**Exhibit E**

	<b>Cornwall (City)</b>	<b>Stormont, Dundas, Glengarry (United Counties)</b>	<b>Ontario</b>
<b>Median Family Income</b>	<b>\$50,113</b>	<b>\$54,065</b>	<b>\$66,476</b>
<b>Average Gross Monthly Payments for Rental Dwelling</b>	<b>\$557</b>	<b>\$568</b>	<b>\$753</b>
<b>Average Monthly Payments for Owner- occupied Dwellings</b>	<b>\$695</b>	<b>\$687</b>	<b>\$964</b>
<b>Average Value of Dwelling</b>	<b>\$98,084</b>	<b>\$111,629</b>	<b>\$199,884</b>

Source: Statistics Canada 2001 Census

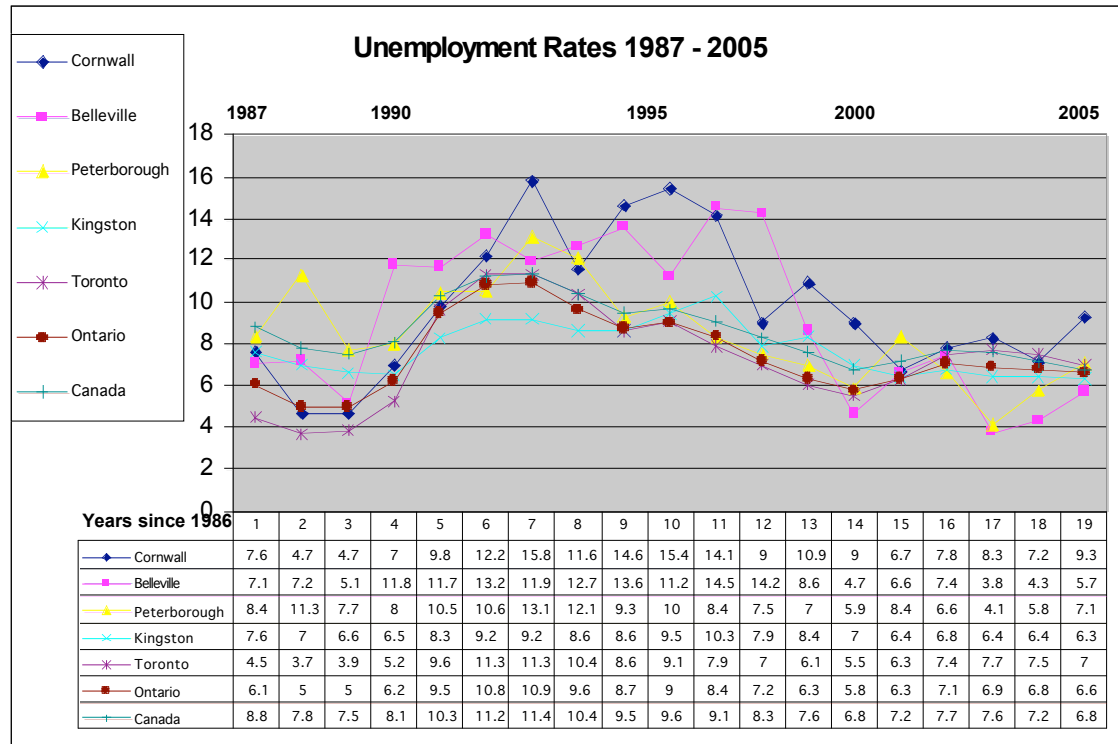
**Employment**

In 2005 Cornwall's unemployment rate was 9%, which was higher than the Ontario average of 6.6% and higher than the 6.7% rate extent in 2001. It is still significantly lower than was the situation 10 years ago in 1995 when the unemployment rate was 14.6%. Cornwall reduced its unemployment rate during the late

1990s. However, like other communities in Eastern Ontario it has lost employment in recent years, particularly in manufacturing. This loss in employment is due to increased global competition for investment, the impacts of a higher Canadian dollar, energy and raw material costs; and the impacts of September 11, 2001, security and border concerns, and a "softer" economy in the United States.

**Exhibit F**

Cornwall, after strong recovery 1996 through to 2001, has seen unemployment rates increase subsequently (as have others in Eastern Ontario)\*.



Source: Statistics Canada Labour Force Survey

\* There is some evidence that Cornwall’s unemployment has declined somewhat in the first 6 months of 2006. However, this is based on a small sample of households and may not reflect the full impact of recent closures.



Several large manufacturing employers, including Domtar, Nestlé and Gildan, have closed, laying off hundreds of workers. However, Cornwall has attracted new employers and increased employment in the business services sector with the establishment of StarTek and Teleperformance and their call centres in Cornwall.

### Economic Base

Despite recent closures in its manufacturing sector, Cornwall continues to benefit from a broad economic base for a mid-sized Canadian community. The economic base has significant representation by employers in the following sectors:

- Manufacturing Industries
- Transportation and Storage Industries
- Health and Social Service Industries
- Accommodation, Food and Beverage Services (see Exhibit G)

### Exhibit G

EMPLOYMENT BASE III CORNWALL, 2001 Census

<u>Industry</u>	<u>2001 Jobs</u>	<u>% Jobs</u>	<u>Concentration Index*</u>		
A - Agricultural & Related Service Inds	65	0.3%	0.17	Low	Minor
B - Fishing & Trapping Industries	10	0.1%	1.89	High	Ignore
C - Logging and Forestry Industries	15	0.1%	0.46	Low	Ignore
D - Mining, Quarrying & Oil Well Industries	0	0.0%	0	Low	Ignore
E - Manufacturing Industries	4,650	24.5%	1.47	High	
F - Construction Industries	970	5.1%	0.88	Medium	
G - Transportation & Storage Industries	1,195	6.3%	1.64	High	
H - Communication & Other Utility Industries	300	1.6%	0.52	Low	
I - Wholesale Trade Industries	695	3.7%	0.67	Low	
J - Retail Trade Industries	2,635	13.9%	1.18	Medium	
K - Finance & Insurance Industries	285	1.5%	0.33	Low	
L - Real Estate Operators & Insurance Agents	255	1.3%	0.68	Low	
M - Business Service Industries	700	3.7%	0.38	Low	
N - Government Service Industries	775	4.1%	0.8	Medium	
O - Educational Service Industries	1,215	6.4%	0.97	Medium	
P - Health & Social Service Industries	2,325	12.3%	1.28	High	
Q - Accommodation, Food & Beverage Services	1,600	8.4%	1.35	High	
R - Other Service Industries	1,280	6.7%	0.95	Medium	
Total Employment	18,970				

\* Concentration Index - above 1 has a higher percent than for the Province, lower than 1 has a lower percent

Source: Statistics Canada and REDDI



Cornwall is a net importer of labour from within Stormont, Dundas and Glengarry and beyond, demonstrating its importance as the economic centre of the region (see Exhibit H).

### Exhibit H

#### JOB and LABOUR FORCE IN CORNWALL, 2001 (Key Industries >200 jobs)

<u>Industry (NAICS)</u>	<u>Jobs</u>	<u>Labour Force</u>	<u>Net Movement (- means export labour, + means import employees)</u>
611 Educational Services	1,570	1,260	310
322 Paper Manufacturing	1,130	685	445
622 Hospitals	1,040	725	315
621 Ambulatory Health Care Services	840	540	300
623 Nursing and Residential Care Facilities	760	615	145
445 Food and Beverage Stores	745	580	165
452 General Merchandise Stores	665	545	120
493 Warehousing and Storage	560	370	190
336 Transportation Equipment Manufacturing	545	495	50
541 Professional, Scientific and Technical Services	540	490	50
561 Administrative and Support Services	540	720	-180
334 Computer and Electronic Product Manufacturing	520	405	115
337 Furniture and Related Product Manufacturing	485	435	50
913 Local, Municipal and Regional Public Admin	475	350	125
624 Social Assistance	455	360	95
811 Repair and Maintenance	425	355	70
231 Prime Construction Contracting	395	370	25
313 Textile Mills	395	390	5
488 Support Activities for Transportation	350	230	120
812 Personal and Laundry Services	350	275	75
326 Plastics and Rubber Products Manufacturing	330	445	-115
911 Federal Government Public Admin	305	285	20
522 Credit Intermediation and Related Activities	290	215	75
721 Accommodation Services	290	275	15
813 Religious, Grant-Making, Civic, Prof Org	280	275	5
232 Trade Construction Contracting	275	520	-245
311 Food Manufacturing	250	345	-95
335 Electrical Equipment, Appliance and Component	225	205	20
485 Transit and Ground Passenger Transportation	135	200	-65
<b>Total - All Industries</b>	<b>22,050</b>	<b>18,955</b>	<b>3,095</b>

Source: Statistics Canada and REDDI

## Cornwall and Region Strengths and Weaknesses – An Assessment

Drawing on our community profile and economic base analysis, our interviews, workshops and other research, we identified the following strengths and weaknesses which affect Cornwall and region's ability to expand economic growth and employment.

### Strengths:

Cornwall has the following strengths:

- an active community leadership seeking a new vision and optimistic about the future
- a diversified local and regional economy which has demonstrated resiliency when faced by economic challenges in the past
- a high quality of life in a natural environment which has recently seen significant improvement in air quality
- low living costs relative to other cities in Ontario, especially with respect to housing
- competitive wages which will help attract new business investment
- St. Lawrence College – a major post-secondary institution offering a wide range of programs and well connected with the City and its business community, and the St. Lawrence River Institute of Environmental Sciences – a major environmental research centre
- schools which offer a high quality of educational experience and are viewed positively by the community
- the infrastructure necessary for economic growth, including available serviced industrial land, sewage, power and spare water capacity
- a location – close to Montreal and Ottawa, with direct access to the US and on a major transportation corridor – highway and rail
- Francophone, Anglophone and native communities which provide a range of cultural activities which enrich the City and region and which can promote tourism
- a beautiful waterfront which is a focus for passive and active recreational activities

- many recreational choices due to its proximity to the St Lawrence River and Quebec, and to the city's investments in facilities, e.g. Aquatic Centre, Waterfront Trail, Sports Complex
- the benefit of being highly regarded as a place to live by those who have lived elsewhere
- an alternative to Montreal –in the event of labour difficulties / separation concerns in Quebec
- a new bridge under construction which will provide better access both to the US, but also to Cornwall's downtown and Le Village. Bridge construction will also create jobs within the community
- professional and well respected economic development staff who are engaged with the business community

### **Weaknesses:**

Cornwall has the following weaknesses:

- an image in the outside world affected by negative media coverage
  - environmental problems and criminal justice issues have received extensive coverage in Canada's national media. The reality has changed and a new image and messages need to be promoted
- a location remote from key industrial areas and markets in US; weak northern New York economy does not provide the potential for trade experienced by cities in southwestern Ontario and the "Golden Horseshoe"
- uncertainty regarding future clean-up of Domtar site which is impacting waterfront and other development plans
- fewer high paying manufacturing jobs because of closures
- employers report lack of literacy and fluency in English and French, of Grade 12 completion and of post-secondary education amongst many in the working age population
- employers report a lack of supervisory, management, professional and technically qualified people amongst the existing workforce which is available locally
- an aging workforce which will need to be replaced by new workers – some from outside Cornwall and region
- a downturn in Ontario / North America manufacturing investment which is limiting Cornwall and region's potential to replace employment lost through closures

- high costs to redevelop the waterfront and the many different decision-makers involved are an impediment to fully realizing the waterfront's economic and recreational potential
- City/Counties issues relative to a common vision and cooperative working arrangements
- need for further investment in infrastructure, e.g. water treatment, airport runway expansion, waterfront development
- although tax rates in Cornwall are competitive with other eastern Ontario cities, its overall assessment has stayed flat and could decline due to recent industrial closures. The introduction of CVA has had a negative impact on the City's ability to raise taxes, particularly from industrial properties

### Current and Future Economic Conditions and Prospects

The key to Cornwall and region's economic development is to build on these strengths, address weaknesses, and take advantage of new opportunities emerging from the changing Canadian and world economy, new technological developments, social innovation, and by pursuing a high quality of life and natural environment.

In our 2002 Strategy, we identified the risk which Cornwall faced in the medium term (5 years ahead) of losing one or more of its major employers. We encouraged diversification of the economy as the best option for ensuring that economic growth could be maintained. The closure of Domtar, Nestlé's and Gildan has been counteracted by the attraction of new employers in sectors other than manufacturing, e.g. Teleperformance, and by employment growth from existing Cornwall and region employers.

The Cornwall and region economy is facing many new challenges as a result of globalization, changing economic conditions in the US, and the impact of oil revenues on the value of the Canadian dollar. Cornwall and region will need to use all of the economic development tools available and commit increased resources to promoting economic development if it is to sustain its economy and attract further investment.

The City and region should continue to pursue a policy of diversification and build on past strategies and successes. It will also be important to target specific sectors for investment attraction and to pursue new Action Plans and initiatives. With change also comes opportunity. The "breath of fresh air" which has come with recent economic events is an opportunity which many in the community recognize, and we share their optimism for an even better future for Cornwall and region, its residents and businesses.

### 3.0 A New Vision for Cornwall and Region

An Economic Development Strategic Plan must be built upon a clear sense of the community's hopes and aspirations for the future. This Vision of a desired future has been formulated from the consultation program that involved all segments of the community and an assessment of the municipality's economic development strengths, weaknesses, opportunities and threats. The Vision has helped guide the development of detailed Strategies and Action Plans (described subsequently in this report) that focus on all aspects of the community's economic future – providing a guide for decision-making and collective action by Council and the community. This Plan provides first the new Vision and then the Goals, Strategies and Action Plans which can assist Cornwall and region to create its desired economic future. The new Vision is as follows:

#### Cornwall – Our Vision for the Future

*Cornwall and Region has, and always will be, a community that values family life, neighbourliness and our quality of living on the beautiful St. Lawrence River.*

*We support progressive community development which recognizes our unique cultural, social, economic and natural environment assets.*

*We recognize the contribution of our existing industries, while seeking opportunities to diversify and strengthen our economy and employment in new and growing sectors.*

*We strongly support educational excellence and lifelong learning as keys to success for our community and its residents.*

*We will pursue a more clean, environmentally sustainable and energy efficient future for our City and region's benefit and that of future generations.*

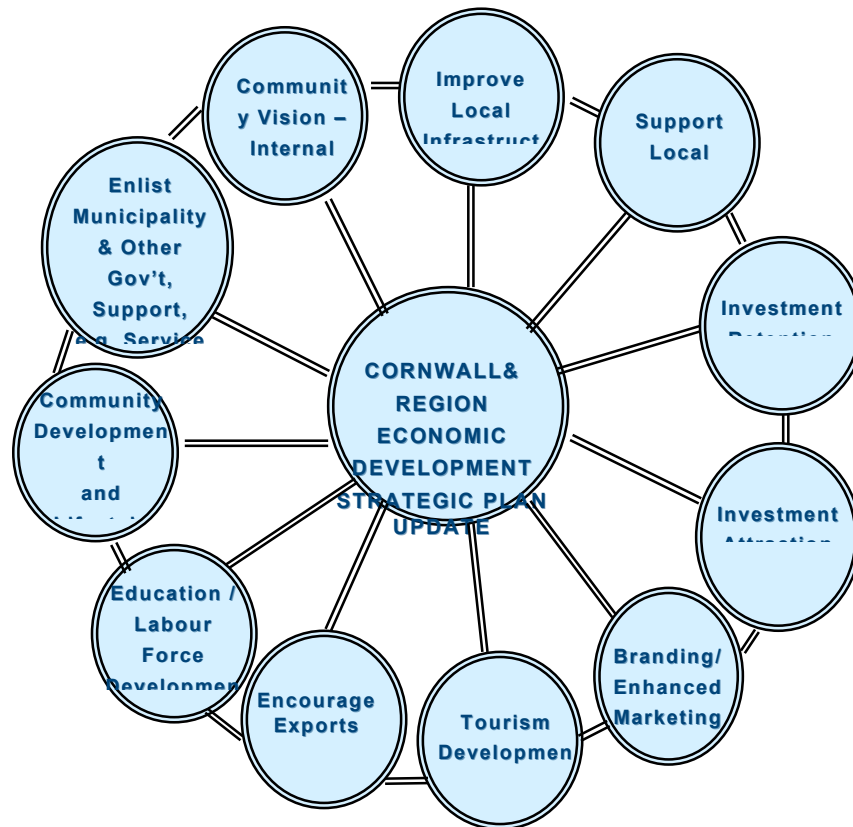
This new Vision reflects the optimism we encountered throughout our community consultation process, and the desire to foster and take advantage of the improved natural environment and air quality as an asset for pursuing economic development and a sustainable high quality of life. This Vision has been a guide to the development of the Goals, Strategies and Action Plans in subsequent sections of this report.

## 4.0 Goal, Strategy and Action Plan Formulation

In developing Goals, Strategies and Action Plans, the proposed Cornwall Economic Development Strategic Plan Update has utilized the full array of best practices and tools which have proven successful in promoting economic development tailored to the unique situation and challenges faced by Cornwall and region. The Goals, Strategies and Action Plans have considered all of possible means for supporting economic development, which are presented in Exhibit I.

### *Exhibit I*

#### **Economic Development Best Practices and Tools**



The Economic Development Strategic Plan is composed of a number of overall Strategies that are in turn composed of a significant number of specific Action Plans (see Exhibit A in the Introduction).

- Each Strategy and Action Plan was assessed using a number of criteria:
  - Will the Action Plan help to achieve the new Vision?
  - Is the local political will positive? This is the small 'p' political and refers to the composite of the businesses, council, staff and residents.
  - To what degree is the Action Plan within the control of the municipality or local community organizations? This includes whether the City can make the decision or whether the decision is made elsewhere by other decision makers.
  - Is there potential for support from other levels of government to assist Action Plan Implementation?
  - How expensive is the Action Plan to execute? Infrastructure is expensive whereas some marketing activities can be low cost (website) in comparison.
  - How much impact, and how direct an impact, will the Action Plan likely have on job creation and property tax assessment if it is successful?

Based on these considerations, 6 Key Economic Development Goals, Strategies and their associated Action Plans are recommended and described in Section 5, which follows.

## 5.0 Economic Development Goals, Strategies and Action Plans

6 Key Economic Development Goals and Strategies are recommended and summarised in Exhibit J:

*Exhibit J*



These 6 Economic Development Goals and Strategies should be implemented through 29 Action Plans. The Strategies and Action Plans are summarized in the following Exhibit K and detailed in the remaining sections of this report.



## Cornwall and Region Economic Development Strategic Plan – Strategies and Action Plans

### Exhibit K

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

## Strategy 1: People First – Pursue Educational Excellence, Address Skills Needs and Attract New Residents

The fundamental strength of the Cornwall and region economy continues to be its people. While the community has experienced significant economic challenges, the community has benefited from the resilience, adaptability and positive forward-thinking of its people. As Cornwall pursues its Vision early in this new century, continuing to put “People First” is key to fostering economic development, increasing employment, raising incomes and supporting a high quality of life. Our interviews, focus groups and workshops, and the Community Skills and Employment Survey, identified that ensuring the Cornwall and region residents have the skills and expertise to meet the needs of current and future employers is of the highest priority. It is increasingly recognized within the community that having a skilled and knowledgeable workforce requires a commitment to “lifelong learning” on the part of the individual, as well as the community. This commitment to lifelong learning begins at home in the child’s early years, through the elementary, secondary and post-secondary education system, and then in the workplace and the broader community through participation in service organizations, charitable organizations, church and other community activities. Families, educational institutions, employers and individuals themselves must play their part in ensuring that Cornwall and region has the skilled and knowledgeable people who can build a prosperous community, with employment opportunities for all who seek them.

This is even more true today than it was in 2002; economic globalization has accelerated and with it lower skilled employment opportunities have migrated to low wage economies in China, India, Brazil and elsewhere. Further, technological advances, e.g. factory automation, Internet, have changed the nature of the workplace, placing greater requirements for workers to be fully literate, have computer-related skills, and be able to work effectively in problem-solving teams in North American workplaces. Cornwall and region residents have and will continue to be impacted by these changes. It is imperative that the community continue to develop a higher commitment to lifelong learning and that individuals, families, educational institutions and employers work together to develop and integrate educational and work experience opportunities to support economic growth within Cornwall and region. No-one should be left behind in this pursuit of educational excellence, skills development and upgrading, preparation for employment and “lifelong learning”.

Attitudes, perspectives, past experience in regards to the relationship between education, employment and quality of life on the part of some people may have to change – this will require both individual and collective effort.

**People First** also recognizes that Cornwall must make a concerted effort to increase its population both to increase the number of available skilled workers, but also to support Cornwall’s retail sector by increasing the number of local consumers and the support for local services through the payment of taxes. Cornwall and region needs to actively pursue:

- young adults who have left Cornwall and region to pursue educational and work opportunities in larger centres
- working age people with families who would be attracted by Cornwall and region's comparatively low cost of living
- retirees and "baby boomers" looking for a lifestyle change and who may wish to continue their business activities in Cornwall
- commuters to Ottawa and Montreal who would be attracted to Cornwall's small city living and many recreational opportunities
- new immigrants to Canada, amongst others.

Cornwall and region needs to have a continuing campaign to increase its population, given that national trends, e.g. aging population, declining birth rate, continued growth of large urban centres, work against "natural" population increase.

#### ***Action Plan #1.1 Assist Youth to Complete their Education and the School-to-Work Transition***

Cornwall's youth is its future. For many young people, the decisions they make early in life have a major impact on their future employment opportunities and quality of life. It is important that young people receive a good start in life through the fostering of a love for learning and an awareness of the importance of educating themselves. Parents and educational institutions need to work together more effectively to ensure this happens. As youth progress through the school system they need to receive information on opportunities and career opportunities early on, and be provided with a variety of opportunities within the educational system and the community to explore these opportunities and choices. Children at risk of not completing their education need to be identified early and remedial action taken to assist those children with specific needs. As they progress through secondary school, youth needs to have a wider range of opportunities to learn about the workplace, what they need to know to be successful, what types of occupations and skills employers are looking for, and how they can build successful careers based on their unique attributes and interests.

There has been increasing recognition of these educational needs since 2002 by the provincial and federal governments and at the local level within Cornwall and region. The provincial Ministry of Education has developed new literacy and numeracy programs at the elementary level and Pathways to Success, which provides a wider range of alternative education programming including work experience in secondary schools. Both the province and the federal government have promoted new programs and supports for skills trades training as a complement to other post-secondary educational opportunities. Cornwall and region families, educational institutions and employers need to work more closely together to optimize the benefits of these

programs and supports both for the benefit of youth, but also to ensure that Cornwall and region's current and future employers have the skilled workers they need to compete effectively in the global economy.

**Actions should include:**

- support literacy, numeracy and computer skills training beginning in elementary school and aim to raise EQAO scores and Grade 12 completion through community awareness program and parental involvement programs, with support of school councils
- continue and expand trades training and Pathways to Success program in high schools in coordination with Cornwall and Region employers
- build on Cornwall and Region Student Internship program; target participation of all employers with more than 10 employees to have at least one student intern each summer. Interns to receive training and paid nominal wages. College tuition voucher bonus for students successfully completing their internship program and high school (Grade 12) diploma. Seek additional funding; add to existing programs.
- encourage students to develop entrepreneurial skills by enrolling in MEDT's Summer Youth Entrepreneurship Program and starting their own business
- expand Youth Centre programs and facilities to provide recreation, training, social skills development, career guidance and mentorship programs to assist "at risk" youth. Develop a high profile for the Centre

**Implementation:**

*Suggested Lead Organizations*

- Eastern Ontario Training Board
- School Boards

*Suggested Support Organizations*

- City of Cornwall, including Recreation and Police Departments
- SD&G Community Futures Corporation
- Social Service Organizations
- Cornwall Employers
- Mohawk Council of Akwesasne
- Service Canada/Ministry of Training, Ontario Colleges and Universities
- Chamber of Commerce
- Team Cornwall
- St. Lawrence College

*Expected Results/Benefits*

- Improved EQAO scores for Cornwall and region elementary students
- Increased numbers of technically skilled workers
- Higher average wage rate/household income

*Resource Requirements*

- Moderate<sup>1</sup> - High (capital for Youth Centre expansion)

***Action Plan #1.2 Continue Effort to Establish a University or University-level Programs in Cornwall and Support St. Lawrence College***

As identified in our 2002 Plan, Cornwall benefits from having a number of highly reputable educational institutions, including St. Lawrence College, Cornwall Career College, NAVCANADA, amongst others. However, none of these institutions are degree-granting, nor, with the exception of NAVCANADA, do these institutions have a provincial, national or international profile as to attract large numbers of students from outside eastern Ontario. Further, Cornwall youth who seek a university level education, must leave the community and often do not return, as evident in the age profile of Cornwall's population.

St. Lawrence College, pursuant to the Strategic Plan and its commitment to Cornwall and Region students and their families has taken a number of steps towards establishing university-level programs, including:

- establishing partnerships with SUNY, Bishop's University, Laurentian University, to create joint programs which allow St. Lawrence College students to complete their academic programs to the baccalaureate level in certain areas, e.g. nursing
- expanding their environmental science programs in coordination with the St. Lawrence River Institute of Environmental Sciences
- establishing a new centre of educational excellence for innovation in environmental services and alternative energy technologies

These actions should be commended and continued with community support.

<sup>1</sup>Resource Requirements:

High – substantial resources required; capital works involved; \$250,000 and over

Moderate – additional resources required for services, marketing materials over and above currently available; \$50 – 250,000

Low – re-allocation of existing resources towards new action plans; new expenditures under \$50,000

**Actions should include:**

- continue and expand St. Lawrence College and St. Lawrence River Institute of Environmental Sciences (River Institute) programs and linkages to other universities, e.g. Ottawa, Bishop's, SUNY, Laurentian
- explore the potential to transform St. Lawrence College into a university like the Ontario Technical University in Durham Region, or establish a separate private university under recently-amended Ontario Government legislation
- continue to support St. Lawrence College programs and links to local employers and Eastern Ontario Training Board
- establish Chair in entrepreneurship at St. Lawrence College to support other strategies and action plans
- establish a webcast on the Internet developed by students which can feature daily activities and events in Cornwall and the College, thereby promoting the community and its educational capabilities

**Implementation:***Suggested Lead Organizations*

- Establish a University Program Development Committee

*Suggested Support Organizations*

- Chamber of Commerce
- St. Lawrence College
- St. Lawrence River Institute for Environmental Sciences
- Team Cornwall
- Service Canada/ Ontario Ministry of Training, Colleges and Universities
- City of Cornwall Economic Development

*Expected Results/Benefits*

- Increased profile of Cornwall as a centre of educational excellence
- Retain Cornwall youth to acquire education locally
- Attract students from elsewhere in Canada and the world, bringing new talent and money into the community
- Possible spin-off of start-up companies based on the education, research and expertise which would be associated with the program

*Resource Requirements*

- Moderate - High

**Action Plan #1.3 Assist Currently Unemployed Workers with Tailored Training Programs and Employment Assistance**

Our Community Skills and Employment Survey (Appendix C), as well as our interviews with Cornwall and region employers and with employment assistance counselors at JobZone d'emploi and other Action Centres, have identified that many residents who are seeking employment could benefit from tailored training programs and employment assistance to meet their employment goals.

**Actions should include:**

- promote and support grade 12 diploma completion/equivalency for unemployed workers
- develop tailored programs in consultation with employers and recently unemployed workers for:
  - Administration and Accounting skills, including the use of software
  - Management and Supervisory skills
  - trades training and technical skills upgrading
  - literacy and "soft" skills
- encourage entrepreneurship and self-employment as an alternative to employment with a large organization

**Implementation:***Suggested Lead Organizations*

- Eastern Ontario Training Board
- Employment Action Centres and other community organizations involved in employment assistance and skills training

*Suggested Support Organizations*

- St. Lawrence College
- Privately funded colleges based in Cornwall and region
- Service Canada/Ontario Ministry of Training, Colleges and Universities

*Expected Results/Benefits*

- Decrease in average return to work period for unemployed workers

- Retention of working-age people within the community
- Increased awareness building with the unemployed relative to existing available skills training

#### *Resource Requirements*

- Moderate

#### ***Action Plan #1.4 Maintain Improved, More Comprehensive Database on Skills***

Employment assistance providers and educational and training institutions in Cornwall and region would be better able to provide more tailored and targeted services of benefit to residents if a more comprehensive database on skills and training needs was maintained and updated on a regular basis. Currently, Service Canada obtains some skills-related information from applicants for Employment Insurance Benefits, but because applicants are not asked to sign documentation that would allow access to this information for skills training and employment assistance purposes, only a limited amount of aggregated information is available for program planning and development purposes. Similarly, employment assistance and training service providers gather information from their clients, but this is not gathered consistently by all providers, nor is it available for program planning and development purposes. Client confidentiality is also a concern for these service providers. The issue of confidentiality also impacted the way that information could be gathered through the Community Skills and Employment Survey.

It would be beneficial to Cornwall and region residents and current and future employers if a more comprehensive database of skills and skills training needs could be developed and maintained. It would also be helpful to economic development, marketing and promotion if more information were available on the numbers of skilled workers of various occupations, e.g. industrial trades, living in the community, because this information could be used to attract prospective new employers to the community.

The Skills Database could be built from a number of sources, including Service Canada, educational institutions, e.g. annual graduates, alumni lists, employers, unions, professional associations, Statistics Canada, Ontario Ministry of Training, Colleges and Universities. Data could also be generated by continuing to gather information from unemployed workers using the Community Skills and Employment Survey (Appendix C) and from educational and employment service providers, some of whom have been gathering resumes and skills information, e.g. Domtar Action Centre.



**Actions should include:****Immediate:**

- build on Community Skills and Employment Survey results to develop programs to address specific training and employment assistance needs
- continue use of questionnaire, with some modifications, to update skills and training needs on a continuous basis
- seek agreement on confidentiality upon application to Service Canada and Action Centres to obtain and use skills and training data from clients

**Within 6 months:**

- undertake feasibility and database design study to determine what specific information should be recorded and from what sources, and how the database could be maintained on an ongoing basis in a cost-effective manner

**Implementation:***Suggested Lead Organizations*

- Eastern Ontario Training Board to coordinate and oversee feasibility and design study

*Suggested Support Organizations*

- Service Canada/Ontario Ministry of Training, Colleges and Universities
- St. Lawrence College
- Cornwall and region training and employment assistance service providers, e.g. Action Centres

*Expected Results/Benefits*

- Skills training better tailored to client and employer needs
- Improved information on skills and occupations for economic development and marketing purposes
- Reduction in unemployment rate

*Resource Requirements*

- Moderate

### **Action Plan #1.5 Bring Cornwall People Back and Attract New Residents**

With effective marketing and promotion, the new Cornwall and region with its high quality of life, many recreational opportunities, well-respected educational institutions and close proximity to other large urban centers, e.g. Ottawa and Montreal, can be attractive to people at all stages of life, including:

- Young adults who have left Cornwall to pursue educational and work opportunities elsewhere
- Students seeking educational opportunities, particularly those from outside Canada, who once they have completed their studies, can apply to stay in Canada and Cornwall
- Retirees and “baby boomers” with financial resources and/or existing businesses seeking a lifestyle change from a larger urban centre
- Working families, particularly those who have had a previous connection to Cornwall, e.g. family members, St. Lawrence College graduates
- New immigrants to Canada seeking an alternative to a major urban centre and who have an interest in educating their children in English or bilingual programs not available in Quebec
- Commuters to Montreal and Ottawa who would find Cornwall and region’s proximity and lower housing costs attractive

Cornwall and region should develop pro-active marketing and promotional programs which could be targeted at these different groups of potential new or returning residents. The City’s Economic Development Department should coordinate this effort, working with other organizations who could take the lead on marketing to specific groups, e.g. St. Lawrence College, to attract foreign students, Cornwall Real Estate Board to attract “baby boomers” and affluent retirees.

#### **Actions should include:**

- market and promote Cornwall and region’s assets to potential new residents and bring Cornwall people back
- assist post-secondary education providers, Upper Canada Learning Centre and area School Boards to source foreign students to be educated in Cornwall and Region; could include establishing satellite campus/joint venture in China or other country to showcase Cornwall as an educational centre
- liaise with Immigration Canada and local employers to identify possible employment opportunities which could be filled by new immigrants
- continue efforts in the medical recruitment campaign

- offer an alternative to Montreal for francophone immigrants from outside Canada
- prepare a brochure which could be sent to Canadian embassies and consulates promoting Cornwall as a place to settle

### **Implementation:**

#### *Suggested Lead Organizations*

- Cornwall Economic Development as Coordinators with specific actions by others
- Team Cornwall

#### *Suggested Support Organizations*

- Cornwall Real Estate Board
- St. Lawrence College and its alumni

#### *Expected Results/Benefits*

- Increase in population - target 1% annually

#### *Resource Requirements*

- Low to Moderate, with financial contributions by lead organization for each target group

## Strategy 2: Raise and Improve Cornwall and Region's Profile

While Cornwall and region are currently adjusting to major changes to the local economy with the closure of Domtar, Nestlé's and others, this could have a "silver lining" which has been increasingly recognized by many in the community. Employment losses at some companies have made skilled and knowledgeable people available to meet the needs of other existing Cornwall employers who have been quick to recognize this with new hires. Also, air quality has improved and now Cornwall can boast some of the cleanest air in Ontario and promote itself as a healthy community within which to live and raise a family.

While recognizing these new assets, the City still suffers from media coverage and publicity related to public safety issues which detract from what could now be a very positive image – one which would attract new business investment, increased employment, and a growing population. Taking this into consideration, it is imperative that Cornwall and region raise and improve its community profile, provincially, nationally and internationally. Cornwall and region needs to undertake new and expanded marketing and promotional campaigns which offer a new perspective on Cornwall and its many assets. Particular emphasis should be placed on its new, healthy and attractive environment, the optimism and "can do" attitude of its business community, and the neighbourliness of its residents. Cornwall's new vision can be the starting point for the development of relevant branding, marketing and promotional concepts, logos and materials.

### **Action Plan #2.1 Evolve and Strengthen Brand**

Cornwall should evolve and strengthen its brand, building on past marketing and promotional investments, particularly the name recognition of Cornwall. Current promotional language, e.g. *Seaway City; Come. Play. Work. Live; Smart City*, are dated and have been utilized by other Ontario cities. In evolving and strengthening the brand, both internal and external audiences need to be considered, as well as the importance of having "messages" which communicate well in both English and French. The brand should be supported by new marketing and promotional materials, including use of the Internet, and new distribution channels. Cornwall should also undertake new initiatives which will spread its brand and message beyond Ontario.

**Actions should include:**

- build on Cornwall name recognition and past investment in brand promotion
- develop new brand message, logo and tag line to reflect new realities, e.g.
  - clean, green, healthy, sustainable community
  - diverse economy with endless opportunities
  - reflect not just Cornwall but all SD&G
  - Gateway to Ontario
  - be part of our team!
  - where business and living come together
- consult with the community and local employers on what messages should be included in the branding
- promote a new Cornwall and Region image as a healthy, neighbourly, environmentally conscious community with a wide range of lifestyle, business, recreation and housing opportunities
- establish a Statement of Competitive Advantages (benefits) which can support the Brand. Competitive advantages should include:
  - caring community – new hospital, improved medical services, family friendly; strong police and fire protection
  - sustainable supply of electricity
  - available serviced land in industrial park, water and sewer capacity, landfill capacity, industrial buildings for rent
  - location close to major markets in Ottawa and Montreal
  - pristine/clean environment
  - attractive waterfront and first-class recreational facilities
  - educated and skilled workforce; bilingual, good work ethic
  - St. Lawrence College, River Institute and NAVCANADA
  - elementary and secondary schools
  - development and re-development incentives
  - corporate and personal income taxes lower than Quebec
  - well-organized, committed community, e.g. Heart of the City, Groupe Renaissance, Team Cornwall, service clubs, SD&G Community Futures Corporation, volunteer networks for fundraising

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development Department, with the support of external marketing and advertising experts

*Suggested Support Organizations*

- SD&G Community Futures Corporation
- Cornwall Chamber of Commerce
- Ontario East Economic Development Commission
- Ontario Ministry of Economic Development and Trade
- Industry Canada, Foreign Affairs and Trade Canada
- Service Canada/Ministry of Training, Colleges and Universities

*Expected Results/Benefits*

- New Vision and image reflected in brand lead to more effective marketing and result in investment attraction

*Resource Requirements*

- Low - moderate

**Action Plan #2.2 Develop New Marketing Collaterals to Reflect New Brand**

Cornwall's existing marketing collaterals are fact-based, comprehensive and professional in their presentation. They promote diversified economic growth and investment attraction appropriately, and compare favourably with those of larger urban centers with more resources, particularly with respect to their content and the strategic thinking behind it. That being said, it is now time to significantly update and expand the range of these marketing collaterals and to increase investment and marketing activities to raise new profile and counteract some negative media attention.

**Actions should include:**

- utilize the full range of marketing and promotional approaches with proven success in economic development
  - use the most appropriate collaterals relative to markets and marketing strategy and
  - increase investment in electronic distribution channels, e.g. Internet – see Exhibit L:

**Exhibit L**

<b>Type of Marketing and Promotion</b>	<b>Market / Audience</b>	<b>Channels</b>	<b>Needed Collateral</b>
<b>Advertising</b>	<ul style="list-style-type: none"> <li>▪ All Business</li> <li>▪ Targeted Internal (local) and External Sectors or Geographic</li> </ul>	Broadcast, Print	Advertisement
<b>Direct Mail</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors</li> </ul>	Print	Sector and General Brochures, Profiles
<b>In-Market Sales</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors</li> </ul>	Print / Audio Visual	Sector and General Brochures, Profiles
<b>Outbound Call Program</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors</li> </ul>	Telephone	Script, Sector/General Brochures, Website
<b>Trade Show</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors</li> <li>▪ All Business</li> </ul>	Print / Audio Visual	Sector and General Brochures, Audio Visual
<b>Media and Public Relations</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors</li> </ul>	All Media – Broadcast, Print	Media Kit, Sector and General Brochures, Profiles, Fact Book, Success Stories
<b>Internet Marketing</b>	<ul style="list-style-type: none"> <li>▪ Local Employers</li> <li>▪ All Business</li> <li>▪ Targeted Sectors</li> </ul>	Internet	Website, Sector and General Brochures, Profiles, Fact Book Comparator
<b>City Familiarization Tours</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors External</li> </ul>	Personal Contact	Sector and General Brochures, Profiles, Fact Book, Comparator, Proposal Template, Available Serviced Land Inventory
<b>Local Corporate Call Program</b>	<ul style="list-style-type: none"> <li>▪ Targeted Sectors Internal</li> </ul>	Personal Contact	Script, Sector/General Brochures, Profiles,
<b>One-stop Business Assistance</b>	<ul style="list-style-type: none"> <li>▪ All Business</li> </ul>	Personal Contact	Script, Sector/General Brochures, Profiles, Permits/Applications
<b>Incentives</b>	<ul style="list-style-type: none"> <li>▪ All Business</li> </ul>	Tax System and Grants	Special Purpose Brochure, CIP, TIG, Grant Programs

- revise and update website with up-to-date information on:
  - revise "Seaway City; Come. Live. Work. Play; Smart City" taglines
  - provide real time information and webcam showing clean, green, prosperous Cornwall (see also Action Plan #1.2 )
  - provide statistics in easily downloadable spreadsheet form from electronic "fact book"
- update / develop the following collaterals:
  - lure brochure
  - sector profiles and brochures for key target sectors, e.g. logistics and distribution
  - fact book, including information on available serviced industrial land and available buildings for lease
  - media kit
  - audio-visual/multi-media presentation
  - brochures to attract new residents (see Action Plan #1.5)
- develop case studies and testimonials from existing Cornwall and region employers, e.g. SCM for logistics and distribution sector, keyed to target sectors for use in collaterals

### **Implementation:**

#### *Suggested Lead Organizations*

- Cornwall Economic Development Department, with the support of external marketing and advertising experts

#### *Suggested Support Organizations*

- Ministry of Economic Development and Trade
- Ontario East Economic Development Commission
- Service Canada/Ontario Ministry of Training, Colleges & Universities

#### *Expected Results/Benefits*

- Increased new business investment in Cornwall and region
- Increased industrial and commercial assessment
- Increased land sales in Cornwall Industrial Park
- Reduced vacancy rate in existing industrial and commercial buildings

#### *Resource Requirements*

- Moderate



### **Action Plan #2.3 Establish Closer Ties with New York State**

New York State is a major wealth generating region in the United States, with a large number of corporate head offices for "Fortune 500" companies. Unfortunately, much of this economic activity is centered in the southern part of the state. Nevertheless, the state government in Albany has resources and a mandate to expand economic activity in northern New York State and Cornwall because of its locational proximity could benefit from joint efforts with New York State to improve the regional economy on both sides of the border.

#### **Actions should include:**

- sponsor environmental / alternative energy industry development conference (use St. Lawrence College and NAVCANADA); invite Governor Pataki and Senator Clinton – potential US presidential candidates as speakers
- explore joint marketing efforts with Massena and upper New York State to attract investment and trade, and increase working with New York State government and Province of Ontario
- support northern New York State efforts to improve its highway infrastructure and to address border crossing and security issues

#### **Implementation:**

##### *Suggested Lead Organizations*

- Cornwall Economic Development
- Cornwall Chamber of Commerce

##### *Suggested Support Organizations*

- SD&G Community Futures Corporation
- Ontario East Economic Development Commission
- Team Cornwall
- Ontario Ministry of Economic Development & Trade
- St. Lawrence College
- St. Lawrence River Institute of Environmental Sciences
- Northern New York State economic development organizations
- Cornwall businesses involved in environmental technology services
- Increased profile with New York State businesses and government; possible access to US funds for regional economic development
- Increased positive profile in Canada as a result of media coverage of the "new" Cornwall

*Resource Requirements*

- Low - moderate

**Action Plan #2.4    Raise Cornwall and Region's Image Inside and Outside Canada**

With the availability of an expanded marketing and promotional campaign and updated marketing collaterals and tools, Cornwall and region would be well equipped to raise its image inside and outside Canada, building on current activities and success.

**Actions should include:**

- participate in the Sister Cities International Program ([www.sister-cities.org](http://www.sister-cities.org)) which would foster economic ties with growing cities in other countries. Cornwall should develop criteria for selecting a sister city and research the economic base so as to optimize the benefits of establishing a relationship
- continue Team Cornwall as ambassadors in and outside Canada
- assist Cornwall and Region businesses to sell outside Canada by sponsorship of MEDT export assistance programs with area businesses, e.g. NEBS

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development

*Suggested Support Organizations*

- Team Cornwall
- Chamber of Commerce
- Ontario East Economic Development Commission
- SD&G Community Futures Corporation
- Ontario Ministry of Economic Development & Trade

*Expected Results/Benefits*

- Increased investment and trade with Canada, US and rest of the world

*Resource Requirements*

- Low

### Strategy 3: Support Diversification and Expand Marketing to Attract New Investment

Cornwall and region benefits from a relatively broad economic base for a community of its size. Its sectoral strengths include manufacturing, accommodation, food and beverage services, transportation and storage industries, and health and social services industries. Having a diversified economic base has and will continue to help Cornwall and region to adapt to changing economic conditions. When one sector may be suffering due to changes caused by the “business cycle” or globalization, strength in other sectors will counteract the negative impact on employment and wealth creation.

Cornwall’s Economic Development Department has recognized this and has pursued economic diversification as a key goal. This policy of pursuing economic diversification has led to the attraction of a number of companies in the business services and call centre sector as a complement to Cornwall’s strengths in other sectors.

Cornwall region should continue to pursue economic diversification. Recognizing the current economic challenges brought on by closures of several traditional manufacturers and the fact that globalization is impacting all Ontario communities and their manufacturing sectors.

Relative to past efforts, it is even more important that Cornwall pursues economic diversification for the following reasons:

- Recent closures of larger manufacturers will be difficult to replace due to globalization of manufacturing investment to China, India and other low wage countries
- While the situation has improved since 2002, continued weakness in the high technology, computer and telecommunications manufacturing sector in the Ottawa region is limiting growth opportunities in Cornwall for new investment in this sector
- Cornwall’s distance from the automotive manufacturing sector in south-west Ontario which has been receiving significant financial support from government

Cornwall should continue to pursue new manufacturing sector investment but should also pursue economic growth in other sectors where it has locational, infrastructural and other advantages. Cornwall should pursue diversification through an expanded marketing and promotional program which has two components. The first component targets certain sectors where Cornwall has competitive advantages to attract new investment, and the second component presents Cornwall’s overall locational advantages as a place to live, work and locate a business, as well as have a wide range of lifestyle and recreational opportunities. The second component should include marketing and promotional activities which are targeted at specific geographic locations, their business communities and residents.

### **Action Plan 3.1 Continue Diversification Approach to Economic Development and Market Sectorally to these Key Sectors**

#### **Actions should include:**

- develop an expanded marketing and promotional program with increased funding which targets these sectors and encourages new investment
  - business services and large commercial development
  - transportation, distribution and logistics
    - \* logistics services, e.g. freight forwarders, customs brokers
    - \* new distribution centers
    - \* vehicle service centres
  - design, engineering, advanced manufacturing and technology-based business
  - environmental and new energy technologies using St. Lawrence College and River Institute as catalysts for alternative renewable energy and water resources related research, training, new product development and commercialization, e.g. solar, wind, water turbine technologies
  - food processing, bio-tech and wood-based products, e.g. ethanol / bio-diesel , acetic acid, furniture manufacturing,
  - government to locate a department or regional service centre in Cornwall and region
- liaise with the Ontario Ministry of Economic Development and Trade in regards to investment attraction and with the Government of Canada’s embassies, consulates and trade offices abroad

#### **Implementation:**

##### *Suggested Lead Organizations*

- Cornwall Economic Development Department

##### *Suggested Support Organizations*

- Cornwall Chamber of Commerce
- Ontario East Economic Development Commission
- SD&G Community Futures Corporation (lead for food processing, biotech and wood-based products)
- Ontario Ministry of Economic Development & Trade
- Industry Canada, Foreign Affairs & Trade Canada

*Expected Results/Benefits*

- Increased employment and assessment

*Resource Requirements*

- Moderate

**Action Plan 3.2 Further Explore Potential Opportunities in New and Emerging Sectors****Actions should include:**

- undertake feasibility and market assessment studies relative to the following new and emerging sectors, taking into account Cornwall's existing institutional and infrastructure advantages:
  - health services
    - \* potential for private medical services associated with new hospital, including cosmetic surgery and other medical procedures not covered by provincial medical insurance
    - \* promote healthy living, lifestyles and related tourism, e.g. spas, alternative medicine, vitamins, natural remedies
  - aviation / airport management, border security and other transportation-related activities
    - \* airport, customs, immigration, security, baggage handling, transportation-related training; military training; using NAVCANADA facility and expanded Cornwall Regional Airport
    - \* encourage growth of general aviation and cargo handling at Cornwall Regional Airport

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development Department

*Suggested Support Organizations*

- NAVCANADA
- Cornwall Hospital and regional health services providers
- Cornwall Chamber of Commerce
- Ontario East Economic Development Commission
- SD&G Community Futures Corporation
- Ontario Ministry of Economic Development & Trade
- Federal Government Departments and Agencies, including Trade, Transportation

*Expected Results/Benefits*

- Increased employment and assessment

*Resource Requirements*

- Moderate

**Action Plan 3.3 Market Non-Sectorally (Geographic) in Specific Markets**

Utilize new marketing collaterals presenting Cornwall and region's locational advantages, including clean, green, environment and healthy community attributes and lifestyle and recreational choices and opportunities for people of all ages including retirees and working families. Focus marketing on these geographic markets:

- Ottawa
- Montreal
- Greater Toronto Area
- Calgary

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development Department

*Suggested Support Organizations*

- Cornwall Chamber of Commerce and Team Cornwall
- Cornwall Real Estate Board
- Cornwall service organizations

*Expected Results/Benefits*

- Increased population
- Increased employment and assessment

*Resource Requirements*

- Low to Moderate

**Strategy 4: Retain and Grow Existing Businesses**

A complementary and important source of economic growth and new employment is the growth of existing and new businesses by individuals who have already recognized Cornwall's many advantages and have decided to develop their businesses in Cornwall and region.

It is clear from our interviews with Cornwall and region business leaders that they have strong commitment to the community and are very optimistic about Cornwall's economic future. Many Cornwall and region businesses are growing and increasing their employment. Some of these businesses serve the local market but others are exporting their services and products around the world. Prince Foods, Johns Manville, and StarTek, are examples of Cornwall companies with large export markets for their products and services. It is important that Cornwall support its existing businesses in any way it can, whether this be through expediting land use planning decisions and permit approvals, developing needed training programs in coordination with local educational institutions, or helping to improve transportation, telecommunications and other infrastructure needs. The Cornwall Economic Development Department should continue to stay close and in good communications with its business community, understand their problems and needs, and assist these businesses to grow and prosper in Cornwall and region.

Cornwall also needs to support economic development initiatives which will facilitate the establishment and growth of new business enterprises. The City must help to establish the new businesses for tomorrow by supporting entrepreneurship and new business start-ups. This can be done in a variety of ways, including:

- Assisting young people, particularly students and new community college graduates to start their own businesses in Cornwall
- Assisting unemployed individuals with marketable skills to consider self-employment as an alternative to seeking employment with another company
- Supporting new business start-ups and small businesses with access to venture capital
- Providing mentoring, informational services and low-cost space to assist new and small business to tackle problems and grow

***Action Plan 4.1 Continue Business Retention and Corporate Call Program with Existing Cornwall and Region Businesses***

Cornwall Economic Development Department should continue its Business Retention and Corporate Call Program and work closely with existing businesses to solve growth and retention-related problems. The Department should continue to involve Cornwall and region business leaders in economic development

activities, forums and consultations as another means of “staying close to the customers”. The Department should also coordinate with the Chamber of Commerce and Team Cornwall its marketing and promotional programs to attract new investment, and work cooperatively with the SD&G Community Futures Corporation and Ontario East Development Commission on economic research, business development and marketing activities. The Department has successfully carried out such activities in the past and should continue to build on this success in the future.

**Actions should include:**

- continue regular, periodic corporate call program with local businesses
- hold at least one annual forum on economic development, with local business involvement

**Implementation:**

*Suggested Lead Organizations*

- Cornwall Economic Development Department

*Suggested Support Organizations*

- Chamber of Commerce
- Team Cornwall
- Other economic development organizations in region
- Ontario Ministry of Agriculture, Food & Rural Affairs

*Expected Results/Benefits*

- Retention and growth of existing businesses
- Increased number of new business start-ups and growing businesses

*Resource Requirements*

- Low

**Action Plan 4.2 Establish Mentorship/Advisory Business Leader Team to Help Business Owners and Entrepreneurs**

The Mentorship/Advisory Business Leader Team and its services would be a complement to the Business Retention and Corporate Call Program. Membership could be drawn from Team Cornwall, other business leaders and professionals.



**Actions should include:**

- establish Mentorship/Advisory Business Leader Team which Cornwall and region business owners can consult relative to business management issues affecting their companies
- support and advice should be provided in a professional and confidential manner

**Implementation:***Suggested Lead Organizations*

- Chamber of Commerce

*Suggested Support Organizations*

- Team Cornwall
- Cornwall Economic Development
- SD&G Community Futures Corporation

*Expected Results/Benefits*

- Growth of existing businesses in Cornwall and region

*Resource Requirements*

- Low

**Action Plan 4.3 Encourage Entrepreneurship and New Business Start-ups**

Entrepreneurship and new business start-ups can be a major source of new employment and take advantage of existing expertise within the community. Supporting entrepreneurship and new business start-ups can be a complement to the effort and resources committed to investment attraction.

**Actions should include:**

- assisting recently unemployed people to consider starting a business and, if eligible, to access through Service Canada's Self-Employment Assistance Program which provides business planning advisory services to EI eligible unemployed people
- assisting youth to establish small businesses through Ontario Government / Ministry of Economic Development & Trade's young entrepreneur programs

- establish a chair in Entrepreneurship at St. Lawrence College to develop entrepreneurship programs and expand business administration programs at the College. Chair should be member of the Business Mentorship Team and provide advice to business owners in Cornwall and region

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development Department

*Suggested Support Organizations*

- Chamber of Commerce
- St. Lawrence College
- Service Canada
- Ontario East Economic Development Commission
- Ontario Ministries of Economic Development & Trade, and Training, Colleges and Universities

*Expected Results/Benefits*

- Increased number of new business start-ups

*Resource Requirements*

- Low to moderate

**Action Plan 4.4 Establish Technology Innovation Centre or Small Business Incubator**

A Technology Innovation Centre or Small Business Incubator would be a place where new business start-ups, particularly those based on commercializing a new technology-based product or software could be supported until they are mature enough to be free-standing (2-3 years) and move to another industrial location in Cornwall. The Technology Innovation Centre should not involve itself with service businesses unless related to the Internet, telecommunications, environment/alternative fuels technology, biotechnology, aviation or other high value-added technology or software. Focus should be on selecting companies which are developing export oriented, higher value added products. Examples of successful technology centers are the Calgary Centre for Innovative Technology, Toronto Business Development Centre, Hamilton Technology Centre, City Science, Glasgow.

**Actions should include:**

- assist small business start-ups with business planning and access to capital

- provide low-cost rental space and supportive business services, including administrative, reception, bookkeeping
- provide advisory services through Business Mentorship Team, Cornwall Business Information Centre, and through liaison with St. Lawrence College and Chair of Entrepreneurship
- provide liaison to available technical research and expertise, e.g. National Research Council, Ottawa, Ontario Centres of Excellence
- contact the Canadian Association of Business Incubation (<http://www.cabi.ca>) for information and support

### **Implementation:**

#### *Suggested Lead Organizations*

- Cornwall Economic Development to undertake feasibility study to establish Technology Innovation Centre and access funds for initial start-up. Ongoing management to be undertaken by independent board of industry leaders

#### *Suggested Support Organizations*

- Chamber of Commerce
- Ontario Ministry of Economic Development & Trade
- Federal Government Departments and Agencies, including Service Canada, Industry, Trade, National Research Council

#### *Expected Results/Benefits*

- Increased number of new technology-based businesses

#### *Resource Requirements*

- Moderate to high (if capital required for building)

### **Action Plan 4.5 Expand Venture Capital Assistance through SD&G Community Futures Corporation**

SD&G Community Futures Corporation has been committed to innovation in its support for small business growth and development in Cornwall and region. It has established a venture capital assistance fund with the financial support of the counties and private individuals. While this fund is no longer in operation, many lessons were learned on how to best provide venture capital support to small businesses, assess risk, manage return on investment to investors, etc.

**Actions should include:**

- Establish new venture capital assistance program to support the growth of indigenous small businesses in Cornwall and region

**Implementation:**

*Suggested Lead Organizations*

- SD&G Community Futures Corporation

*Suggested Support Organizations*

- City of Cornwall and Counties
- Chamber of Commerce
- Cornwall business leaders and investors

*Expected Results/Benefits*

- Increased employment and growth of small businesses in Cornwall and region

*Resource Requirements*

- Moderate

## **Strategy 5: Promote Tourism and Expansion of Tourism Businesses**

Cornwall and region has the potential to increase tourism and expand its tourism-related businesses. The recent closure of Domtar and other heavy manufacturers has significantly improved the quality of the air and environment in Cornwall. A long-standing concern within the community and an impediment to development of Cornwall as a tourist destination has now been removed. Further, Cornwall has been making significant investments in its waterfront along the beautiful St. Lawrence River, e.g. Waterfront Trail, and in other recreation and sports facilities, e.g. Aquatic Centre. Cornwall Speedway is another attraction with tourism potential, as are the many fine golf courses in the area which can be tourism draws. The new Seaway Bridge will provide improved access and visibility to Cornwall's downtown and Le Village for tourists from the United States and those from eastern Ontario who used Cornwall as their point of access to the United States. Cornwall and region have a number of other significant tourism attractions and assets, including the Cornwall Museum, SD&G Historical Building and Jail, Akwesasne First Nations Cultural Centre and Casino, Centre Culturel Francophone, Cornwall's historic downtown and Le Village, as well as the St. Lawrence Parks Parkway and Upper Canada Village. Cornwall has a unique history involving English, French and First Nations activities in the development of both Canada and the United States which is portrayed in these tourist attractions. Cornwall's accommodation, food and beverage sector is one of its strongest sectors, providing over 1,600 jobs based on 2001 census data.

Our interviews with employers in this sector, as well as our review of tourism data for eastern Ontario available from the Ontario Ministry of Tourism suggests that a majority of tourists to Cornwall and region are business travelers, or are tourists in transit elsewhere who stay only a day in Cornwall and region. Cornwall's tourism development and promotion focus should be on increasing the number of overnight stays by tourists to the region. This will require both the development of new tourism product offerings, as well as expanded and more effective marketing of existing attractions. Increased coordination and cooperation, as well as investment by tourism-related businesses working cooperatively with government, is the key to growing the tourism sector in Cornwall and region.

### **Action Plans should include:**

- 5.1 *Complete Premier-ranked Tourism Destination project and use the results to identify gaps in tourism offerings. Work together with Cornwall and region tourism operators to increase tourism product offerings and investment with government support.***
- 5.2 *Work closer with Kinsmen to promote Lift-Off Festival as Cornwall's signature event and with Service Club Council on other events***
- 5.3 *Undertake a feasibility study to create a fountain / music or other attraction in the St. Lawrence River using solar, wind and water turbine power as a tourism attraction and energy efficiency demonstration project***

#### **5.4 Increase coordination and cross-marketing amongst Cornwall and region attractions**

- Hotels
- Upper Canada Village / St. Lawrence Parks Commission
- Cornwall Museum
- Akwesasne First Nations Cultural Centre
- Centre Culturel Francophone

#### **5.5 Develop new expanded and up-graded tourism products**

- encourage Ontario Government investment and upgrading of Upper Canada Village and St. Lawrence Parks Commission properties with complementary private sector investment
- support "Quilt of Belonging" tour and identify suitable location for the Quilt's display within Cornwall and region
- seek to develop 4-season tourism opportunities, e.g. Winter Festival, skating on canal

#### **5.6 Pursue major sporting events, e.g. Canada Games, Ontario Games, hockey, curling, baseball tournaments, as tourism opportunities with the recruitment by the City of an events coordinator**

- other events could include solar power/robotics competition/race, hydroplane/power boat racing on the St. Lawrence River in the summer and snowmobile or ice boat racing in the winter

#### **Implementation:**

##### *Suggested Lead Organizations*

- Cornwall and Seaway Valley Tourism
- City of Cornwall

##### *Suggested Support Organizations*

- Cornwall and region tourism operators
- SD&G Community Futures Corporation
- Chamber of Commerce
- St. Lawrence Parks Commission
- Ontario Ministry of Tourism and Ontario Tourism Marketing Partnership Corporation

##### *Expected Results/Benefits*

- Increased tourism expenditures and overnight stays

##### *Resource Requirements*

- Low to moderate, with private sector financial participation

## Strategy 6: Leverage and Enhance Existing Infrastructure and Environmental Assets

Cornwall and region have invested significantly in local infrastructure over the years. This has included development of the waterfront - Lamoureux Park, the Aquatic Centre and Sports Complex. The City's decision to build and manage its industrial park has meant that there is capacity to accommodate new businesses. The City has invested in its transportation network, in public transit and treatment of its drinking water. It has also supported St. Lawrence College and the establishment of the St. Lawrence River Institute for Environmental Sciences. These infrastructure investments have and continue to support economic development. Cornwall and region, in pursuing the new Vision, will need to continue its infrastructure investment with the assistance of other levels of government. These infrastructure investments will need to give further support to environmental quality – a key element of the new Vision.

### ***Action Plan 6.1 Develop Cornwall and Region as an Alternative Energy Use and Environmentally Sustainable City***

#### **Actions should include:**

- continue to promote/develop energy conservation and recycling in the delivery of city and regional services and by residents
- continue to adapt city and other buildings for energy efficiency and alternative energy use
- encourage area businesses to adopt new technologies and business practices to reduce their environmental footprint
- work with St. Lawrence College and the St. Lawrence River Institute to develop community environmental programs
- build on RAP recommendations and improve water treatment facilities to continue to improve water quality in the St. Lawrence River
- develop City guidelines for energy efficient home retro-fit and innovative mixed use development
- participate in the "Communities in Bloom" program and other beautification initiatives
- maintain / expand Eco-gardens beyond Lamoureux Park to new sites, e.g. Canal Lands

**Implementation:***Suggested Lead Organizations*

- City of Cornwall Economic Development, Engineering and Public Works, Recreation Departments

*Suggested Support Organizations*

- St. Lawrence College
- St. Lawrence River Institute of Environmental Sciences
- Chamber of Commerce

*Expected Results/Benefits*

- Continuing improvement in quality of life and of the environment for residents and businesses; increased attractiveness as a high technology and value added manufacturing and services centre, and as a tourism destination

*Resource Requirements*

- Moderate to high

**Action Plan 6.2 Establish Community-wide High Speed and Wireless Internet Access**

Historically, the economic development of cities has been dependent upon their investment in infrastructure, particularly transportation, water treatment and utilities. This has been true for Cornwall as well, and the City has been innovative, particularly with the establishment of Cornwall Electric, which provided secure power at competitive rates to industrial users. High speed Internet is the new utility which can provide competitive advantages to the City and its businesses. It can also assist the City's young people to educate themselves and opens a window on the future. Toronto, through Toronto Hydro, has recently established wireless Internet access through its downtown core. Fredericton, Ottawa and Whistler have already established community high-speed wireless networks.

**Actions should include:**

- establish a wireless Internet infrastructure which would allow immediate access from anywhere in Cornwall, including all buildings, parks, streets and open spaces
- promote expansion of high-speed Internet access to rural areas in all of SD&G



**Implementation:***Suggested Lead Organizations*

- City of Cornwall Economic Development should undertake a feasibility study on how best to establish affordable access for all Cornwall businesses and residents

*Suggested Support Organizations*

- SD&G Community Futures Corporation
- Cornwall Electric
- Chamber of Commerce

*Expected Results/Benefits*

- Increased growth in existing business and new business start-ups
- Increased profile for City as an advanced, innovative centre for business

*Resource Requirements*

- Low – for feasibility study
- High – for installation. However, this could be offset by private sector participation

**Action Plan 6.3 Support Expansion of Cornwall Regional Airport and its Runway (2005 Development Plan)**

In May, 2005, Cornwall Regional Airport Commission received a report advocating expansion of the Cornwall Airport runway to 1,372 m (5,000 ft) to accommodate corporate jets and larger aircraft. Airport runway expansion would support increased business-related passenger and cargo traffic. It would also support development of Cornwall as an aviation, airport management and border security training centre, in conjunction with NAVCANADA's facilities and activities (see Action Plan #3.2).

**Actions should include:**

- acquire funding from the City and other levels of government to expand runway and related facilities
- coordinate development and marketing activities with City economic development efforts

**Implementation:***Suggested Lead Organizations*

- Cornwall Regional Airport Commission

*Suggested Support Organizations*

- City of Cornwall and its Economic Development Department
- United Counties of SD&G
- Transport Canada

*Expected Results/Benefits*

- Increased airport cargo and passenger traffic in support of local business

*Resource Requirements*

- High

**Action Plan 6.4 Campaign to Re-establish Commuter Links to Montreal and Ottawa**

Cornwall's proximity to Montreal and Ottawa contributes to its economy in a number of ways. Cornwall and region businesses can market their products and services to a market of over 2 million people. Further, Cornwall businesses can access the financial and professional services which only larger cities can offer. With the growth and spread of Montreal and Ottawa's population and businesses, Cornwall has the potential to be an ex-urban satellite community to these cities. Re-establishing a commuter rail link would facilitate Cornwall business travel to Montreal and encourage Montrealers to consider Cornwall as an ideal community in which to live, while maintaining their business activities in this large Canadian financial and business centre. Establishing a commuter rail or bus link to Ottawa would have similar benefits.

**Actions should include:**

- prepare a report demonstrating the advantages and benefits relative to costs of re-establishing the commuter linkages with Ottawa and Montreal
- advocate to Via Rail and other relevant government agencies for re-establishment of commuter rail link
- encourage private sector provision of commuter service
- consider municipal funding and/or public/private partnership for commuter service

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development Department and Council

*Suggested Support Organizations*

- Chamber of Commerce
- Cornwall Real Estate Board
- Team Cornwall

*Expected Results/Benefits*

- Increased population
- Increased retail sales
- Increased employment and growth of Cornwall and region businesses

*Resource Requirements*

- Low – moderate, with fares offsetting start-up and operating costs

***Action Plan 6.5 Further Waterfront Redevelopment to Support a Wide Range of Uses and Improve Linkage to Cornwall's Downtown***

Cornwall's waterfront is one of its most important economic assets. Cornwall has already invested in this asset with the development of Lamoureux Park, Recreation Centre and Arena, Aquatic Centre and the plans for the Courtaulds buildings. Cornwall should continue to pursue re-development of its waterfront and linkage with the City's downtown.

**Actions should include:**

- pursue rehabilitation of Domtar site (especially waterfront lands) and Canal lands
- develop both active and passive areas along the Waterfront to increase economic activity and choice in recreational pursuits
- continue to support "Heart of the City" and Groupe Renaissance and their activities to strengthen the economy and employment in Cornwall's downtown and Le Village through Cornwall's Community Improvement Plan
- continue to promote redevelopment using TIG and other grant programs
- capitalize on new employment opportunities created by new Seaway Bridge construction and waterfront redevelopment

**Implementation:***Suggested Lead Organizations*

- Cornwall Waterfront Redevelopment Committee

*Suggested Support Organizations*

- Cornwall Planning Department
- Cornwall Economic Development
- Heart of the City
- Groupe Renaissance

*Expected Results/Benefits*

- Increased tourism and related expenditures
- Increased retail and food and beverage expenditures in downtown core and Le Village

*Resource Requirements*

- High

**Action Plan 6.6 Expand Hwy 138 to 4 lanes**

Expanding Highway 138 to 4 lanes would improve access to the Ottawa and Montreal markets and facilitate business activities across Cornwall and region.

**Actions should include:**

- make proposals to Ontario Ministry of Transportation and Ontario Ministry of Economic Development & Trade, demonstrating the benefits of highway expansion

**Implementation:***Suggested Lead Organizations*

- Cornwall Economic Development

*Suggested Support Organizations*

- Ontario Ministry of Transportation
- City of Cornwall
- United Counties of SD&G

*Expected Results/Benefits*

- Lower transportation costs and improved access to Ottawa and Montreal

*Resource Requirements*

- High – capital expenditure by Province of Ontario

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## 6.0 Implementation of New Vision and Economic Development Strategic Plan Update

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### 6.1 Establish Implementation Process

For effective implementation of the Economic Development Strategy Update to take place, a community-wide effort is needed with the active involvement of business and community organizations from across Cornwall and region. The Mayor and Council will need to take leadership and encourage community participation in the completion of each of the Strategies and Action Plans. The City will also need to review its funding priorities and, with the assistance of other levels of government, make the commitments necessary to implement the plan.

Each Strategy and Action Plan has an identified lead organization which should be requested to take on the responsibility of implementation, and be empowered to do so. In a significant number of cases, the lead organization is Cornwall Economic Development or other City department, working in coordination with others. These departments should review the Economic Development Strategic Plan and develop implementation plans to carry out their specific Strategies and Action Plans, seeking Council input, funding and decision making, as required. Cornwall's Economic Development Department should also seek the assistance of the Ontario and Canadian governments in the implementation of these Strategies and Action Plans. In some cases, an organization outside of the municipal administration, e.g. Cornwall Chamber of Commerce, Cornwall and Seaway Valley Tourism, as identified as the lead organization. These organizations will need to agree to carry out the Strategy and Action Plan and establish a process involving their membership to do so. They will also need to agree to a timetable, resource needs, if any, and be willing to make periodic reports on the progress being made.

### 6.2 Establish Economic Development Advisory Committee

To assist Council, an Economic Development Advisory Committee should be established involving Council and business community representatives to advise on economic development, oversee and monitor progress on the implementation of the Economic Development Strategic Plan and Action Plans, including both those being led by City of Cornwall departments, as well as by lead organizations from the community. Cornwall Economic Development Department can provide administrative and research support to the Committee.

### 6.3 Monitor Implementation and Results

The Economic Development Advisory committee should monitor Action Plan implementation by all lead organizations. It should also monitor results, including both qualitative and quantitative information. Qualitative results measures would include a completion of Action Plan activities and the extent of cooperative action.

Examples of quantitative measures which could be established and monitored are:

- increase in industrial assessment
- number of new businesses attracted to Cornwall and region and associated new employment
- new business start-ups registered
- sales of industrial park land
- overnight stays by tourists
- Grade 12 completion rates
- population increase (target 1% / annum)

Cornwall Economic Development Department can assist the Committee to develop the results measures with consideration to the availability of relevant data and the need for additional data collection.

## Appendix A: Steering Committee for Cornwall's Economic Development Strategic Plan Update

Councillor Leslie O'Shaughnessy, Chair  
Denis Thibault, Eastern Ontario Training Board, Vice-Chair  
Mayor Phil Poirier, City of Cornwall  
Denis Moquin, Councillor  
Pat Finucan, St. Lawrence College  
Debbie Rioux, Manpower  
Lezlie Strasser, Chamber of Commerce  
Guy Tondreau, Service Canada  
Pauline Bookhout, Service Canada  
Guy Desjardins, Ministry of Economic Development and Trade  
Daniel Dubois, Ministry of Education  
James dePater, SD&G Community Futures Corporation  
Stephen Alexander, City of Cornwall  
Paul Fitzpatrick, City of Cornwall  
Mark Boileau, City of Cornwall



**Appendix B:** We would like to thank all those Cornwall and region residents who contributed to this Strategic Plan Update, including:

Alain Cote, Canlyte  
Anne Laliberté  
Arnold Fobert  
Betty de Haan, CMO, Township of South Stormont  
Bill Knight, Thompson Rosemount Group  
Bill Major, Johns Manville  
Birket Foster, MB Foster  
Bob Kilger  
Bob Lacelle  
Bob Peters, WEBtech  
Bryan Merkley, Solutions, Cornwall Career Planning  
Carole Greggain  
Carmen Cousineau  
Cathy Young, Cornwall Collegiate Vocational School  
Chris Savard, Cornwall Square Manager/ Councillor, City of Cornwall  
Chuck Charlebois, Renaissance Group  
Connie Vardy, ScotiaBank  
Dan Lortie, St. Matthew Catholic Learning Centre  
Dan Morency, Roy Studio  
Dan Parkinson, Chief of Police  
David Bloomfield, Morbern Inc.  
Dawn Kiddell, Cornwall Public Library  
Debora Daigle  
Denis Carr, Heart of the City  
Derik Brandt, Township of South Glengarry  
Dina McGowan, Tri-County Literacy Council  
Eric Bergeron, Unexia  
Francine Brisebois, Centre culturel de Cornwall  
Gerry Flaherty  
Gilles Lascelle, Days Inn  
Gilles Latour, Timothy Ming & Associates

Glenn Grant, Councillor, City of Cornwall  
Guy Brisson, Conseil scolaire de district catholique de l'Est ontarien  
Guy Lauzon, MP  
Guy Ménard, Menard Bros. & Associates Ltd.  
Hilton Cryderman, Township of South Stormont  
Ian Bowering, SD&G Historical Society  
Ian McInnis, Cornwall Colts  
Jamie Cameron, ReMax Cornwall Realty  
Jason Gadbois, Cornwall Business Enterprise Centre  
Jean-Guy Rouleau, NAVCANADA  
Jacques Lemire, Councillor, City of Cornwall  
Jeanette Despatie, Cornwall Community Hospital  
Jim Bancroft, Mayor, Township of South Stormont  
Jim Brownell, MLA  
Jim Mcdonell, Warden of SD&G  
Jim McLennan, Service Canada  
JoAnn Hickley, JobZone d'emploi  
Joyce Gravelle, Ontario East Economic Development Commission  
Kaye Aldridge  
Kelly Landriault, StarTek Canada Services Ltd.  
Ken Bedford, City of Cornwall, Planning Services  
Kevin Parkinson, TR Leger School  
Kim Ariagno, Teleperformance  
Korey Kennedy, Councillor, City of Cornwall  
Larry Greggain  
Larry MacDonell, Ontario Works  
Lola McElvoy, Domtar Action Centre  
Lucien Lalonde  
Manuel Stevens, Parks Canada  
Marcel and Alain Heroux, Olymel Prince Cornwall

Marcel Lapierre, Township of South Glengarry  
Marg Hogan, Cornwall Career College  
Mark MacDonald, Councillor, City of Cornwall  
Martial Mbadifeina  
Michael Laliberté  
Mike Contant, Municipal Property Assessment Corp.  
Mike Lalonde, Cornwall & Seaway Valley Tourism  
Mike Paradis, St. Lawrence Parks Commission  
Mike Pescod, Cornwall Electric  
Mike Waddell, CAO/Clerk, United Counties of SD&G  
Murray Grant, Morbern  
Nancy Beaudette, Sign-It  
Naresh Bhargava, Councillor, City of Cornwall  
Neil Burke, Entrepreneur  
Norma Banford, Gildan Action Centre  
Norm Levac, City of Cornwall Engineering, Environmental &  
Construction Services  
Paul Lefebvre, Best Western Parkway  
Peter Gault, Busitech

Pierre Lefebvre, Marleau Bros. Ltd. Insurance Brokers  
Pierre Seguin, Ministry of Economic Development and Trade  
Robert Lemire  
Rod McDonald, Lumac Development (Canada) Corp  
Roland Besner  
Roy Perkins, RONA Home Centre  
Sandy Cameron, Cameron Real Estate  
Scott Lecky, Ramada Inn Hotel and Conference Centre  
Sharon Miller, StarTek Canada Services Ltd.  
Susan Carter, Canadian Red Cross  
Suzanne Carr, Chateau Cornwall Inc.  
Sylvain A. Doyon  
Sylvie Lizotte, Cornwall Regional Art Gallery  
Terry Landon, ReMax  
Terry Simser, Upper Canada district School Board  
Vaughan Sunday, Mohawk Council of Akwesasne  
Véronique Maillot, Chateau Cornwall Inc.  
Wendy Woods-Fontaine, JobZone d'emploi  
Yvan Gravelle, Cornwall Regional Airport



## Appendix C

# Community Skills & Employment Survey Results

**GGA • Management Consultants**

September 2006

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**City of Cornwall and Region  
Community Skills and Employment Survey**

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<b>9. Existing Skills Available to Employers in Cornwall and Region</b>	<b>91</b>
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**Appendix: Community Skills and Employment Survey**

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## City of Cornwall and Region Community Skills and Employment Survey

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### 1. Purpose of the Survey

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GGA • Management Consultants distributed a Community Skills and Employment Survey to residents of Cornwall and SD&G seeking employment (see Appendix). The purpose of the survey was two-fold – a) to identify skills training needs with a view to developing training programs to assist the unemployed with their career and employment goals, and b) to gather information on available skills within the community which could be conveyed to local employers and potential new investors and employers. The results of the survey would be used to build a more comprehensive database of community skills and this would be updated on a continuous basis through continued distribution of the survey questionnaire.

#### 1.1 Methodology for Survey Preparation and Distribution

Representatives from Service Canada, the Ontario Ministry of Training, Colleges and Universities, and the Eastern Ontario Training Board were consulted with respect to identifying the information and data required in the survey for building the skills database. Information from our employer interviews was also used to help determine what information should be gathered through the survey. A draft survey was prepared and reviewed by coordinators at the JobZone d'emploi and Domtar Action Centre, who are actively assisting people seeking employment in Cornwall and region. Their suggestions were incorporated into a second draft which was pilot tested with clients at the JobZone d'emploi. The results of the pilot test were reviewed with a Community Survey sub-committee, struck from the Economic Development Strategic Plan Steering Committee, which contributed further suggestions to the survey and questionnaire design. The survey was then modified based on the in-put from the sub-committee and final versions were prepared in French and English for distribution in the community. In addition, posters were prepared in French and English for location in employment action centres; advertisements for the survey were placed in both the Freeholder and Journal de Cornwall and on the English radio station to ensure that the public and, in particular, people seeking employment would become aware of the survey.

The questionnaires in both English and French were distributed through the following action centres:

- JobZone d'emploi, Cornwall
- Domtar Action Centre, Cornwall
- JobZone d'emploi, Chesterville
- Nestlés Action Centre, Chesterville
- St. Lawrence Corp. Action Centre, Iroquois

They were also distributed via the Eastern Ontario’s Training board’s website and by the Centre Culturel du conseil de vie française. The questionnaires were reviewed with the coordinators at each Action Centre with respect to completion of the survey and were made available for completion for a period of 6 weeks ending July 31, 2006, following which the results were analysed and are presented in this report.

## 2. Profile of Survey Respondents

Overall, 180 questionnaires were completed by respondents in Cornwall and region. When reviewing the results, it should be noted that respondents did not always complete all questions on their questionnaires\*.

### Exhibit A

Respondents Completing Questionnaires	
Male	107
Female	57
Non-respondents *(Gender)	6
TOTAL	180

### Exhibit B

Highest Level of Formal Education Completed*									
Grade 8 or Lower	Grade 9-10	Grade 11-13	Grade 12	Trade Certificate or Diploma	Non-University Certificate or Diploma (community college, CEGEP, school of nursing)	University Cert. below Bachelors Degree	Bachelors Degree	Post-Graduate Degree	Total
0	5	19	73	34	23	3	10	2	<b>169</b>
0%	2.9%	11.2%	43.2%	20.1%	13.6%	18.0%	5.9%	1.2%	<b>100%</b>

\*\*While some respondents checked multiple answers, this chart shows only the highest level of educational attainment for each respondent.

As can be seen by Table B, 97 or 57% of respondents identified that they had Grade 12 or less formal education.

**Exhibit C**

Number of Years Employed						
0-5	6-10	11-15	16-20	22-25	Over 25	Total
67	16	7	10	12	30	<b>142</b>
47.2%	11.3%	4.9%	7%	8.5%	21.1%	<b>100%</b>

Just under half of respondents have less than 5 years work experience, with those having over 25 years work experience as the next largest group – 21.1% of respondents.

**Exhibit D**

Duration of Unemployment (months)							
3	6	9	12	16	19	Over 19	Total
40	47	12	11	0	0	10	120
33.3%	39.1%	10%	9.2%	0%	0%	8.3%	100%

72.5% of respondents have been unemployed for six months or less, while 8.3% have been unemployed for over 18 months.

**Exhibit E**

<b>Current Occupations as Identified by Survey Respondents</b>			
Bus Driver and Other Transit Operator (7412)	3	Customer Service, Information and Related Clerk (1453)	7
Carpenter (7271)	5	General Office Clerk (1411)	8
Cashier (6611)	2	Secretary (Except Legal and Medical) (1241)	2
Construction Millwright and Industrial Mechanics (7311)	4	Dental Assistant (3411)	0
Electrician (7241)	2	Dental Hygienist (3222)	0
Heavy Equipment Operators (Except Crane) (7421)	3	Nurse (3152)	2
Labourer in Manufacturing (9619)	36	Nurse's Aide, Orderly (3413)	2
Landscape and Horticultural Technicians and Specialists (2225)	1	Other Health Services Support Occupations	6*
Landscaping and Grounds Maintenance Labourer (8612)	7	Food and Beverage Server (6453)	4
Shipper, Receiver, distribution (1471)	8	Cook (6242)	3
Material Handler (7452)	11	Purchasing Officer (1225)	1
Technical Occupation Related to Museums and Art Galleries (5212)	1	Retail Salesperson and Sales Clerk (6421)	4
Trades Helper and Labourer (7611)	10	Retail Trade Manager (0621)	1
Truck Driver AZ License (7411)	9	Manager/Supervisor/Lead Hand	10
Welder and Related Machine Operator (7265)	3	Other Occupations	24**
Sewing Machine Operator (9451)	4	Unemployed or recent school leaver with no selected occupation	15***
Delivery and Courier Service Driver (7414)	4		
<b>TOTAL</b>			<b>202‡</b>

‡some respondents identified that they had more than one occupation.

\*, \*\*, \*\*\* - see more detail on these occupational categories in Exhibit F following;





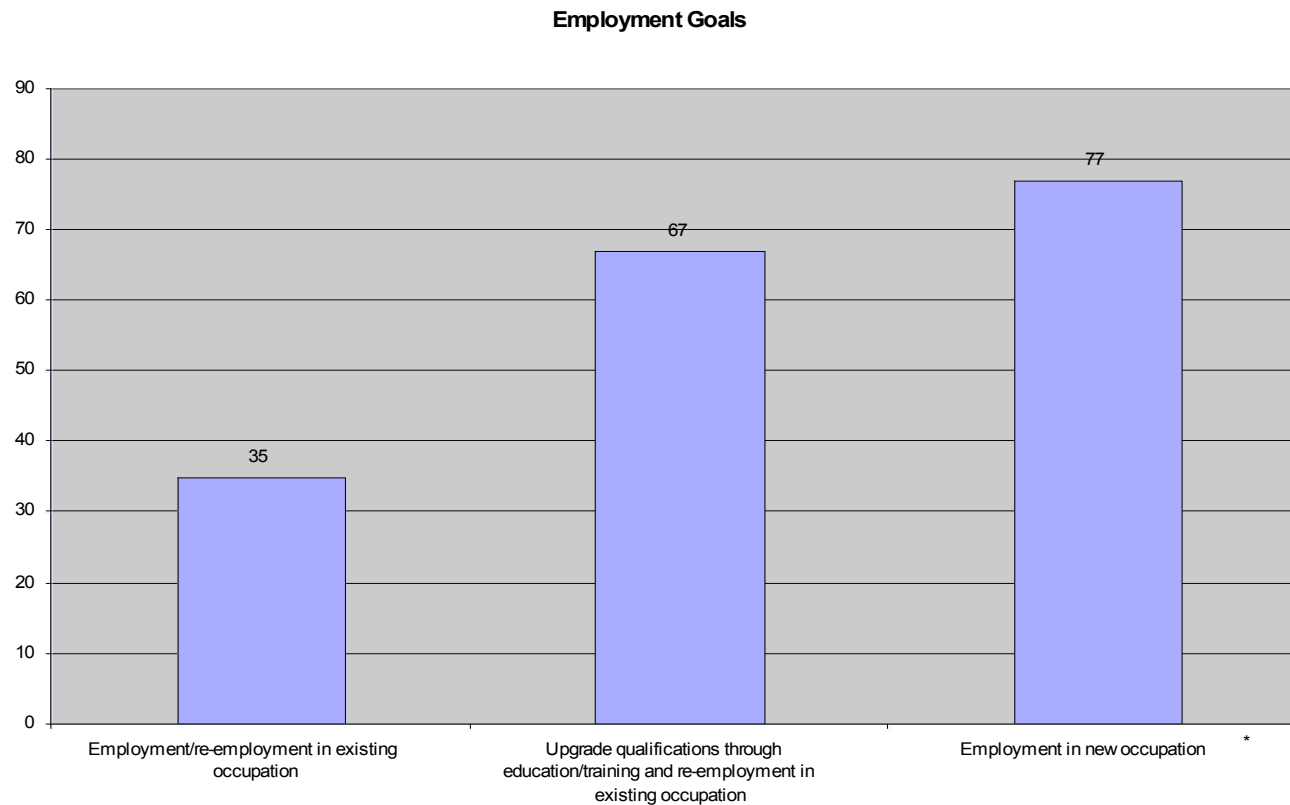
**Exhibit F**

Other Occupations Identified in Skills Inventory									
Other Health Services Support Occupations			Other Occupations				Unemployed or recent school leaver with no selected occupation – work sought		
Addictions counsellor	1		Pipefitter	1		Farming	1	Security officer	1
Nutritional Mg't	1		Call Centre	1		Musician	1	Truck driver	1
Dietary Aide	1		Exec. Assistant / Admin	3		Accounts Clerk	1	Office clerk/ admin.	3
Activities Director	1		Chemical Engineer	1		Automotive detailer	1	Nurse	1
Chiropractic Assistant	1		Chemistry	1		Corp. travel consultant	1	General Labourer	1
Unspecified	1		Environmental Tech.	2		Oil burner tech.	1	Landscaper	1
			Training & Development	3		Dishwasher	1	Pharmacy tech.	1
			Lab Tech.	1		Security	1	Customer service/sales	2
			Accountant	1		Maintenance de Batiment	1	Social service worker	1
			Sewing Machine Inspector	2		Community Awareness Development	1	WSIB claims	1
			IT	2		Child & Youth Counsellor	1	Masonry	1
			Section hand, QA	1		Food service worker	4	Personal Support worker	1
			Artist, writer	1		Self-employed	1	Construction	1
			Photojournalist	1		Social services	1	Food services	1
			Janitor	2		Aircraft Maintenance Technician	1	Unspecified	20
			Social Worker	1		Truck dispatcher	1		
			House cleaner	1		Support tech	1		
			Small engine mechanic	1		Unspecified	1		

### 3. Employment Goals

Respondents identified their employment goals as presented in Exhibit G.

**Exhibit G**



57% of respondents wish to obtain employment and/or training in their chosen occupation. 43% would like to be employed in a new occupation.

\*Two respondents identified that they were seeking employment in a new occupation, but were also seeking to upgrade their qualifications in their existing occupation.

## 4. Personal Skills Inventory

### Exhibit H

Respondents are most interested in skills training in Administration and Accounting, and Management and Supervision, and the least in Human/Working Relationships and Transportation.

Average Number of Skills Training Requests by Major Skills Category

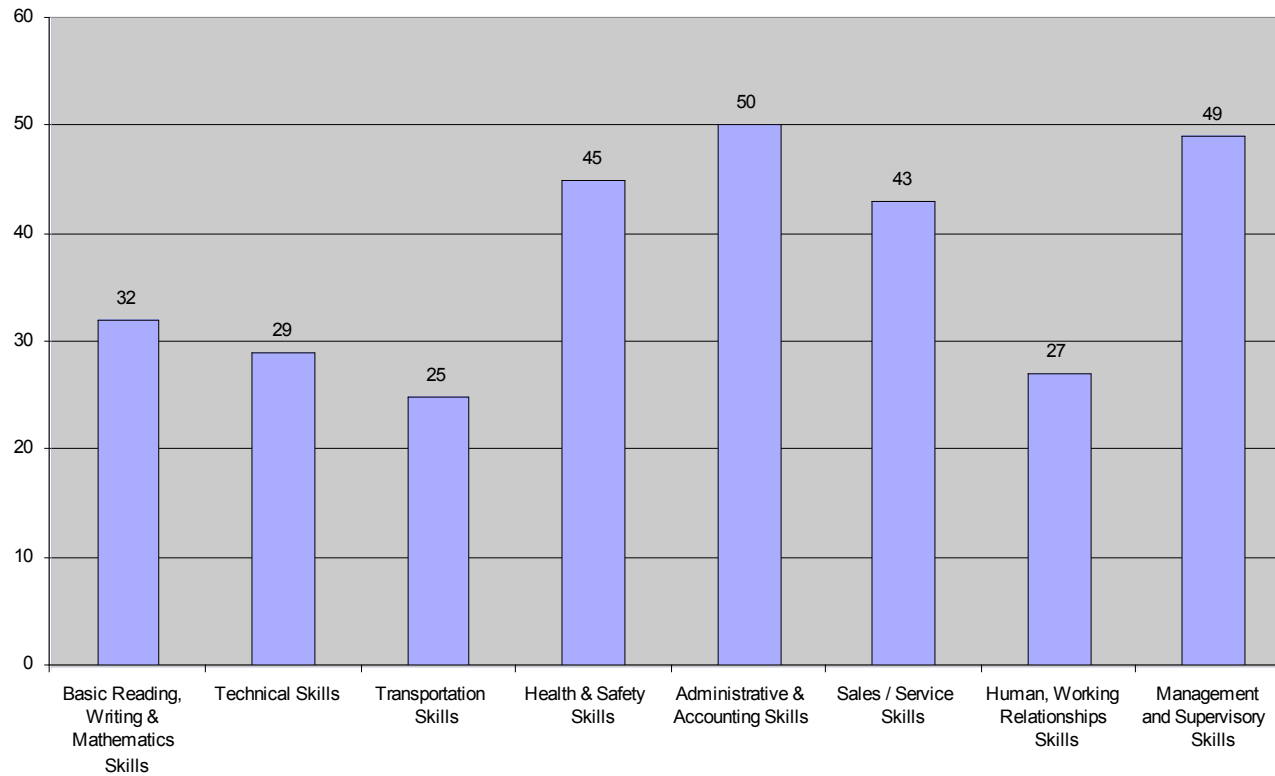
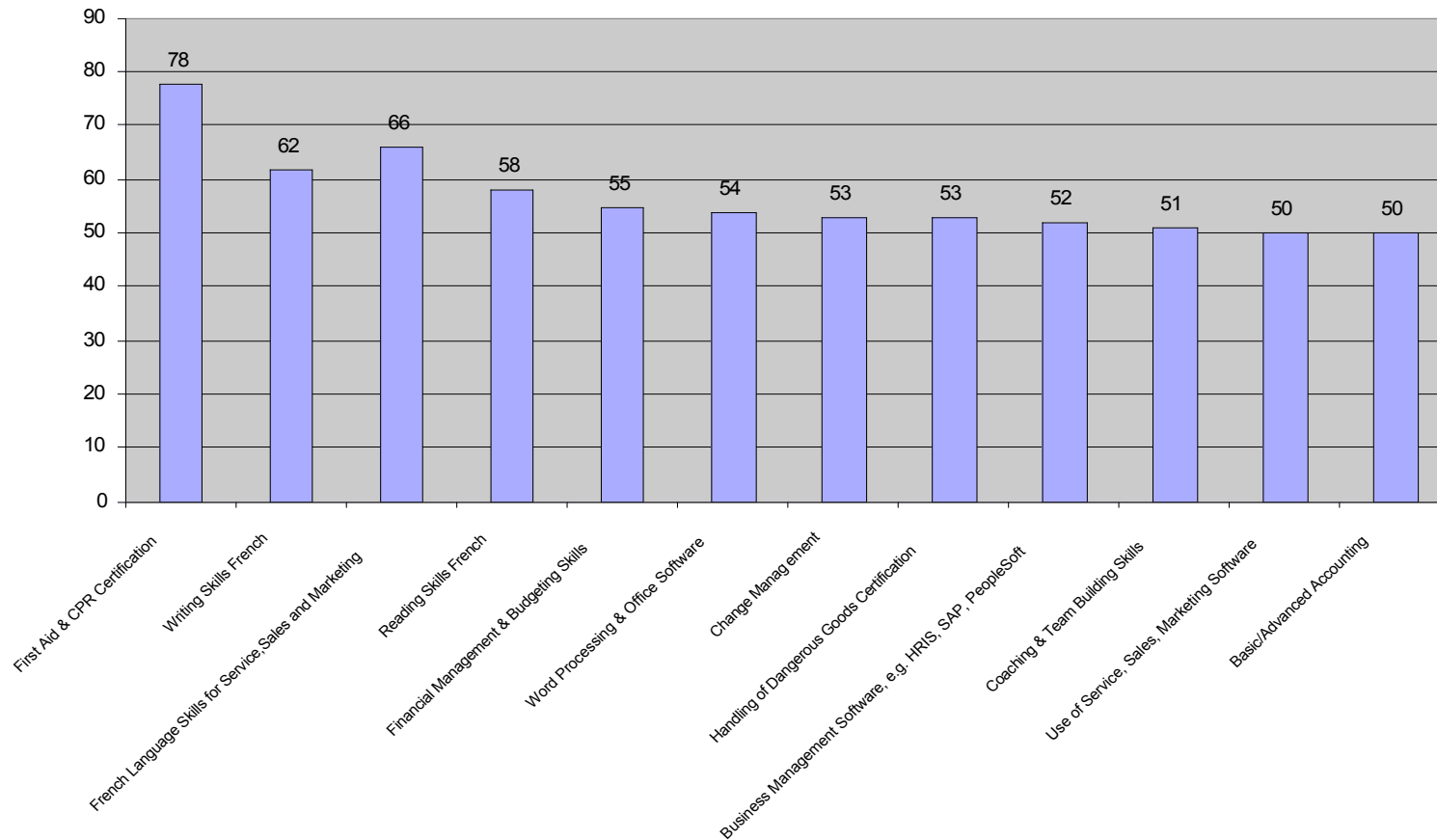


Exhibit I

12 Most Requested Skills For Training and Upgrading

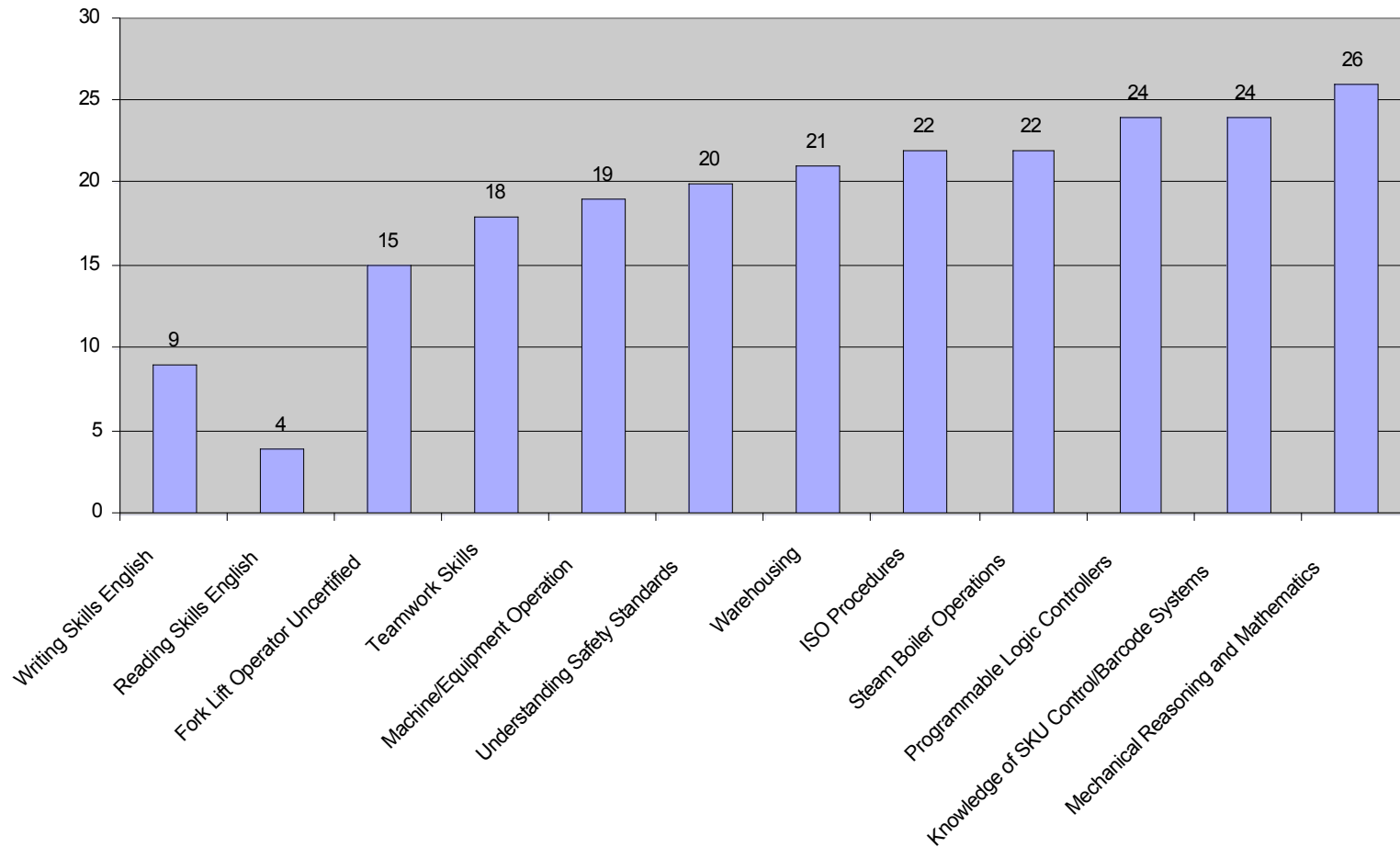


First Aid and CPR Certification was the skills training most requested, followed by French Language-related skills training, and then by training in office, administrative, sales and marketing, and accounting skills and software.



Exhibit J

12 Least Requested Skills for Training and Upgrading



Respondents are confident in their English reading and writing abilities and in their teamwork skills.



Exhibit K

Basic Reading, Writing and Mathematics Skills Requiring Upgrade

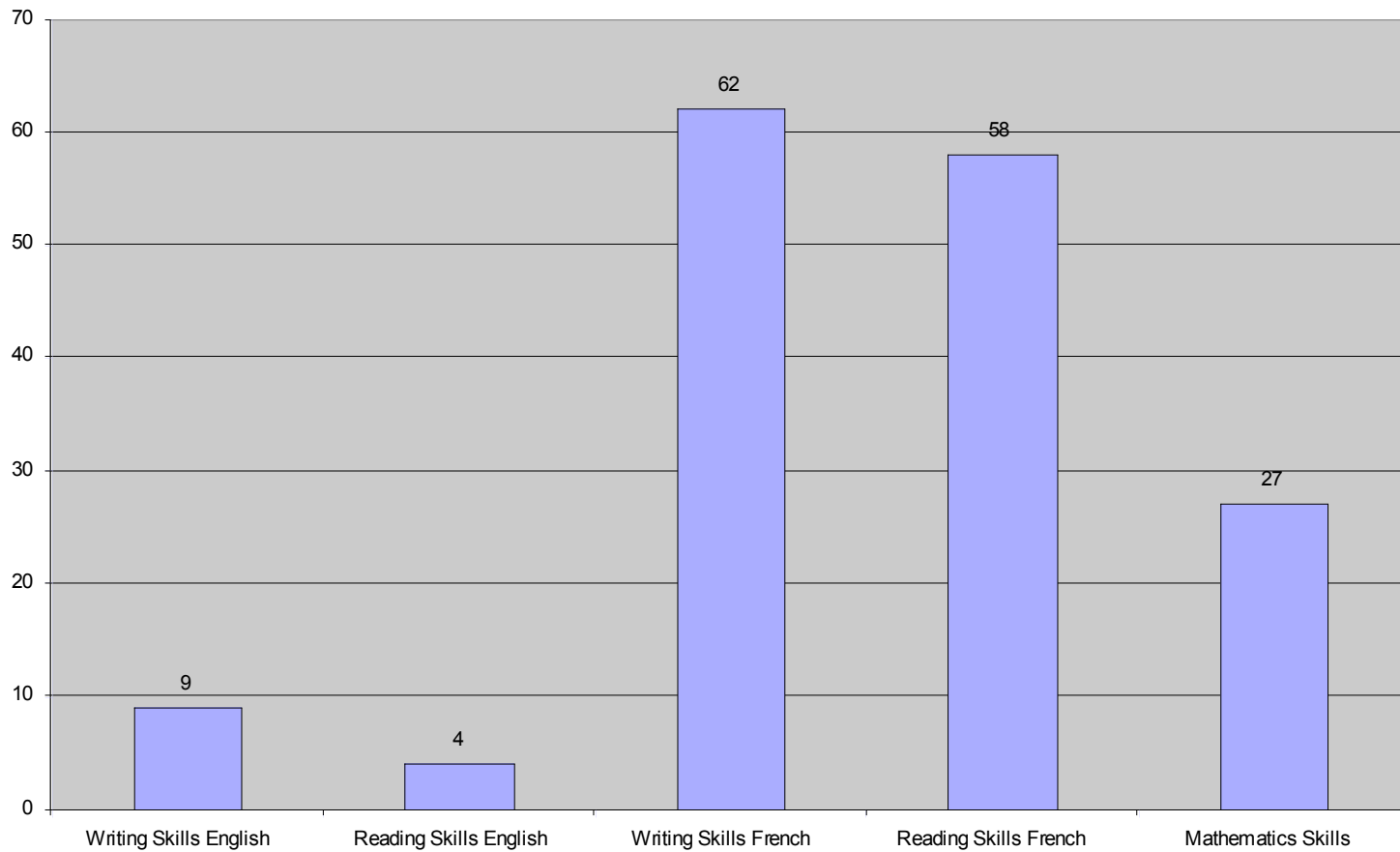
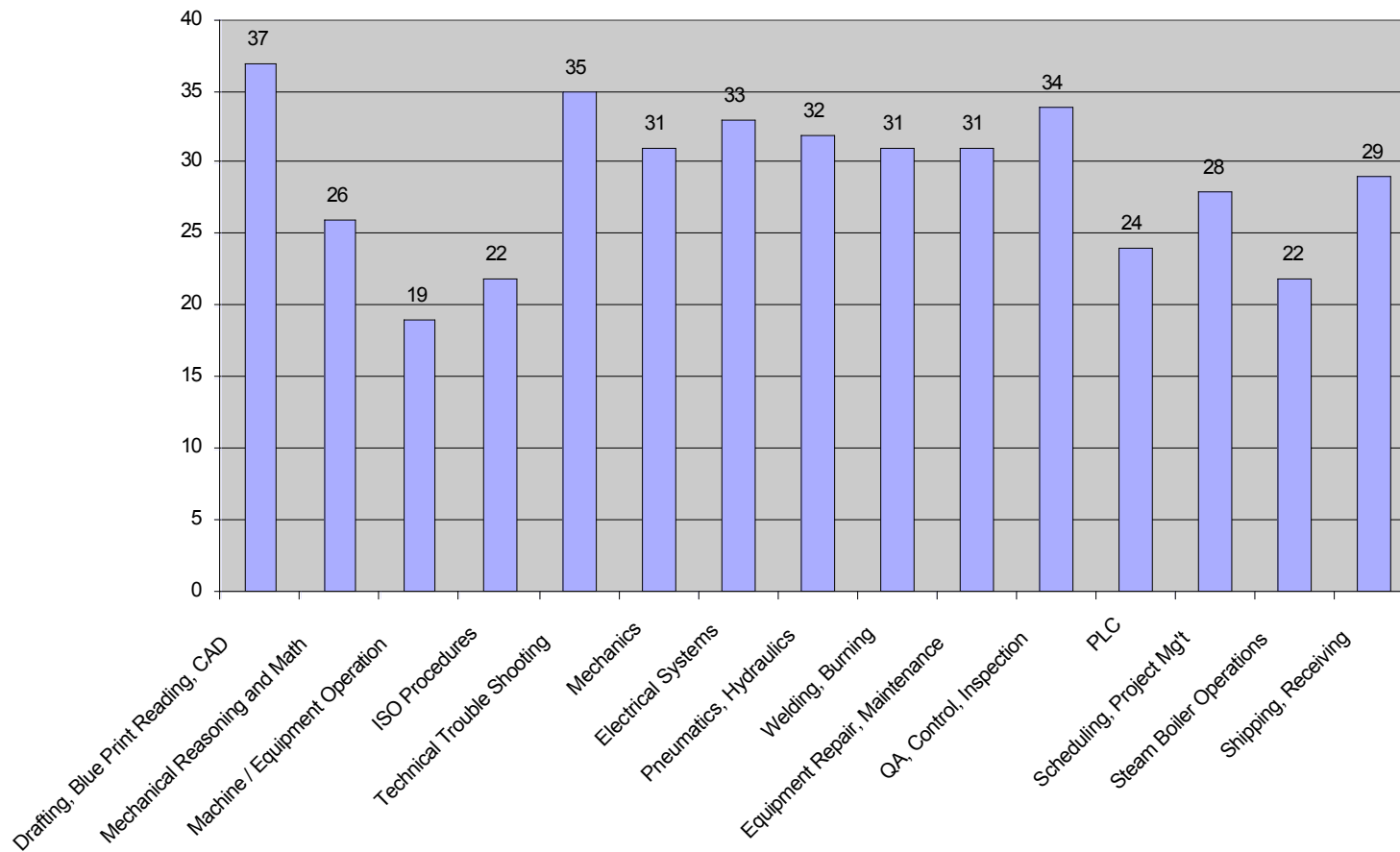


Exhibit L

Technical Skills Upgrading Required



The lower average number of requests for technical skills upgrading relative to other categories suggests that many respondents believe that they have already acquired these skills through their past work experience.



Exhibit M

Transportation-related Skills Upgrading Required

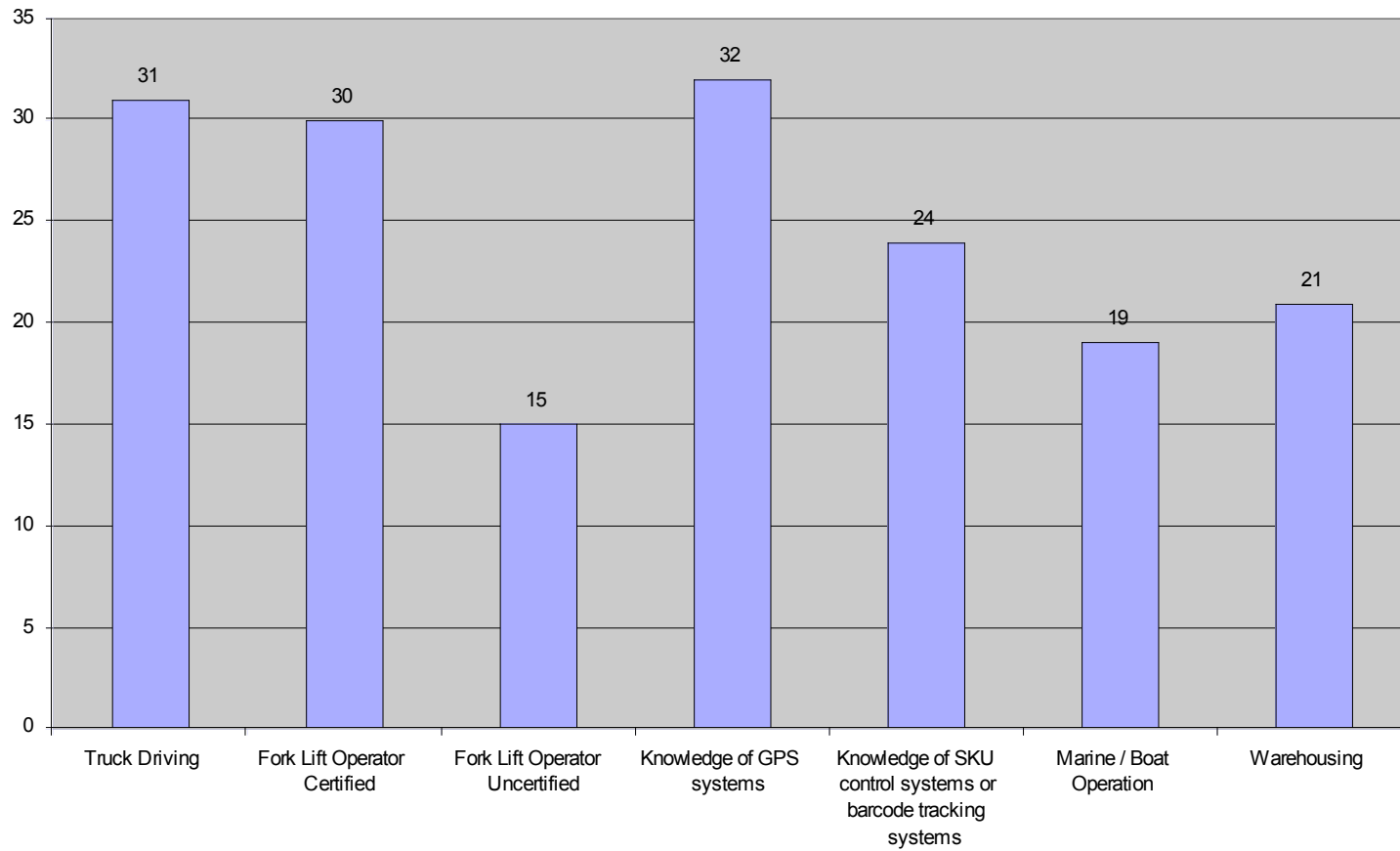
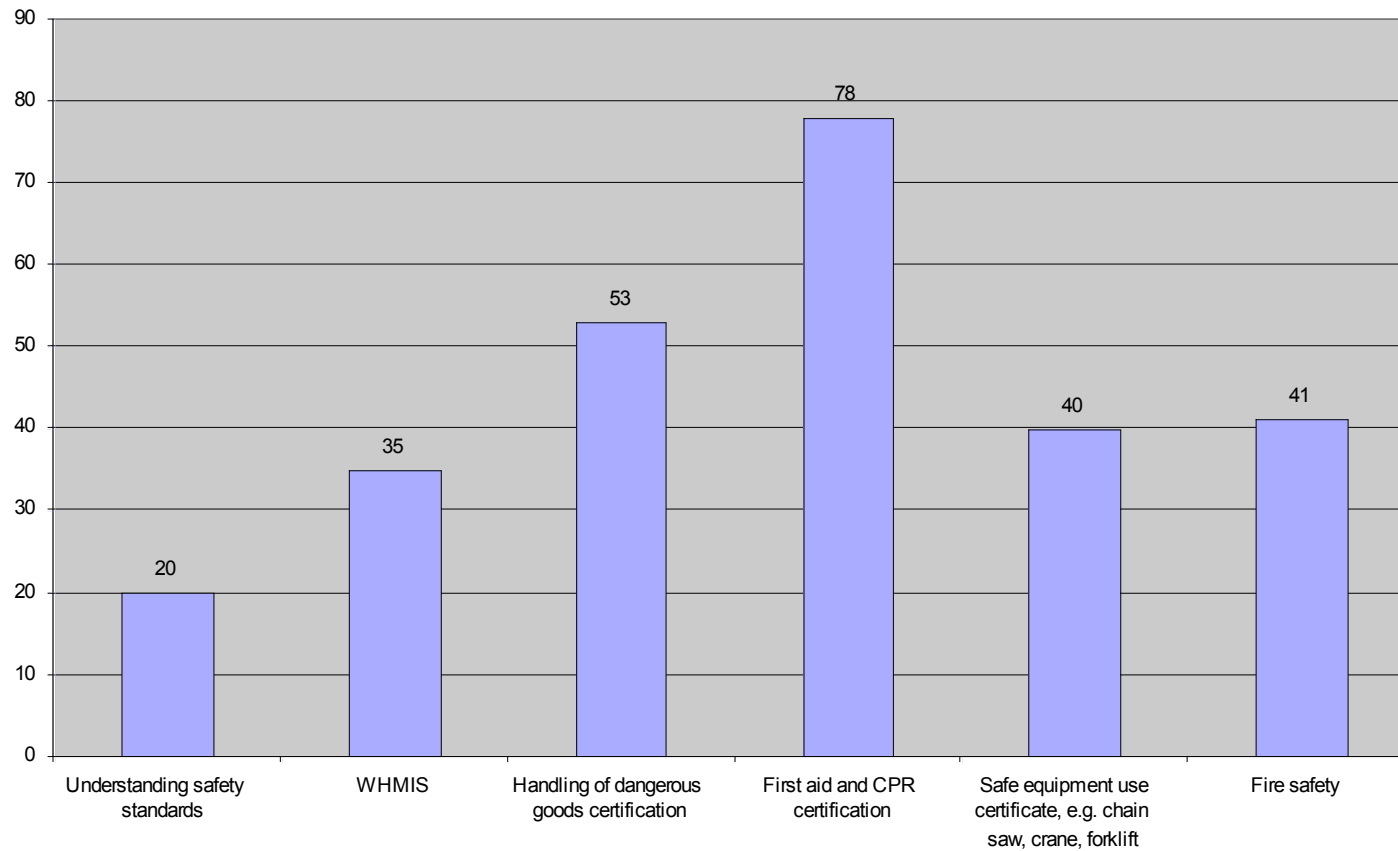




Exhibit N

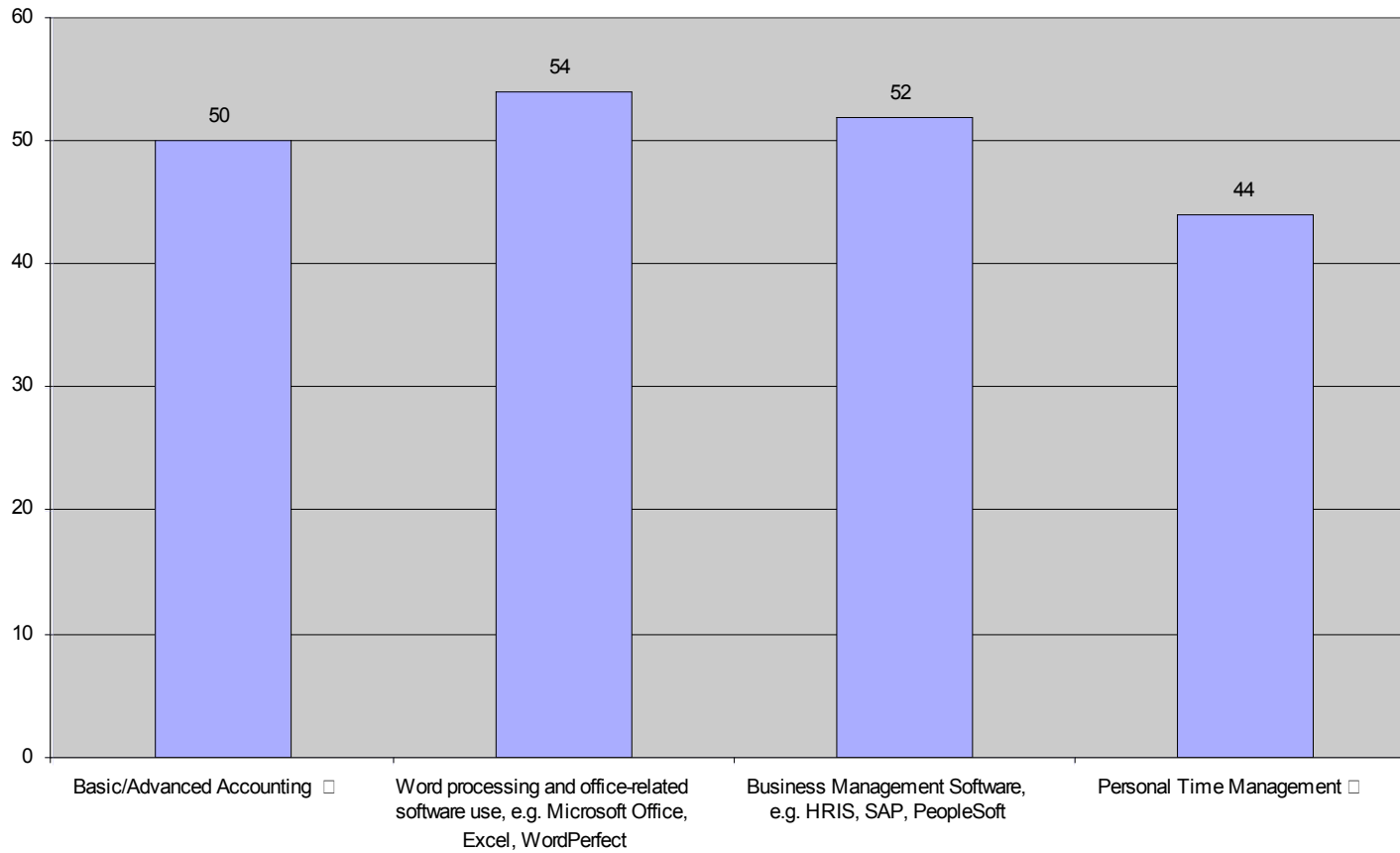
Health & Safety Skills Requiring Upgrade



The relatively high number of requests for health and safety-related training is somewhat surprising given that this type of training is most often provided by employers to their employees. Those currently seeking employment may believe these are pre-requisites for employment.

Exhibit O

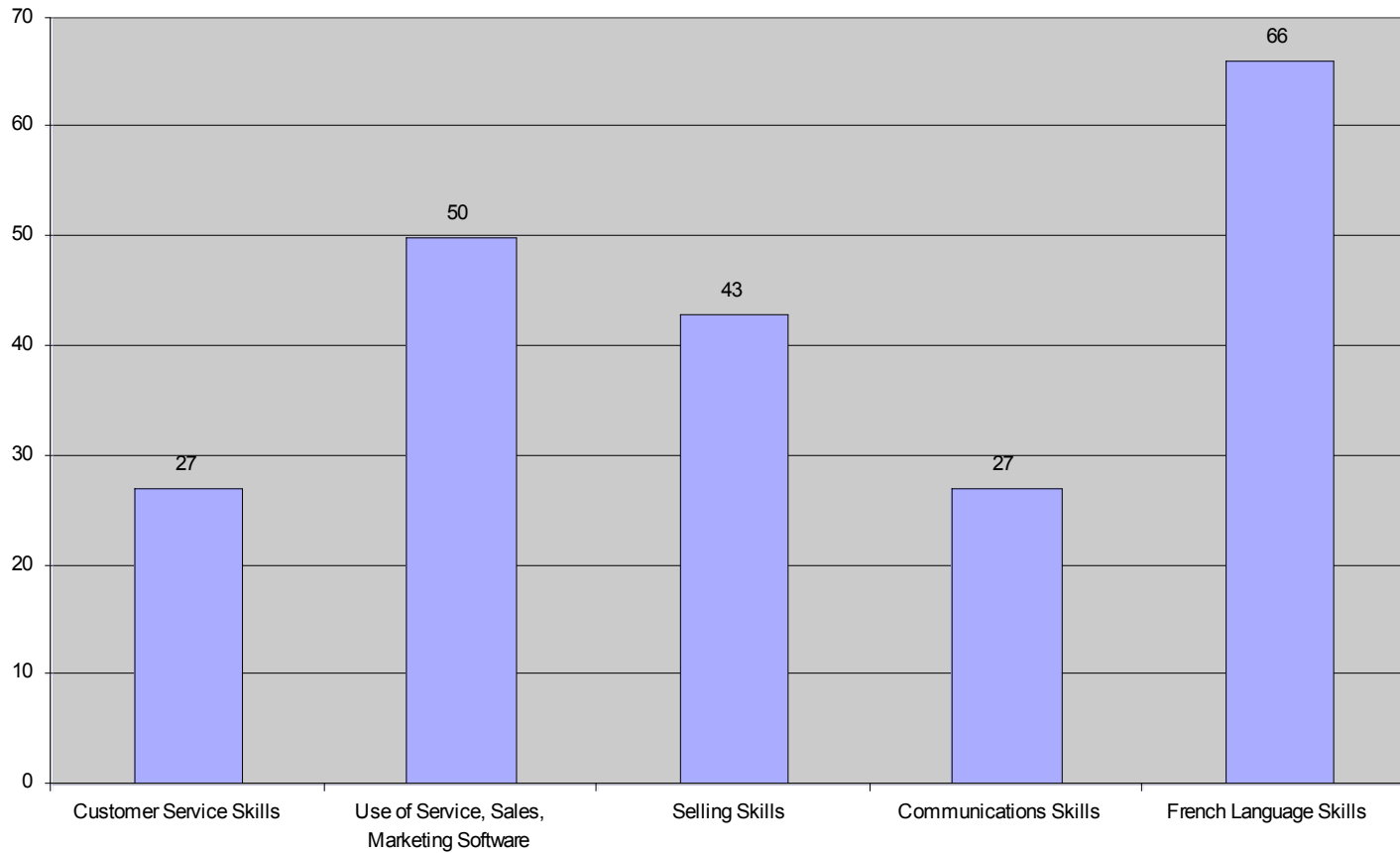
Administrative & Accounting Skills Requiring Upgrade



Acquiring skills in accounting and business/office software is seen by many as a key to success in obtaining employment.

**Exhibit P**

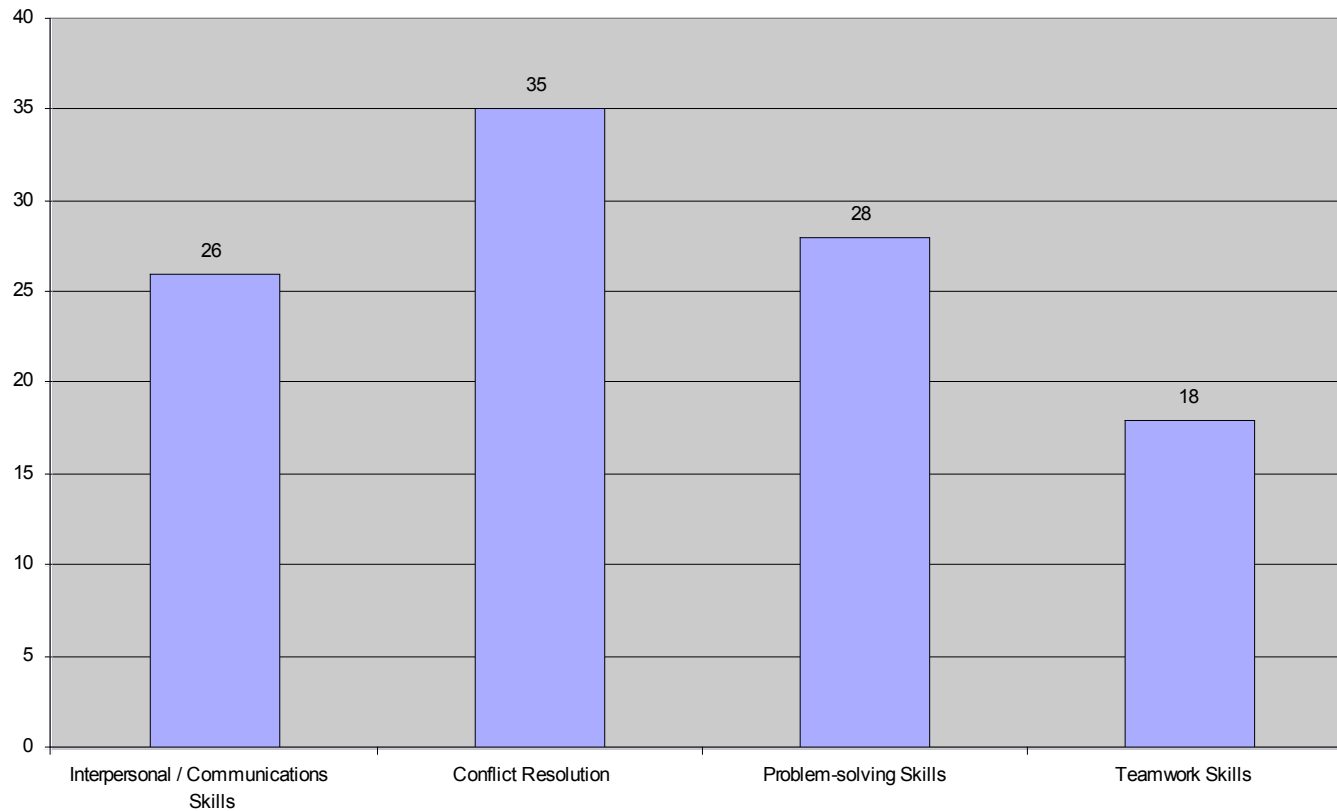
**Service, Sales & Marketing Skills Requiring Upgrade**



Respondents were most interested in upgrading their French language service and sales skills and in using sales-related software.

Exhibit Q

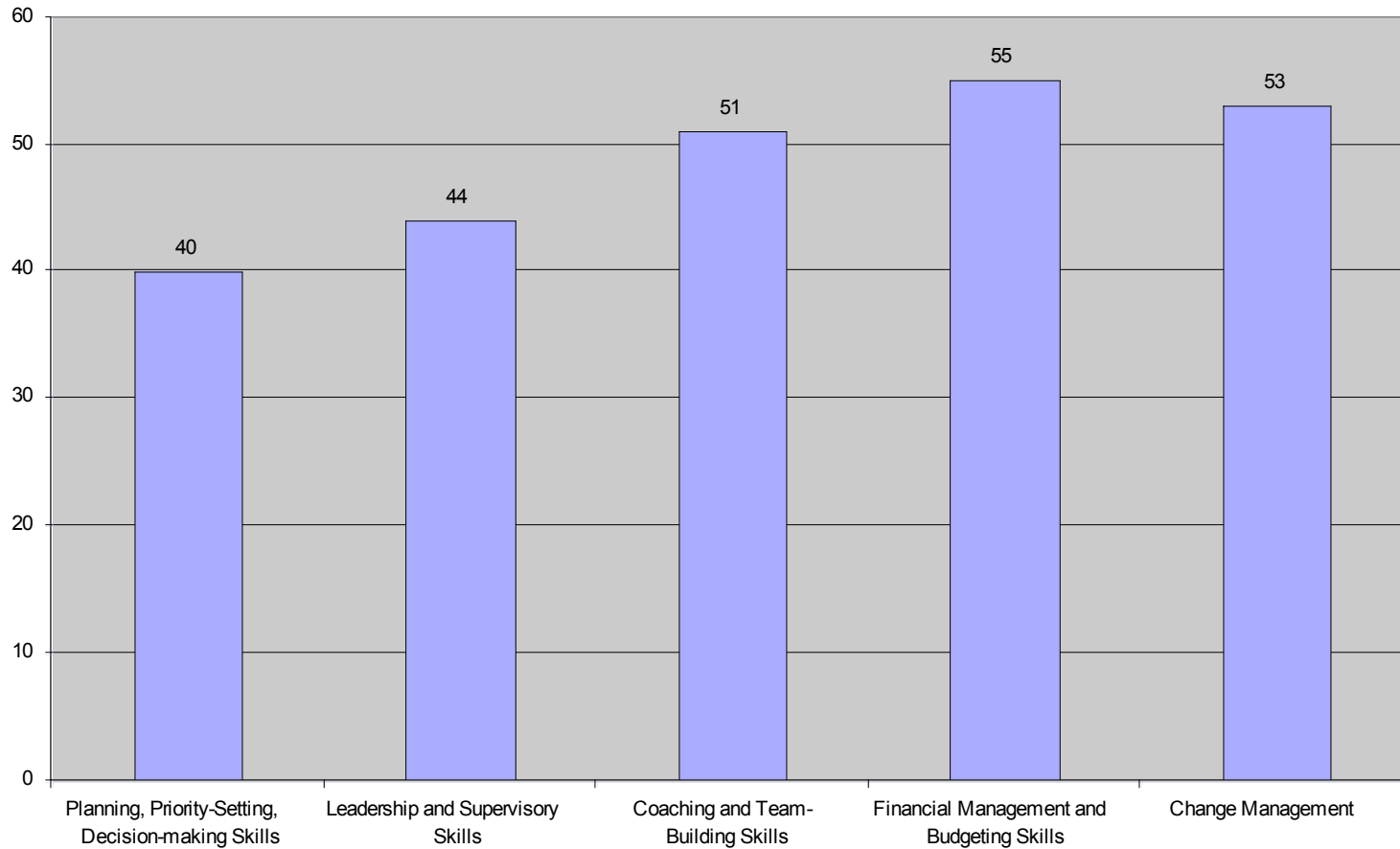
Human/Working Relationship / Decision-making Skills Requiring Upgrade



Respondents are confident in their interpersonal and teamwork skills and this category of skills has the lowest average number of requests for training. Our interviews with employers suggest that they see this as an important skills category, but one that is weak amongst prospective applicants for employment, which contributes to lower productivity in their workforces. It is interesting to note that 12 respondents identified that their reason for being unemployed was conflict with their supervisor in the workplace.

Exhibit R

Management & Supervisory Skills Requiring Upgrade



Interest in management and supervisory skills training was high relative to other skills categories and suggests that respondents see that acquiring these skills would allow them to obtain employment at a higher organizational level and remuneration.

**5. Partially Completed Trade Certificate or Diploma from Vocational School or Apprenticeship Training Program**

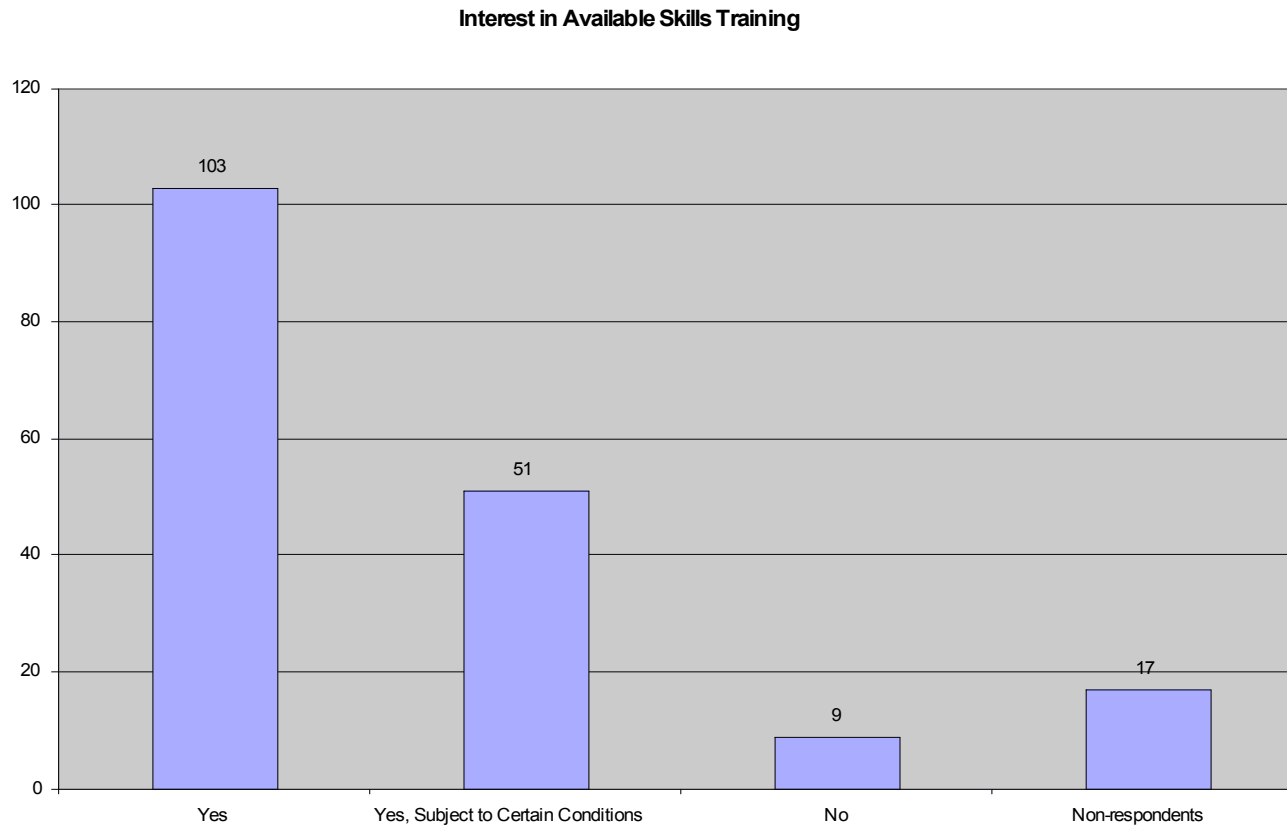
**Exhibit S**

<b>Training Required by Those with Partially Completed Trade Diploma, Certificate or Apprenticeship</b>	
Apprenticeship	5
OSSD	2
SSW Program	1
High school physics	1
English level 2	1
Oil Burner Tech 2	1
Gas and cooling	1
AZ Driver	1
Dietary Aide	1
Business Admin	1
Adult teacher certificate	1
WHMIS	1
First Aide CPR	1
Unspecified	1
<b>Total</b>	<b>19</b>

19 respondents identified that they had partially completed the requirements for a trade certificate, vocational diploma or apprenticeship. These individuals identified that they needed additional training in the areas indicated to complete their programs.

## 6. If Skills Training Were Available, Would You Enroll

### Exhibit T



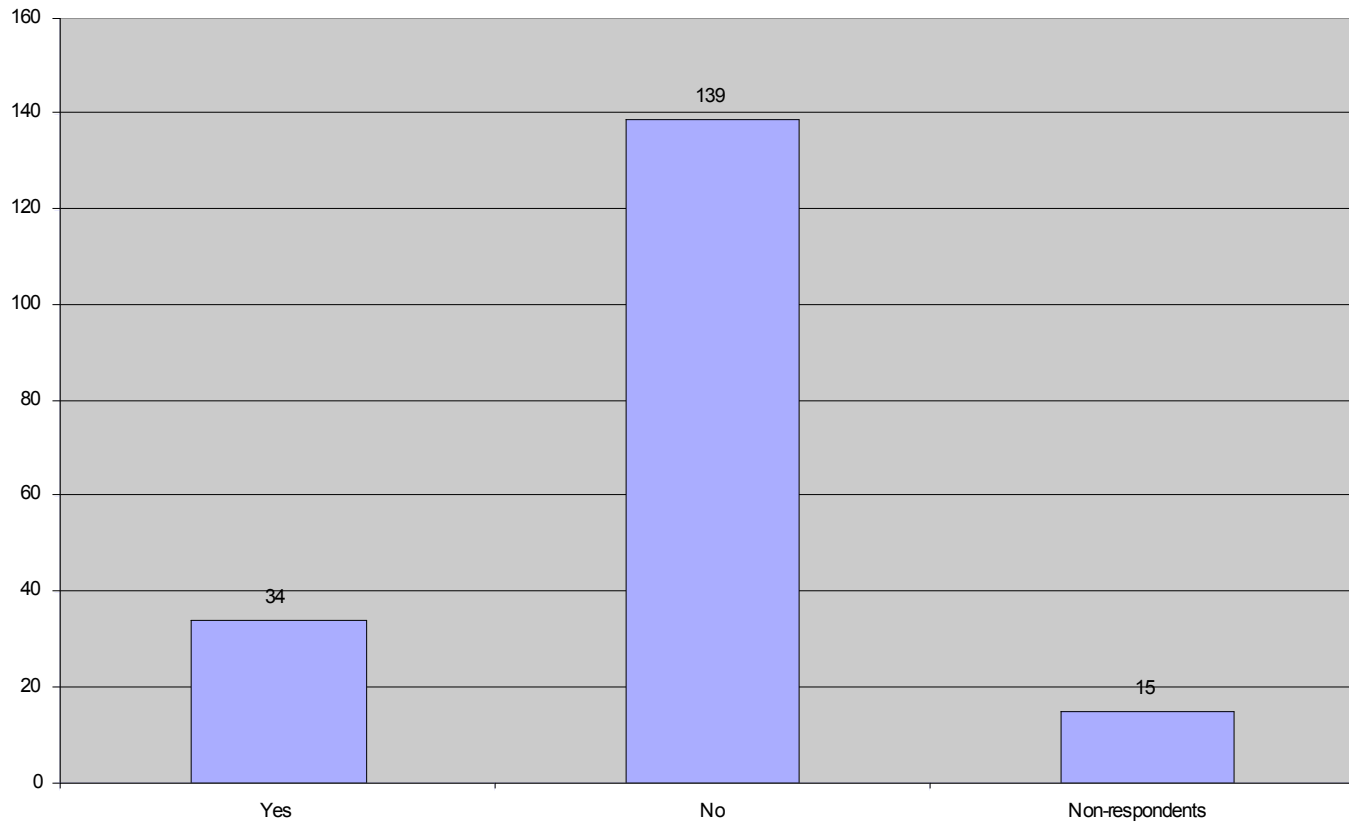
Of these respondents, 51 indicated that they would enroll in training if certain conditions could be addressed. The most frequently cited conditions affecting respondents' willingness and ability to access training were:

- cost of training and available funding
- availability of daycare
- location of training relative to their residence
- availability of transportation to training
- scheduling of classes, e.g. night classes

## 7. Knowledge of Occupations in Demand by Employers

### Exhibit U

Knowledge of Occupations in Demand by Employers in Cornwall and Region

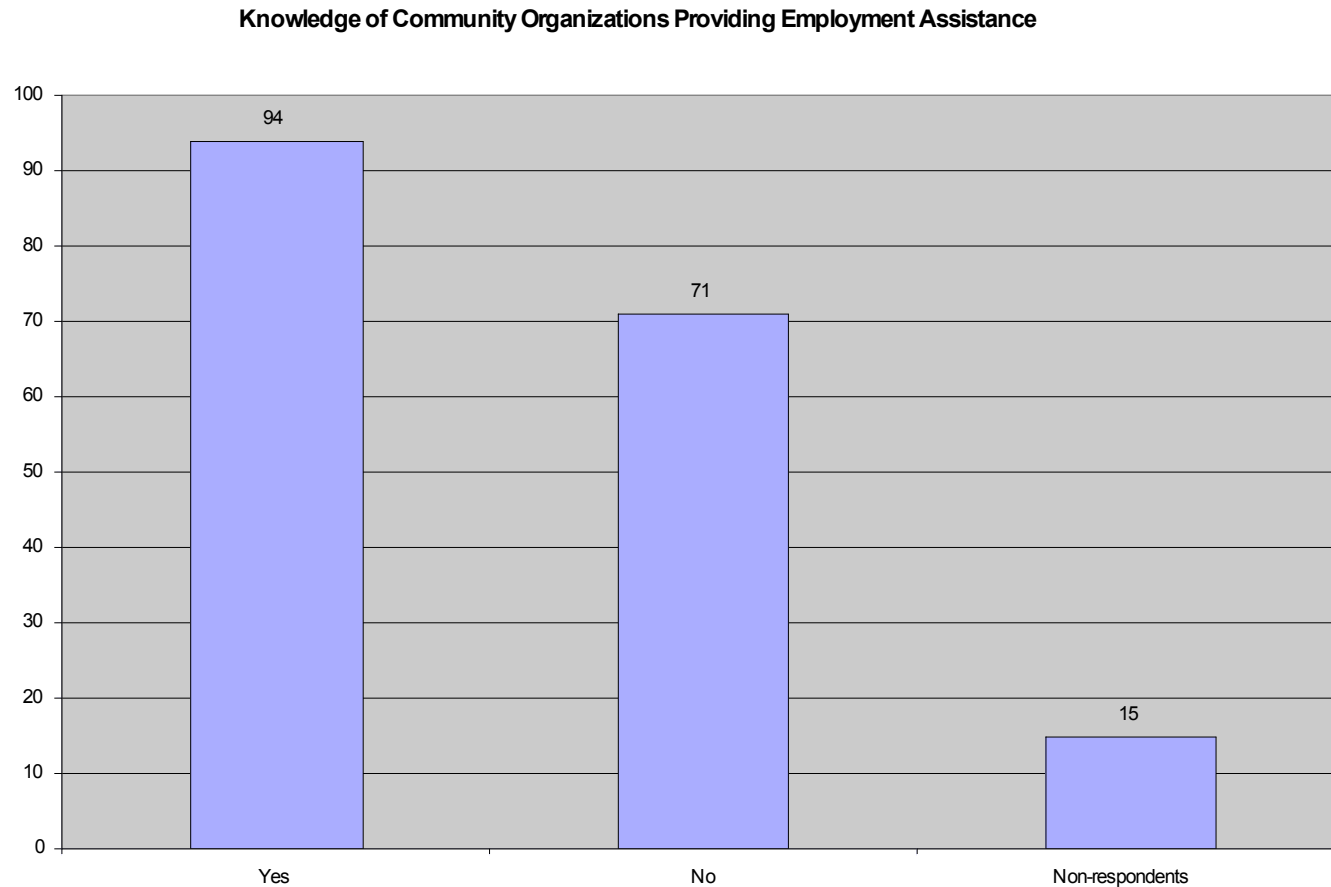


71 respondents, or 43% of respondents, indicated that they were not knowledgeable of occupations in demand by local employers.



## 8. Knowledge of Community Organizations Providing Employment Assistance

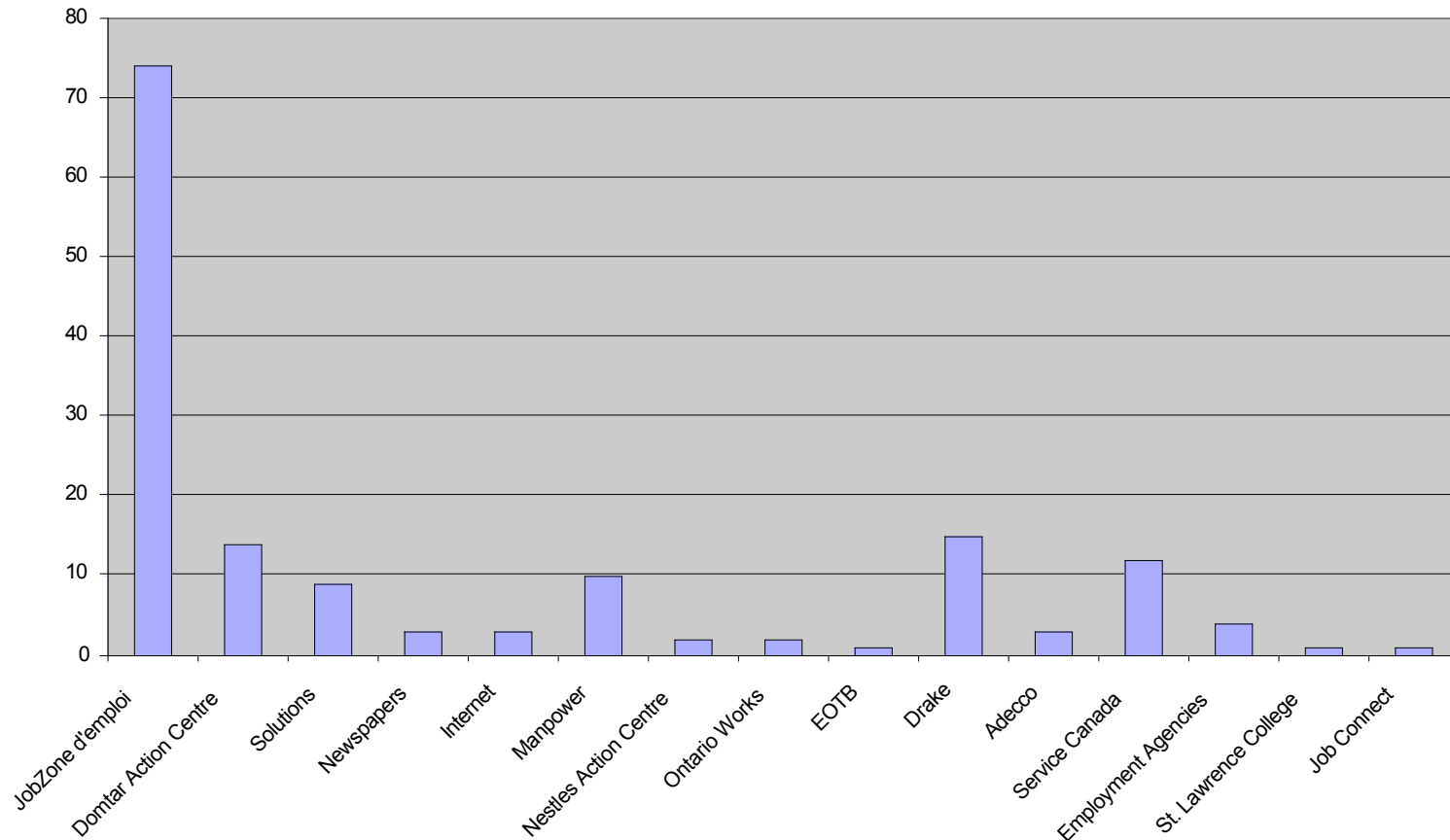
### Exhibit V



Again, 71 respondents, or 43% of respondents do not know where they can receive employment assistance. The responses, as presented in Exhibits U and V, suggest that many of those seeking employment are not knowledgeable of the labour market in Cornwall and region, or where to get employment assistance.

Exhibit W

Organizations Identified as Providing Employment Assistance by Respondents with Knowledge of Community Employment Assistance Organizations in Cornwall and Region



Of the organizations identified as providing employment assistance, JobZone d'emploi, Drake, and the Domtar Action Centre were the organizations most often identified.

## 9. Existing Skills Available to Employers in Cornwall and Region

### Exhibit X

Bus Driver and Other Transit Operator (7412)	3	Customer Service, Information and Related Clerk (1453)	7
Carpenter (7271)	5	General Office Clerk (1411)	8
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Welder and Related Machine Operator (7265)	3	Other occupation	24
Sewing Machine Operator (9451)	4	Unemployed or recent school leaver with no selected occupation	15
Delivery and Courier Service Driver (7414)	4		

Respondents reported that they had these occupations/skills which could be made available to employers. The occupations/skills most often cited were: Labourer in Manufacturing, Material Handler, Trades Helper and Labourer, Manager/Supervisor/Lead Hand.

## Commentary

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The survey was viewed positively in the community and 180 people took the time to complete the questionnaire. The fact that more people did not complete the survey is a function of several factors. People seeking employment are, for the most part, pursuing their employment search independently and at their own pace. Literacy concerns could also have dissuaded some from responding. Our interviews with counselors at the employment action centres confirmed that many unemployed people are not using available services, and our interviews with employers indicated that literacy and numeracy were weaknesses amongst job applicants, as well as the existing workforce. Confidentiality issues also affected distribution and response rates.

A large majority of respondents did indicate that if skills training were available, they would enroll, and saw it as beneficial to obtaining employment. 43% of those seeking employment are looking to change their occupation. This change in occupation would likely require several different skills training courses over several months to several years. It is unclear as to whether respondents could or would make this commitment or took this into account in their answers.

Administration and Accounting skills and training on related software, and Management and Supervisory skills training were skills categories with the highest demand. Despite being skills sought by employers, Human/working Relationship and Decision-making skills training was requested by a minority of respondents.

Respondents were very confident of their English reading and writing skills, but are seeking French language-related skills training. Understanding Safety Standards, WHMIS, Interpersonal/Communications, Conflict Resolution, Problem-solving, and Teamwork skills were the skills respondents most often identified as skills they believed they already have and could make available to employers. Based on our interviews with employers and action centre counselors, respondents may be somewhat over-confident of their current skills in some skill categories.

The fact that 71 or 43% of respondents did not know where to obtain employment assistance, despite the participation of the employment action centres in the distribution of the questionnaires, points to the need for more advertising and promotion of available employment assistance and the benefits which people seeking employment can receive if they utilize these employment assistance services.

The Community Skills and Employment Survey results provide guidance to those providing employment assistance and training as to where they should concentrate their efforts. The results should be discussed by the relevant service providers with a view to:

- a) Raising awareness of the availability of services amongst the unemployed
- b) Providing more information on what employers are seeking in new hires
- c) Providing expanded or new training in high demand training categories
- d) Continuing to build a database on skills and skills training needs in the community.

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