

City of Cornwall Strategic Priorities





TERRITORIAL ACKNOWLEDGEMENT

We acknowledge that we are gathered on the traditional territory of the Haudenosaunee peoples, the Mohawks of Akwesasne, the original keepers of this land. As settlers, we are grateful for the opportunity to meet here, and we thank all the generations of people who have taken care of this land for thousands of years.

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Letter from our Mayor

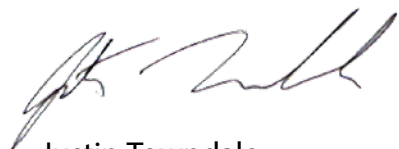
As your Mayor, I am pleased to present the 2022-2026 City of Cornwall Strategic Plan.

This plan is the direction forward that has been set by Council for this term. It is our guiding document, based on the unique needs our of community.

Our community has changed, which means that our challenges and needs have changed as well. While there are more urgent needs to address, we must also ensure that we continue to plan for the future and the long term needs of our community as well.

It is my feeling that this strategic plan strikes that balance. While it looks at our immediate priorities, we are also establishing a strong foundation for our future.

I would like to thank Council and administration for their continued work on this plan, as we look to implement it over the coming years.



Justin Towndale
Mayor
City of Cornwall



Our Vision and Mission

VISION

Cornwall is a diverse and progressive community. Residents and partners feel safe, welcomed, and enjoy a high quality of life. Everyone is supported by access to financially responsible and sustainable municipal services and infrastructure.

MISSION

Our mission is to foster vibrant, inclusive, responsible, and forward-thinking community services for current residents and future generations.



Our Four Strategic Pillars

Pillar 1: Housing for All



Pillar 2: Community Connections



Pillar 3: Achieve Net-Zero by 2050



Pillar 4: Cornwall – Future Ready





Strategic Priorities

Pillar 1: Housing for All



1.1 AN ENVIRONMENT FOR HOUSING

OUR STRATEGY

We will create an environment that enables innovation to build more homes for residents of all ages, incomes, and demographics to enjoy.

OUR OPERATIONS

- A.** We will continue to implement recommendations from the former Mayor's Task Force on Housing while emphasizing the following points:
 - Reviewing building heights and density considerations to create housing that works for each space.
 - Build more public housing with a commitment of funds.
- B.** Besides the recommendations from the Task Force on Housing, we will also implement initiatives to reduce residential and commercial vacancies to increase housing options.

1.2 POSITIONING THE CITY

OUR STRATEGY

As Cornwall expands, we will support our City's position as stewards of affordable housing.

OUR OPERATIONS

- A.** Review our existing plans, policies, and processes to identify opportunities for affordable housing.
- B.** Address the recommendations in the Housing Revitalization Strategy.
- C.** Work collaboratively with locals in the neighbourhood to address the needs of individuals and families in social housing.
- D.** Expand our financial toolkit to make sure our investments are sustained in existing housing portfolios, while also meeting new housing needs.

1.3 ADDRESSING BARRIERS

OUR STRATEGY

We must address the systemic housing barriers in our region and City. These include financial and social barriers, as well as public lands ownership and legal limitations.

OUR OPERATIONS

- A. Acquire land in strategic locations along the waterfront.
- B. Increase our financial support for regional housing pressures and the realities they bring.
- C. Facilitate and support the development of supportive housing and services, with a focus on integrated solutions for our vulnerable and unhoused residents.





Strategic Priorities

Pillar 2: Community Connections



2.1 CORNWALL AS A "HUB CITY"

OUR STRATEGY

Embrace and Harness Cornwall as a "Hub City."

OUR OPERATIONS

- A.** Explore the development of a university program in Cornwall by working side-by-side with local interest holders, and engaging with university officials.
- B.** Continue our commitment to advance Great Wolf Lodge resort.
- C.** Construct a Transit Masterplan review to provide recommendations on improving our transit service. This review will evaluate:
 - 15-minute accessibility.
 - Sunday Bus Service.
 - Offering Regional Bus Services.
- D.** Foster a strong relationship with our neighbouring communities by collaboration, mutual benefits, and a regional voice on issues of concern and expand shared services.



2.2 FOSTERING A TRUSTWORTHY AND ENGAGING CITY

OUR STRATEGY

Foster a community where residents and businesses trust our City, feel engaged, and thrive by being welcomed and safe.

OUR OPERATIONS

- A.** Implement a yearly communications strategy.
- B.** Provide services to Francophone and Francophile residents that are proactive and accessible.
- C.** Improve the opportunities of public participation to be higher-quality, more inclusive, and have greater accessibility.
- D.** Increase the dialogue that happens between Council and staff through a variety of methods, like governance updates, workshops, networking, and education opportunities.
- E.** Promote neighbourhood plans and designs that create connected communities that are safe, accessible, diverse, walkable, and healthy.
- F.** Invest in our community arts, recreation and support spaces and programs by prioritizing equity seeking groups. This includes:
 - Dog Parks.
 - Reviews of how indoor and outdoor recreational facilities are used, and the need for a new city gymnasium.
- G.** Foster and create more vibrant streets by:
 - Conducting height and density studies for main streets.
 - Reconstructing Montreal Road in 2026.
- H.** Strengthen our City's position to encourage local festivals, events, and attractions, which will increase the pride and prosperity in our residents.

2.3 REFLECTING THE DIVERSITY OF OUR CITY

OUR STRATEGY

Reflect how diverse our community is in the City's operations and investments.

OUR OPERATIONS

- A.** Take time to deepen our understanding of the Municipality's role in the Truth & Reconciliation Calls to Action, such as:
 - Consistent focus on truth.
 - Learning and educating Council, staff, and the public.
- B.** Develop a central EDI action plan that's applicable for work in all departments.
- C.** Empower our Tourism and Economic Development to take action to diversify local festivals and events.

2.4 POSITION CORNWALL AS A TOP DESTINATION

OUR STRATEGY

Position our City as a top destination for young families, professionals, and investors to land in.

OUR OPERATIONS

- A.** Reach population growth of 50,000 residents.
- B.** Not only attract but retain top talent and investors by positioning Cornwall for growth in emerging sectors.





Strategic Priorities

Pillar 3: Achieve Net-Zero by 2050



3.1 REDUCING CORNWALL'S GREENHOUSE GAS (GHG) FOOTPRINT

OUR STRATEGY

Continuous with our strategic investments to reduce Cornwall's GHG footprint and be a more environmentally-friendly city.

OUR OPERATIONS

- A. Work with residents, businesses, and organizations in our City to reduce waste and divert more materials from landfill.
- B. Implement public EV Chargers to meet the needs of locals and visitors of Cornwall.
- C. Unlock funding opportunities to allow our City to fulfill our goals in the Climate Action Plan (electric fleet and green buildings).
- D. Transition Cornwall's fleet to zero-emissions vehicles.
- E. Achieve Green Building Standards for our housing portfolio.
- F. Achieve a Net-Zero energy footprint for all City owned buildings.

3.2 RESPONSE TO CLIMATE CHANGE

OUR STRATEGY

Respond to emerging environmental and climate impacts and adaptation needs with supportive and forward-thinking policies and procedures.

OUR OPERATIONS

- A. Move forward on points within the Climate Action Plan, specifically reaching the goals described under the five core pillars:
 - Efficient carbon-neutral buildings.
 - Enhanced nature-based solutions.
 - Active and zero-emission mobility and transportation.
 - Municipal leadership.
 - Waste transformed.
- B. Advance our community outreach abilities to meet climate emergency realities.
- C. Develop a detailed strategy to protect trees and increase tree canopy within our City.
- D. Encourage and empower community-led climate action through education, partnership, and promotion.



Strategic Priorities

Pillar 4: Cornwall – Future Ready



4.1 TRANSFORMING CORNWALL'S GROWTH

OUR STRATEGY

Transform the growth of our City through leading-edge infrastructure.

OUR OPERATIONS

- A. Prioritize evidence-based green infrastructure investments, for example bio-retention.
- B. Plan, fund, and construct a new secondary water intake.
- C. Align our capital and operational investments with climate action plan transformation.

4.2 USING THE POWER OF OUR REGIONAL VOICE

OUR STRATEGY

Utilize the power of our regional voice by working proactively and collaboratively with neighbours and interest holders.

OUR OPERATIONS

- A. Advance the Port Lands development project with the Akwesasne Harbour Development Corporation.
- B. Create regional partnerships for investments and creative strategies for mutually-beneficial housing solutions.



4.3 EMPLOYER OF CHOICE

OUR STRATEGY

Position the Corporation as an employer of choice for all residents.

OUR OPERATIONS

- A. Remove barriers to our City employment faced by equity seeking groups.
- B. Build a culture of pride, dedication, recognition, and achievement within our City's team.
- C. Support and encourage innovative and creative approaches for effective service delivery. For example, leveraging AI tools.



