

**MISSION:** The City of Cornwall provides relevant and inclusive municipal services and programs in partnership with our community

**VISION:** Proud of our heritage and focused on our future Cornwall strives to be the progressive, sustainable city of choice along the St. Lawrence River in Eastern Ontario

**VALUES:** Accessibility, Bilingualism, Collaboration, Inclusiveness, Innovation, Integrity, Leadership, Transparency and Respect

| PILLAR 1<br>Quality of Life   | PILLAR 2<br>Economic & Financial   | PILLAR 3<br>Environment   | PILLAR 4<br>Governance & Administration   |
|---|--|---|---|
| <p><b>A. Safe, Livable Community</b></p> <ul style="list-style-type: none"> <li>i. Continue support for police strategic plan</li> <li>ii. Implement fire master plan</li> <li>iii. Property standards</li> </ul> <p><b>B. Active Living</b></p> <ul style="list-style-type: none"> <li>i. Continue implementation of bike and pedestrian master plan</li> <li>ii. Enhance public spaces</li> <li>iii. Enhance transit services</li> </ul> <p><b>C. Arts &amp; Culture</b></p> <ul style="list-style-type: none"> <li>i. Development of multidisciplinary facility/art centre</li> </ul> <p><b>D. Quality Downtown &amp; Le Village Main Streets</b></p> <ul style="list-style-type: none"> <li>i. Continue to encourage development of Centretown plan</li> </ul> <p><b>E. Accessible &amp; Affordable Housing</b></p> <ul style="list-style-type: none"> <li>i. Implementation of affordable housing plan</li> </ul> <p><b>F. Seniors' Services</b></p> <ul style="list-style-type: none"> <li>i. Development and alignment of programs and activities</li> </ul> <p><b>G. Poverty Reduction</b></p> <ul style="list-style-type: none"> <li>i. Develop advocacy strategy</li> <li>ii. Support primary service providers</li> </ul> <p><b>H. Waterfront Master Plan</b></p> <ul style="list-style-type: none"> <li>i. Reaffirm and continue implementation of waterfront master plan</li> <li>ii. Enable recreational usage</li> <li>iii. Future waterfront development</li> </ul> | <p><b>A. Economic Development</b></p> <ul style="list-style-type: none"> <li>i. Business attraction and development strategy</li> <li>ii. Continue youth engagement and retention strategy</li> <li>iii. Encourage labour force participation</li> <li>iv. Continue services for immigrants/new residents</li> <li>v. Increase access to postsecondary education</li> <li>vi. Complete tourism strategy (including events and festivals)</li> <li>vii. Complete marketing and communications strategy [cont. Community engagement strategy]</li> <li>viii. Continue to increase partnership opportunities to advance regional economic growth</li> <li>ix. Develop long term financial plan</li> <li>x. Continue diversification strategy</li> </ul> <p><b>B. Waterfront Master Plan</b></p> <ul style="list-style-type: none"> <li>i. Support private waterfront development outside Lamoureux Park</li> <li>ii. Develop acquisition strategy</li> <li>iii. Develop canal lands use strategy</li> </ul> <p><b>C. Infrastructure Strategy</b></p> <ul style="list-style-type: none"> <li>i. Infill &amp; Brownfield redevelopment strategy</li> <li>ii. Complete development charges and financing strategies</li> <li>iii. Expansion of infrastructure for development</li> <li>iv. Continue to develop accessible infrastructure plan (e.g. bus stops, curbs)</li> <li>v. Building and property acquisition strategy</li> <li>vi. Continue linear asset management, energy efficiency plan, and develop building asset management</li> </ul> | <p><b>A. Water &amp; Waste</b></p> <ul style="list-style-type: none"> <li>i. Review solid waste master plan</li> <li>ii. Urban water strategy</li> <li>iii. Develop key performance indicators</li> </ul> <p><b>B. Climate</b></p> <ul style="list-style-type: none"> <li>i. Prepare climate action initiatives</li> <li>ii. Promote local food</li> <li>iii. Urban tree strategy</li> <li>iv. Infill &amp; Brownfield redevelopment strategy</li> </ul> <p><b>C. Waterfront</b></p> <ul style="list-style-type: none"> <li>i. Preservation</li> <li>ii. Protection</li> <li>iii. Support sediment strategy and remedial action plan</li> </ul> | <p><b>A. Corporate Culture (Our People)</b></p> <ul style="list-style-type: none"> <li>i. Investigate new tools for performance appraisals and succession planning</li> <li>ii. Continue operational review</li> <li>iii. Ongoing bilingual review</li> <li>iv. Develop community-minded leaders</li> <li>v. Culture of continuous innovation</li> </ul> <p><b>B. Governance Model</b></p> <ul style="list-style-type: none"> <li>i. Define roles and responsibilities</li> <li>ii. Review budget development process</li> <li>iii. Develop a culture of continuous innovation</li> <li>iv. Transparency and accountability</li> <li>v. Code of conduct</li> <li>vi. Policy review</li> <li>vii. Centrally organized archive system</li> <li>viii. KPIs</li> </ul> <p><b>C. Community Engagement</b></p> <ul style="list-style-type: none"> <li>i. Develop engagement strategy for consultation on key issues</li> <li>ii. Customer service and complaint tracking</li> <li>iii. Self-promotion and communications</li> </ul> |