

Agenda
Cornwall City Council

Meeting #: 2021-08
Date: Monday, March 8, 2021, 5:00 PM
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall, Ontario, K6H 6G4, Salon B, Lower Level
Chair: Bernadette Clement, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

Pages

Roll Call

Opening

We acknowledge that we are gathering on the traditional territory of the Mohawk people of Akwesasne.

Adoption of Agenda

The following Agenda is being presented for adoption as presented.

Disclosures of Interest

Committee of the Whole

Presentations and Reports

- | | | |
|----|--|----|
| 1. | Arts and Culture Centre Preliminary Design Presentation, 2021-40-Planning, Development and Recreation | 1 |
| 2. | Strategic Priorities 2019-2022 Update, 2021-05-CAO | 29 |

Action Recommended
That Council receive Report 2021-05-CAO.

Adjournment

The next Regular Public Meeting of Council will be held on Monday, March 22, 2021.



The Corporation of the City of Cornwall
Special Meeting of Council
Report

Department: Planning, Development and Recreation
Division: Parks and Recreation
Report Number: 2021-40-Planning, Development and Recreation
Prepared By: James Fawthrop, Division Manager
Meeting Date: March 8, 2021
Subject: Arts and Culture Centre Preliminary Design Presentation

Purpose

To present the preliminary designs for the proposed Arts and Culture Centre project to Council.

Background / Discussion

In 2020, the City retained GRC Architects Inc. to complete the design drawings and tender documents for the proposed new Arts and Culture Centre at 159 Pitt St.

Jennifer Heaney, of GRC Architects, will present to Council the preliminary design drawings and renderings for the proposed project.

Document Title:	Arts and Culture Centre Preliminary Design Presentation - 2021-40-Planning, Development and Recreation.docx
Attachments:	
Final Approval Date:	Mar 2, 2021

This report and all of its attachments were approved and signed as outlined below:

James Fawthrop - Mar 2, 2021 - 2:42 PM

Mark A. Boileau - Mar 2, 2021 - 2:59 PM

Maureen Adams - Mar 2, 2021 - 3:00 PM



CORNWALL ARTS AND CULTURE CENTRE

CORNWALL CITY COUNCIL PRE-DESIGN [CLASS C] PRESENTATION

08 MARCH 2021

grc architects

PRESENTATION OUTLINE

1. **ENGAGEMENT SESSION SUMMARY**
SUMMARY REPORT CONTENT OVERVIEW
2. **PRE-DESIGN DEVELOPMENT**
REVIEW OF PRE-DESIGN DRAWINGS AND VIEWS
3. **CLASS C COST ESTIMATE**
ESTIMATE OVERVIEW + COMPARISON TO FIT TEST
4. **OPERATIONAL COSTS**



Cornwall's Art Centre

STEERING COMMITTEE ENGAGEMENT SESSION

SUMMARY REPORT
18 DECEMBER 2020



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Appendix C	Interview Summary Chart
Appendix D	Agenda
Appendix E	Presentation Slides



CORNWALL ARTS AND CULTURE CENTRE
CORNWALL, ON

feature ALL cultures - speak to inclusivity and lead in community - bilingual, multi-lingual	accessible w/ ramping/ elevator	adequate restroom space for performers	audio in dressing room (program sound)	flexible lighting, wiring, all tech aspects	access to the stage to address different theatre configurations	projectors to project artwork onto the wall - allows large format	ceiling-mounted hanging systems	projector needs to work with lighting
social engineering	Culture sector development	arts coordinator with strong feel for the arts, arts management background	sound dampening on main space walls to control "liveness"	Performance		lighting for any exhibition, different ways that it may be hung	Exhibition	showcase outside of black box - complements visitors to production
natural and artificial light			availability/ flexibility of seating is critical to allow for variety of performance	orchestra, expanded performance space at front when chairs removed		portable set-up for hanging paintings, sculpture, etc.	rear-projection (stage screen)	local, invited, juried shows, local artist showcase, permanent
Arts Periodicals (snapped), regional promotions - esp. Mtl, Quebec	Programming symbiosis	provide schedule to local bed and breakfasts, restaurants	Culture sector development	Performance	Exhibition	workshops, seminars, guest speakers	upstairs rooms	opportunities for young and old
open during day hours	Cultural tourism + placemaking	"wall of fame"	Cultural tourism + placemaking	Cornwall's Multi-Dimensional Art Centre	Education	accessible and affordable	Education	do not compete with what is available already in the community
walls showcase history in arts and culture - speak to what is happening, has happened, will happen			Social development	Community programming	Amenity + gathering	partner with school board, frequent access	pottery + painting courses	complement curriculum reqs through programming
kitchen (not full, prep space) + bar to support weddings	Good art centre has the power to be a civic centre (Bensen Centre)	"empty space" with flexibility to become whatever it needs to be	weekly talent night / open mike	preserve venue for arts cache	cogeco community television - strong relationship, filming from site	vernissage	storage	water
	Social development		2 or 3 events taking place at the same time	Community programming	someone responsible for community outreach, with knowledge of Cornwall and area	liquor license	Amenity + gathering	opportunities to grow the small footprint of the current building
			sound proofing between spaces	coordination with activities going on in the area to minimize competition		flexibility through all spaces - all areas used for gathering	more than just 'the building' - programming can extend beyond the walls into the community	Art Centre as 'Hub' of what is going on (visually, promotions, ticketing), with other partners in the community (library, other)

GUIDING PRINCIPLES (MANDAL ART)

The Mandal Art exercise generated several considerations for each of the 8 guiding principals for Cornwall's Art Centre.

These considerations can be generally categorized under the following criteria:

- **Inclusivity**
- **Accessibility**
- **Amenity**
- **Acoustics**
- **Programming**
- **Promotions**
- **Media**



FACILITY REQUIREMENTS

Cornwall's Art Centre will support a variety of exhibitions, performances, and events with diverse special requirements. Stakeholder interviews defined potential programing, theatre-set up, and ancillary space requirements associated with their respective art form.

Programming

- Types of Events
- Who will be booking
- Cast Size
- Duration
- Frequency
- Rehearsals

MPR Set-up

- Sets
- Capacity
- Configuration

Ancillary Spaces

- Sound Booth
- Lobby
- WR/Changerooms
- Greenroom
- Classrooms
- Storage

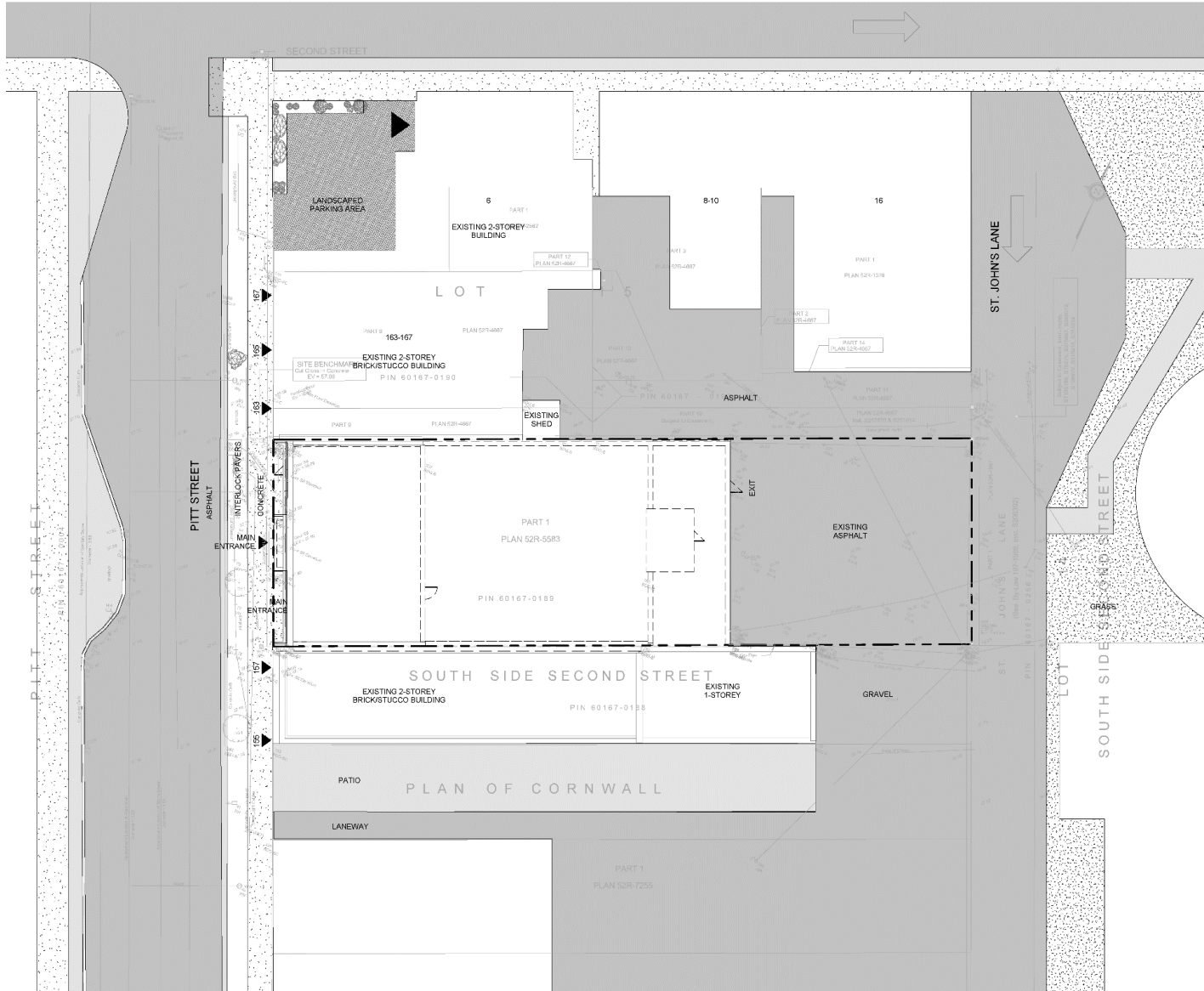
Provisions

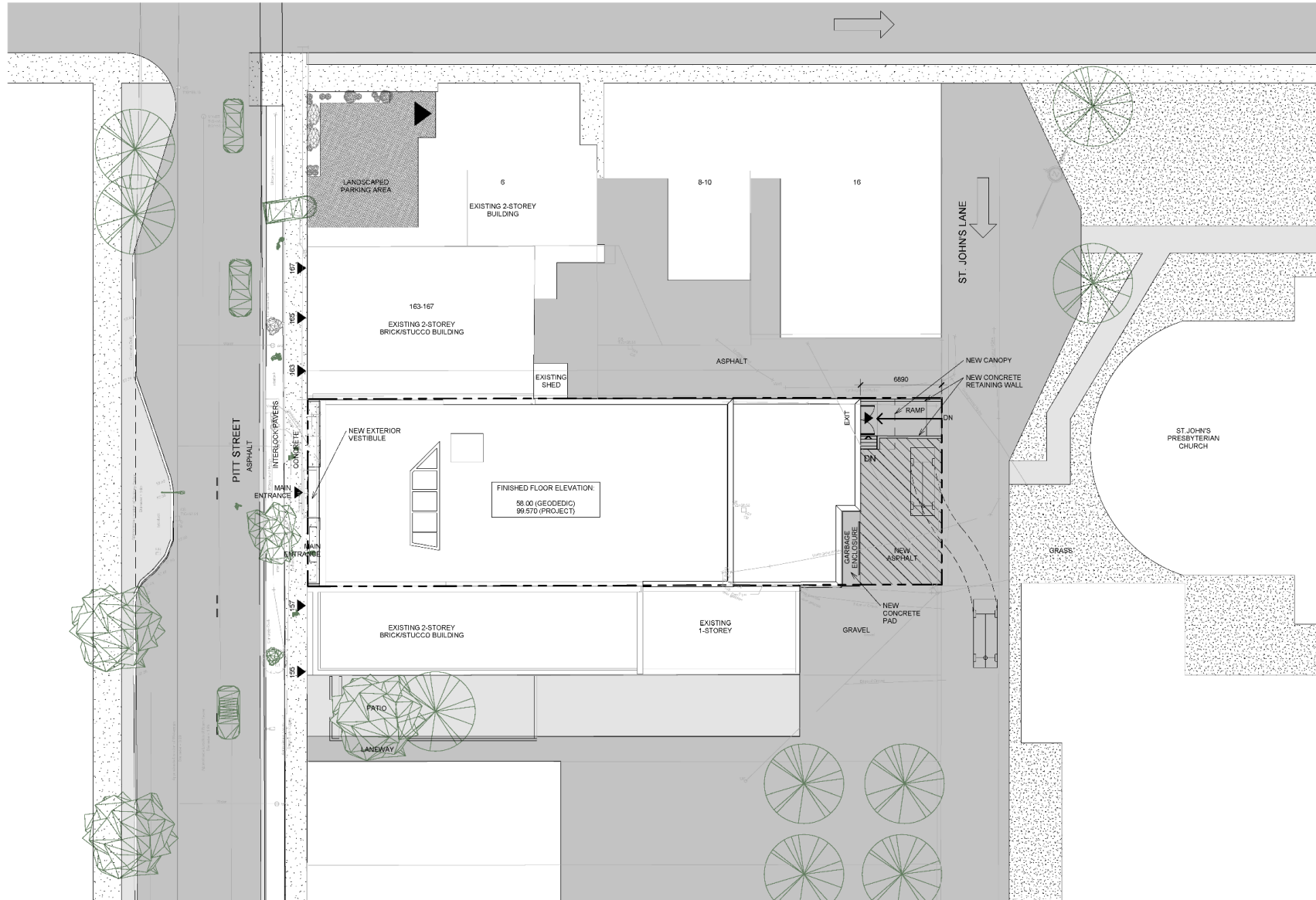
- Load-in
- Technical
- Other

"a place for art; a place for all"

multipurpose **accessibility**
cross pollination of activities
pride of donors **importance of personel** open concept
versatile
attractive **"hub"** **flexibility** **affordability**
arts is organic
don't overstretch what we can do
a sense of spaciousness

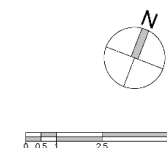
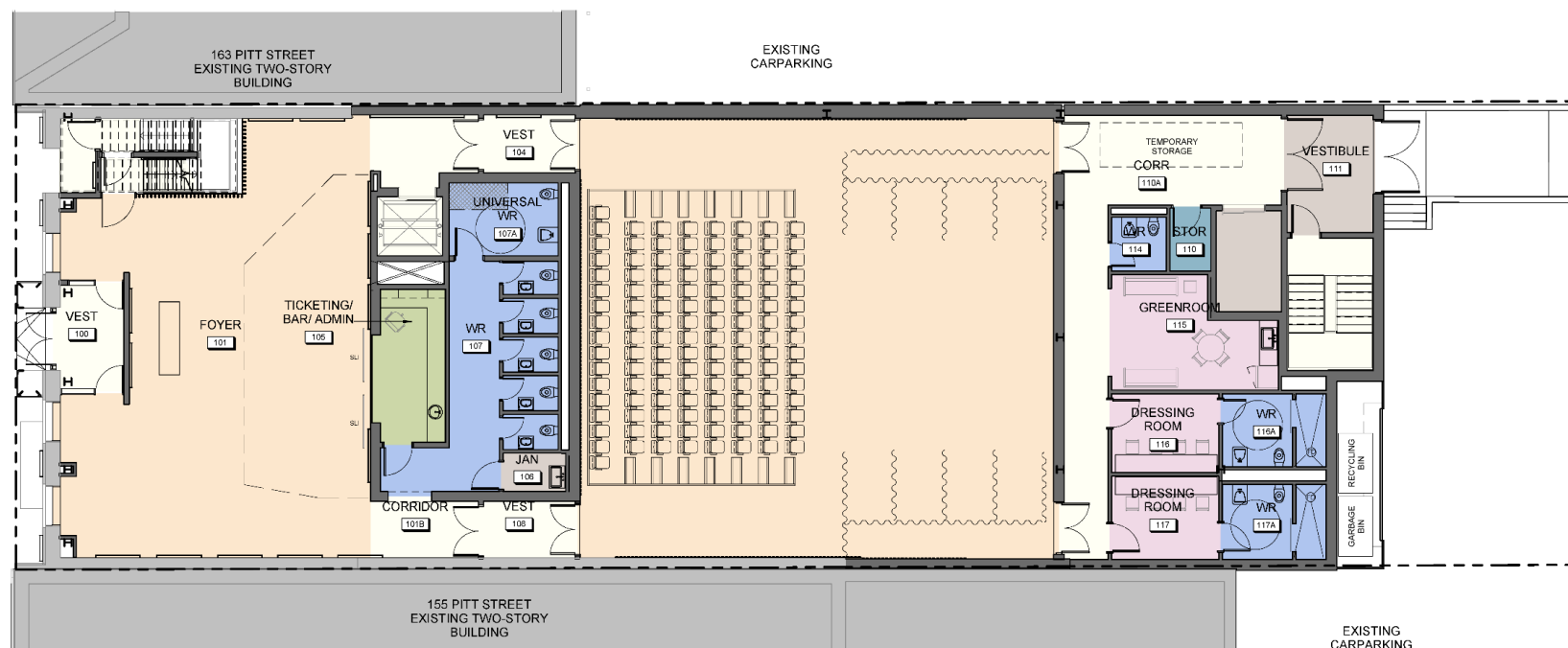
PRE-DESIGN [CLASS C] DRAWINGS





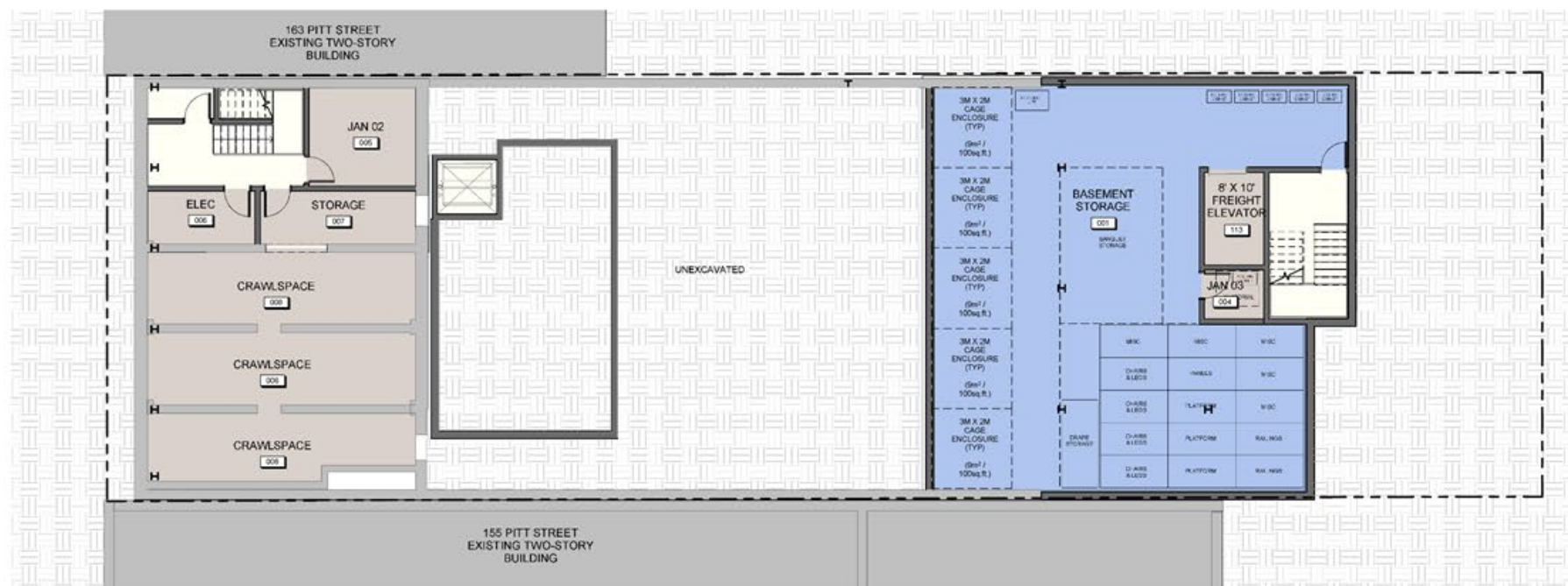
LEGEND

- ASSEMBLY
- ARTS
- OFFICE
- SERVICE
- STORAGE
- SUPPORT
- CIRCULATION



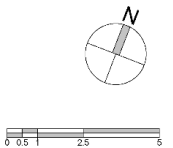
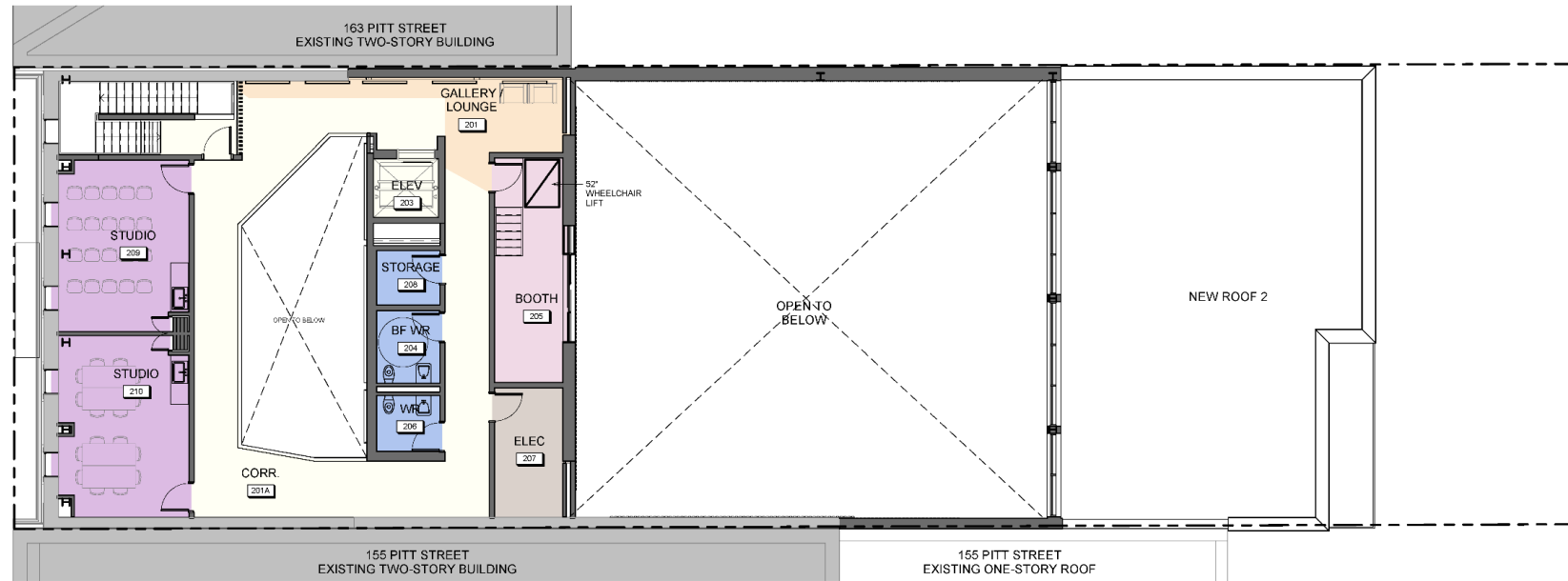
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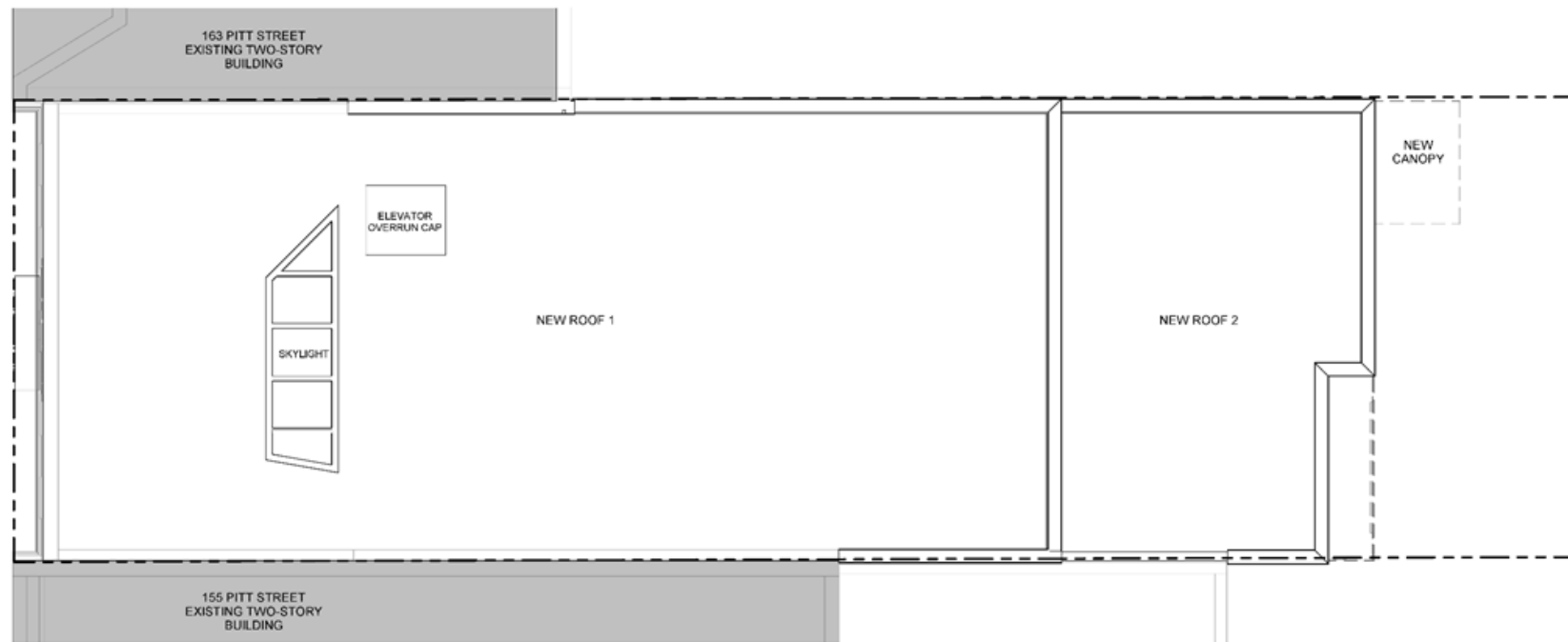
- SERVICE
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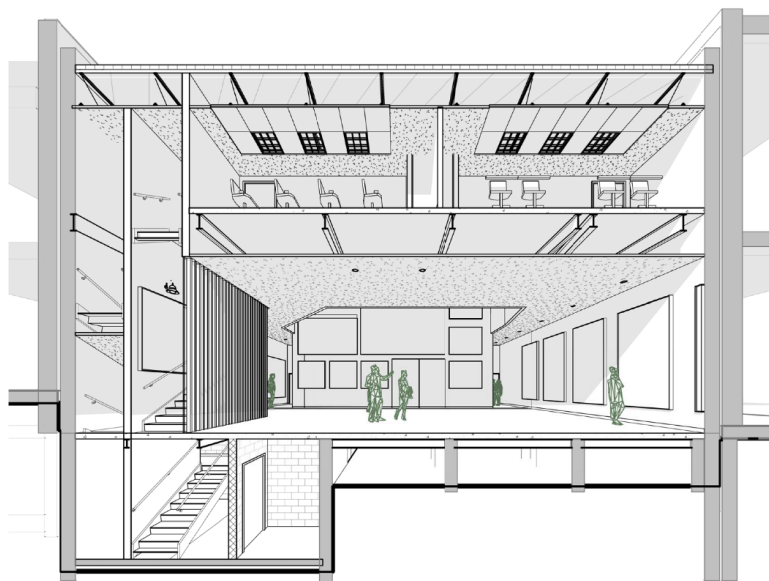


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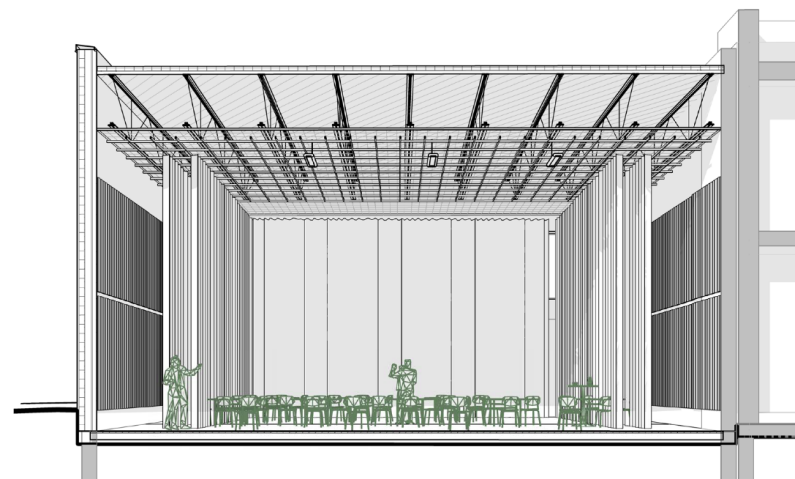
- ASSEMBLY
- ARTS
- CLASSROOM
- SERVICE
- SUPPORT
- CIRCULATION



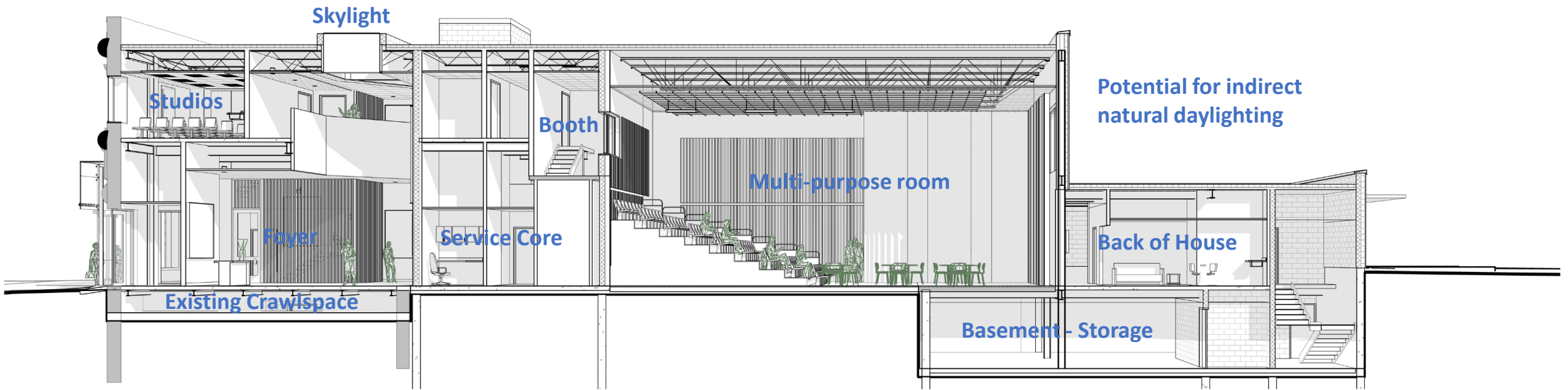




A-A

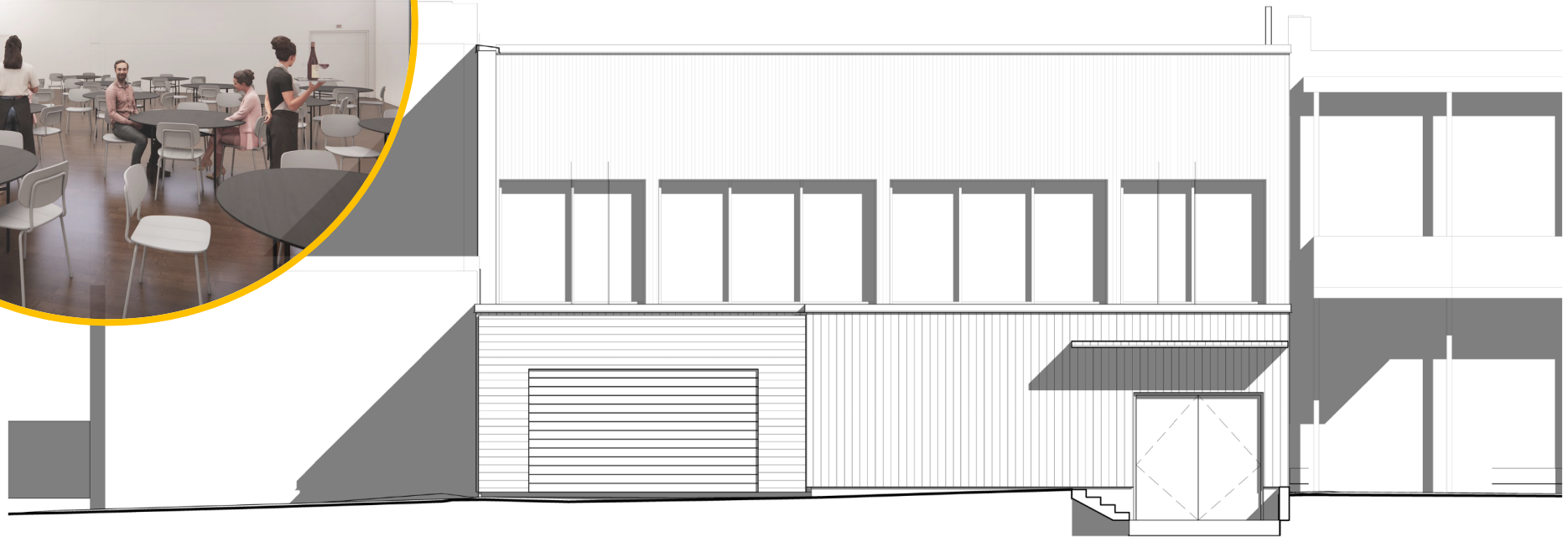


B-B



C-C









PRE-DESIGN [CLASS C] COST ESTIMATE

CLASS C ESTIMATE SUMMARY

New Construction	14,187	sq.ft.	342.49	\$4,858,800
Site Development	2,153	sq.ft.	27.96	\$60,200
Demolition & Alterations	7,621	sq.ft.	28.24	\$215,200
Sub-total	14,187	sq.ft.		\$5,134,200
General Requirements	12.0%			\$616,100
Fee	4.0%			\$230,000
Sub-total	14,187	sq.ft.	421.54	\$5,980,300
Design and Pricing Allowance	12.0%			\$717,600
Escalation Allowance	2.5%			\$167,400
Total Construction Cost	14,187	sq.ft.	483.92	\$6,865,300
Construction Allowance	5%			\$343,300
Total Construction Cost (including Construction Allowance)				\$7,208,600
Additional Cost of special foundations (range) (1*)			\$80,000	\$180,000
Total Construction Cost (including foundation Allowance)			\$7,288,660	\$7,388,600

Fit Test High-Level Costing Scenario C

The following costing has been provided to give a high-level idea of the costs associated with Scenario A: renovation and large addition. The cost per square foot values have been provided based on our experience completing projects of similar size and scope, and on industry costing standards. Further, it is also based on the level of information available for access at the time of this condensed study. This costing does not account for any costs associated with the purchase of the property.

BUILDING TOTALS		COSTING	
Existing Building Renovation	1,738 sq ft + 1,738 sq ft	x \$250.00 / sq ft = \$	869,000.00
Addition New Construction	5,637 sq ft	x \$425.00 / sq ft = \$	2,395,725.00
Total	9,113 sq ft	= \$	3,264,725.00
Structural Upgrades	Includes snow loads	= \$	14,120.34
Mechanical and Electrical	Upgrades + New	= \$	650,625.00
Elevator Construction		= \$	200,000.00
Demolition - Ex. Bldgs + Vault	Part of 2nd + 3rd segment	= \$	185,000.00
Demolition - Interior Finishes		= \$	5,000.00
Restoration of Front Facade	Includes Windows + Stone	= \$	100,000.00
Sub Total		= \$	4,419,470.34
Contingency	(10%) est.	= \$	441,947.03
Sub Total		= \$	4,861,417.37
Fees	(10%) approx.	= \$	486,141.74
Sub Total		= \$	5,347,559.11
Construction Fees/Mark Ups	(5%) approx.	= \$	267,377.96
Total	(value approx.)	= \$	5,614,937.07

Avg. Cost / Square Foot = \$358.00

+ HST (Escalation cont. (2.5%) not included)



CORNWALL ARTS + CULTURE CENTRE FEASIBILITY STUDY - FIT TEST | MAY 2018

27

compare to Class C:

\$ 5,134,200 sub-total

+ \$ 180,000 for Poor Soil

\$ 5,314,200

- \$ 27,500 DSR

- \$958,000 Production Fit-up

\$4,328,700 net building cost

+ 1,292 sq ft (120m²) 2nd floor

+ 2,626 sq ft (244m²) basement

+ 3,918 sq ft

Fit Test High-Level Costing Scenario C

The following costing has been provided to give a high-level idea of the costs associated with Scenario A: renovation and large addition. The cost per square foot values have been provided based on our experience completing projects of similar size and scope, and on industry costing standards. Further, it is also based on the level of information available for access at the time of this condensed study. This costing does not account for any costs associated with the purchase of the property.

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Total	(value approx.)	= \$	5,614,937.07

Avg. Cost / Square Foot = \$358.00

+ HST (Escalation cont. (2.5%) not included)



\$ 5,614,937
 + \$ 180,000 for Poor Soil
 + \$ 27,500 DSR
 + \$ 958,000 Production Fit-up
\$ 6,780,437 Total

+ (9% escalation): **\$7,390,676**

compare to Class C:
\$7,388,600 (includes site and additional \$180k for poor soil)

\$ 2,076 difference

POTENTIAL OPERATIONAL COSTS

Draft Arts and Culture Centre Operating Budget

Revenue	Amount
Black Box Theatre Room Rental	\$30,000.00
Audience Ticketed (Facility Share)	\$15,360.00
School/Other Ticketed Events	\$5,000.00
Reception Room Rental	\$16,275.00
Studio Room Rental	\$20,400.00
City Run Programming	\$34,560.00
Ticketed Exhibitions	\$15,000.00
Total Annual Revenue	\$136,595.00
Salaries and Benefits	
Full Time Salaries	\$70,000
Part Time Salaries	\$100,485
Benefits	\$47,456
Total Salaries and Benefits	\$217,941
Purchase of Goods	
Salt	\$200
Building Materials	\$1,500
Janitorial Materials	\$3,500
Equipment Supplies	\$7,500
Total Purchase of Goods	\$12,700
Services and Rents	
Electricity	\$25,000
Natural Gas	\$15,000
Water	\$3,000
Communications	\$5,000
Contracted Services	\$20,000
Waste Disposal	\$2,000
Snow Removal	\$2,000
Total Services and Rents	\$72,000
Financial	
ITT Hardware Software	\$3,500
Total Financial	\$3,500
Net Operating Cost	-\$169,546.20

THANK-YOU

The Corporation of the City of Cornwall
Special Meeting of Council
Report

Department: CAO
Division: CAO
Report Number: 2021-05-CAO
Prepared By: Katherine Wells, Strategic Planning Coordinator
Meeting Date: March 8, 2021
Subject: Strategic Priorities 2019-2022 Update

Purpose

The purpose of this report is to provide Council with an update on the progress of the Strategic Priorities since its inception in 2019. Moving forward, Council will receive a report on Strategic Priorities every 6 months.

Recommendation

That Council receive Report 2021-05-CAO.

Background / Discussion

On June 26, 2019, Council and Senior Staff completed a full day Strategy Workshop facilitated by Erik Lockhart of Lockhart Facilitation and the Queen's University Executive Decision Centre. The purpose of the workshop was to develop the major elements of a Strategic Plan for the term of Council.

The result of the session was the creation of 23 priorities, arranged in the following 5 pillars:

1. Developing waterfront through ownership, partnerships for business, recreational opportunities
2. Attracting, enhancing workforce that meets demands of local employers
3. Growing quality of housing stock, including affordable housing
4. Economic development and pursuing diverse population growth of 50,000

5. Being leaders in sustainability and climate change impact

Collectively, the points touch on a wide range of community and corporate priorities of Council.

In addition to the points, a Mission and Vision statement were crafted to define the City's objectives, purpose, goals, and values.

Mission: To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents.

Vision: The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure.

Document Title:	Strategic Priorities 2019-2022 Update 2021-05-CAO.docx
Attachments:	<ul style="list-style-type: none"> - Pillar 1- Waterfront.pdf - Pillar 2- Workforce.pdf - Pillar 3- Housing.pdf - Pillar 4- Economic Development.pdf - Pillar 5- Climate.pdf - Cornwall Strategic Priorities 2019-2022.pdf
Final Approval Date:	Mar 2, 2021

This report and all of its attachments were approved and signed as outlined below:

Maureen Adams - Mar 2, 2021 - 2:54 PM

1.1. Pop-Up Businesses

- **The Pop-Up Shop Program** began on July 8, 2020 as an outdoor placemaking and small business support initiative.
- The shops use small sea-can containers and serve as a temporary storefront location for **small retailers, artisans, and non-profit associations**.
- The three shops were painted and named by local artist groups:
 - **Village Place by Focus Art**
 - **Le Fleuve by 125 Pitt Street Studios**
 - **Kizis by Cailuan Gallery Cornwall**
- Originally, there were two shops at the **Cornwall Square** and one shop at The Port Theatre. In August, the Pop-Up located at The Port Theatre parking lot was moved to the Cornwall Square due to low bookings, a large demand for bookings at the Cornwall Square location and following a request from the Port Theater who was looking to use the parking lot for outdoor concerts.
- There was a total of **130 rentals** from July 8, 2020 until November 15, 2020. This total represents **95 unique businesses and organizations**, with most bookings taking place between Thursday and Sunday, during the months of July through to September.
- Staff worked closely with the **EOHU** to make sure that the Pop-Up Shops were following proper COVID-19 safety protocols. This included thorough sanitization between uses, sneeze guards, etc.
- Staff conducted a **survey** of Pop-Up renters after the 2020 season was completed. Response to the program was overwhelmingly positive and has encouraged staff to continue to expand the program in 2021 with an additional two units.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

1.2. Sports and Recreation Opportunities

- The City of Cornwall Recreation Department works on enhancing sport and recreation opportunities along Cornwall's waterfront. These opportunities are outlined in the draft **Recreation Master Plan**.
- Several recent and upcoming projects include:
 - **Replacement of block retaining walls** along the bike path between Glen Stor Dun Lodge and Gray's Creek (Summer 2021)
 - **Replacement of existing docks** at Lamoureux Park and Guindon Park boat launches
 - **New fueling system** at Marina 200
 - **New play structure** to be installed at Aimé Leblanc Park (Spring 2021)
 - **New wayfinding signage** throughout Lamoureux Park
- Several additional improvements to the waterfront were included in the 2021 Capital Budget:
 - Upgrades to the **Lamoureux Park Splashpad Washroom** so that it is accessible to the public year-round
 - Redesigned front entrance to the **Civic Complex** as well as the patio area on the west side of the complex, outside Salons A, B, and C
 - Purchasing new and replace existing **park furniture** throughout the City, including waterfront parks and along the waterfront trail
- Many sport and recreation opportunities along the waterfront are supported by **Cornwall Tourism**. Cornwall Tourism assists by promoting and/or sponsoring various events including several bass and fishing tournaments, Waterfest, Triathlons and more. These events draw residents and tourists alike to the waterfront.
- It should be noted that a tremendous amount of sport and recreation activities along the waterfront are supported by **amazing community volunteers**.
- **The City of Cornwall Waterfront Plan** outlines many innovative opportunities for sports and recreation opportunities along the waterfront. Staff will be bringing a "Waterfront Plan Implementation Group" report to Council this year to assist in moving the projects outlined in the plan to life.

PROGRESS INDICATOR



Not Started



Underway



Completed



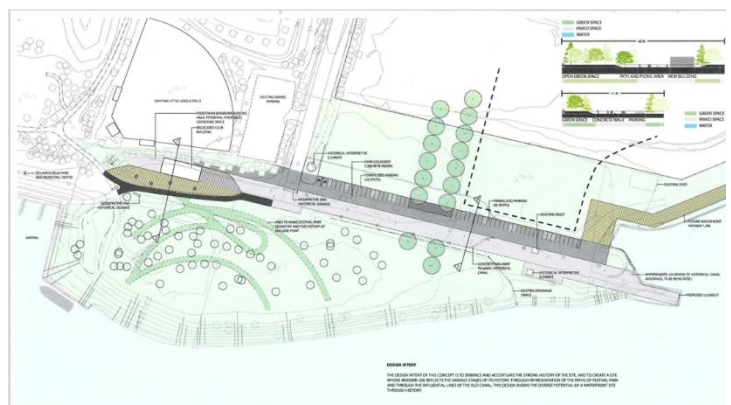
Ongoing

Pointe Maligne

- In 2016, MMM Group designed a **Public Park Design** for Pointe Maligne. A structural assessment of the Legion Ball Park Club House was also conducted this same year.
- In 2019, the **Cornwall Waterfront Plan** was updated. This plan calls to preserve the cultural heritage of the area, enhance pedestrian access, and increase accessibility.
- On February 28, 2018 and September 9, 2019, **Transport Canada** made presentations to Council to discuss the disposal of surplus properties. These parcels of land include Pointe Maligne. The City has communicated its interest in the land divestiture to Transport Canada. Further discussion on the disposal of Transport Canada surplus priorities can be found in Strategic Priorities Pillar 1.4.
- Pointe Maligne was identified as an important place and space during the public input session of the **Cornwall Waterfront Plan**. It is mentioned throughout the 197-page document with 7 specific points on areas that require improvements and updates.
- The subject of Pointe Maligne will be a priority for both the **Waterfront Plan Implementation Group** and **The Task Force for the Community Pursuit of Waterfront Lands**. Reports on establishing these two groups will be brought forth to Council in 2021.
- **Cost-share funding programs and grant opportunities** have been considered in recent years, such as the 2016 Legacy Fund application which was unsuccessful. Administration staff continue to investigate new cost-share funding programs and grant opportunities for this project.

Pointe Maligne Concept Design

The MMM Group design embraces and accentuates the strong history of the site.



PROGRESS INDICATOR



Not Started



Underway³⁴



Completed



Ongoing

1.5. Private Sector Development

- City Staff encourages developing the waterfront by promoting **residential, retail, and commercial opportunities** through local and regional marketing efforts.
- In 2019, the City of Cornwall was invited to participate in an **Invest Ontario** event that brought selected communities face to face with investors. As part of that effort, a brochure outlining potential waterfront development opportunities was created.
- Notable residential, retail, and commercial developments along the waterfront include:
 - Construction of a major expansion of **Riverdale Terrace** is now complete. The new 3-storey addition along the river houses 37 residential units to add to the 92 units in the primary building. Additional housing developments to service local seniors are on the horizon as well.
 - **Laframboise Group** has completed renovations to its new manufacturing complex on the former Locweld site on Vincent Massey Drive.
 - **OPG** continues to invest in rehabilitation and revitalization projects at the R.H. Saunders Generating Station.
 - New development in the **Cotton Mills** area has been underway since the creation of the Strategic Plan. These contribute significant additional condominiums and commercial space to this waterfront property.
 - New work is to be completed on the former **Domtar Lands**.
 - The future phases of the **East Ridge Subdivision** will have waterfront views.
 - Waterfront Plan show various parcels of land which allow **for future private development**. These are currently Federal Lands, which have been deemed surplus since 2014.

PROGRESS INDICATOR



Not Started



Underway



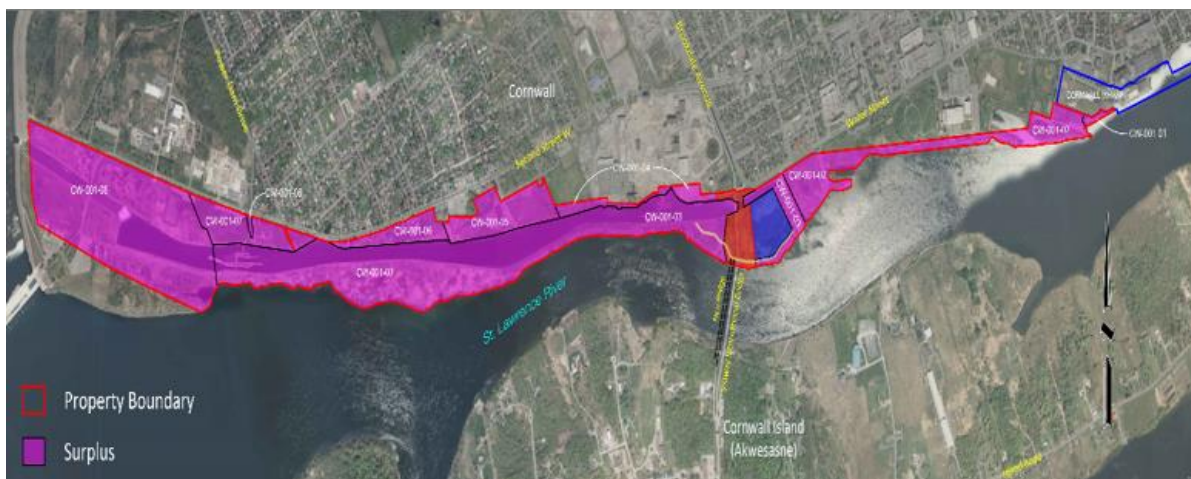
Completed



Ongoing

1.4. Ownership of Waterfront Lands

- On February 28, 2018 and September 9, 2019, **Transport Canada** made presentations to Council to discuss the disposal of surplus properties. 8 of these properties are in Cornwall.
- Transport Canada has also consulted with the **Mohawk Council of Akwesasne** regarding the disposition of properties, as a legal duty to consult exists.
- There have not been discussions with Transport Canada regarding surplus lands during **COVID-19**.
- Staff have recently engaged with the file and will be **reaching out** to contacts at Transport Canada to express our interest and inquire where they are at in the process of strategic disposal. In addition, staff will be bringing a report to Council on implementing a **Task Force for the Community Pursuit of Waterfront Lands** to focus on this portfolio.



PROGRESS INDICATOR



Not Started



Underway



Completed




Ongoing

2.1. Workforce Group

- There are several organizations that work within the City of Cornwall whose mandate is **enhancing the labour force, entrepreneurship, skills development and meeting the needs of local employers**.
- Over 50 of these organizations meet monthly as the **Employability Network**. The Employability Network brings together a strong component of organizations whose focus is the local workforce. This is a great starting point for work on this point of the Strategic Plan.
- On February 16, 2021, Staff joined the monthly Employability Network meeting to discuss Council's Strategic Priorities and the importance of the local workforce. It was also discussed how the City can assist with **connections, resources, and profile** some of the programs these organizations offer.
- There has been a strong emphasis on **employer-led skills development** and training. Assembling a workforce group or liaison activities made up of stakeholders, including employers who need more workers, can improve existing offerings. More information on this point can be found in Pillar 2.4.

Employability Network Meeting

Enhancing skilled trades development was a large topic of discussion at the February meeting.



Employability Network Meeting

STRATEGIC PRIORITIES 2019-2022

Pillar 2: Attracting, Enhancing Workforce That Meets Demands of Local Employers

- Convene a workforce group
- Facilitate liaison activities between job creators, educators, and senior government to define needed skills, improve existing programs

How Can I Help?

- Profile
- Connections & Resources

KATHERINE WELLS
STRATEGIC PLANNING COORDINATOR
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613-930-2787 X 2387

Community
Government
Workforce
services
provide
facilitate
connections
resources
profile
enhancing
meeting
existing
improve
define
needed
skills
educators
job
creators
senior
government
liaison
activities
workforce
group
convene

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

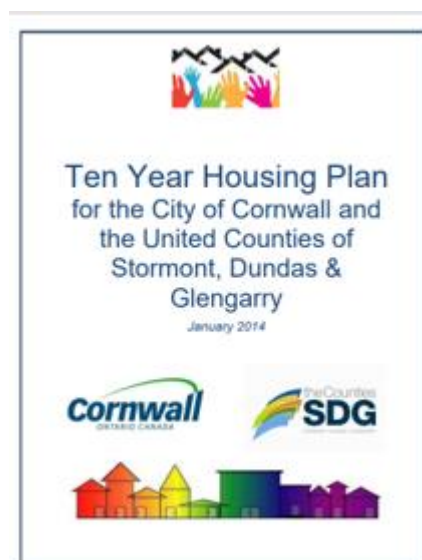
2.2. Short Term Affordable Housing

- The **City of Cornwall and United Counties of Stormont, Dundas & Glengarry Housing Revitalization Plan** was approved by Council on October 13, 2020.
- The plan identifies the **shortage of short-term affordable housing** in a broad sense as a drawback to the community; however, the plan is not specifically focused on the relocation of workers. The focus of short-term affordable housing in this context, as per the mandate of Social & Housing Services, is on temporary emergency housing.
- **Mixed-market rents** is a consideration for the Social & Housing Services Department when developing new projects.
- Part of the mandate of the **Mayor's Task Force on Housing** will be to explore short-term affordable housing.

Facilitating the Relocation of Workers

Currently, the Housing Revitalization Plan and the Ten-Year Housing Plan are the only two City documents that reference exploring short-term affordable housing options, but not in the context of relocating workers.

This is an area that the Mayor's Task Force on Housing will explore further.



PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

2.3. Immigration

- The City of Cornwall is part of a **two-year regional immigration pilot project** that is of interest to people looking to become permanent residents.
- The pilot is part of the **Ontario Immigrant Nominee Program**, which allows foreign workers, international students and others with the right skills, experience and education to apply for a nomination for permanent residence in Ontario. Cornwall was one of three communities chosen to support the program in 2020.
- The pilot is designed to help employers **fill labour gaps** in professional, managerial, and in-demand occupations with foreign workers and international students that otherwise may have settled in larger communities.
- The program began in Summer 2020 and as of February 2021 has had **19 applications**.
- The federal government through Immigration, Refugees and Citizenship Canada provided \$1,157,575 in funding to establish the **Newcomer Employment Welcome Services (NEWS) Centre** in Cornwall. The office opened in Summer 2020 and is located at 55 Water Street.
- This is the first **significant federal investment** in immigration services for the City of Cornwall in several years. The Eastern Ontario Training Board (EOTB) operates the centre which provides language services, employment and support services and referrals to newcomers.
- **L'Association canadienne-française de l'Ontario- Stormont, Dundas et Glengarry, Le Réseau de soutien à l'immigration francophone de l'Est de l'Ontario et l'Association des Femmes Immigrantes Francophones Cornwall-SDG** are strong ambassadors for the francophone community. They encourage the immigration of francophones to Cornwall and provide an array of services including career placements. These organizations also remained connected to newcomers during the COVID-19 pandemic to support families and break isolation.
- Staff works closely with outside agencies to support Immigration efforts. Since the announcement of the OINP Pilot, the Economic Development Department has received 412 information requests. The department also manages the **immigrationcornwall.ca** website, a valuable resource for newcomers to our area.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

2.4. Liaison Activities

- City Staff **supports local employers** on a regular basis to help them address skills development and other workforce issues.
- The **ChooseCornwall.ca Job Board** has emerged as the most popular and comprehensive job board in the region, connecting thousands of job seekers with local employers each year. The Job Board delivered 168,000 page views in 2020, which represents an increase of 70% over the previous year.
- City Staff works closely with local stakeholders, including the **Eastern Ontario Training Board (EOTB)**, **Job Zone d'emploi** and **St. Lawrence College** on various projects, training, and programming. The Strategic Planning Coordinator recently met with each of these groups to see how the City can support them to improve existing programs and increase employer-led skills development.
- Each year, the Social Development Council (Employability Network) holds the **Cornwall Job Fair**. In 2020, the City of Cornwall helped fund the creation of 24 videos to promote local employment opportunities.
- In addition to local job fairs, City Staff are engaged in national job fairs. In fact, the City of Cornwall is the only Municipality to have a consistent presence at the **National Job Fair** over the past several years. In 2019, the City expanded its efforts to several **University and College job fairs**.

Career Guide

Cornwall Economic Development developed and has recently expanded a downloadable Career Guide, which has proved very popular with job seekers.



PROGRESS INDICATOR



Not Started



Underway 40



Completed



Ongoing

3.1. Creation of Task Force on Housing

- On February 22, 2021, City Staff presented a report and terms of reference for the creation of the **Mayor's Task Force on Housing**.
- The Mayor's Task Force on Housing will provide evidence-informed and action-oriented observations and recommendations to Council to **increase the supply of quality housing** for residents in the City of Cornwall.
- It will present a **coordinated and practical set of recommendations** designed to guide Council as it makes decisions to address Cornwall's available housing supply. Recommendations will consider the needs of residents at different stages of life and a range of housing options.
- Members of the Task Force will have **varied expertise** including a representative from each the Cornwall Construction Association, Cornwall & District Real Estate Board and more.
- The **inaugural meeting** of the Task Force is being organized.
- The City of Cornwall has been granted \$1,888,455 through the Social Services Relief Fund (SSRF) to **build new affordable housing for residents**. The project calls for two buildings to be built in phases at the southwest corner of Ninth Street and McConnell Avenue, creating over 65 residential units. Construction of the first building will occur in early 2021

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

3.2. Residential Rental Licensing Registry

- On June 8, 2020, Council was provided with a report on Residential Rental Licensing. Council instructed staff to gain more **public feedback**.
- On October 13, 2020, Council received a report which included the **survey questions, budget, and public consultation timeline**.
- The **Residential Rental Licensing Survey** launched on Monday, October 26, 2020 and remained open until Monday, December 23, 2020 (an extension of one week from the original closure date).
- A total **1,457 responses** were completed, including 1,426 in English and 31 in French.
- The cost associated with the licensing was the number one concern of respondents. Staff is **investigating the possibility of a low to no cost approach**.
- A full **report on survey results and recommendations** is forthcoming in April 2021.
- Staff have also **reached out** to other communities, such as Thorold, Mississauga, and Oshawa, with similar registries for information on best practices.

The Survey

The Residential Rental Licensing Survey was promoted on the City website, social media, radio, and local newspapers. It was available in both electronic and paper formats, with the option to mail-in responses.



PROGRESS INDICATOR



Not Started



Underway 42



Completed



Ongoing

3.3. Increasing Enforcement

- By-Law Enforcement Officers for the City of Cornwall are being **cross-trained** in-house to enforce all By-Laws since 2020. This removes any silo-effects and allows one officer to respond to a case that involves several By-Laws at once. This new approach also allows officers to proactively address property standards related cases.
- The **operating hours** of By-Law Enforcement have increased to allow for further enforcement:
 - Weekly coverage until 6 pm (Winter) and 7 pm (Summer)
 - Saturday coverage
- In 2020, By-Law Enforcement Officers pivoted to assist Cornwall Police in enforcing **COVID-19** related regulations.
- Cloud-based **CityView software** has been updated and reconfigured to keep track of all cases and complaints. This software is used between By-Law Enforcement, Building Services, Municipal Works, and others to track and queue cases, and work collaboratively.
- By-Law Enforcement Officers, Building Officials and Fire Prevention Officers **work proactively and in tandem** to achieve common goals for the safety of residential and commercial buildings. Some of these strategic and mutual points include:
 - Sharing information regarding **vacant buildings**
 - **Proposed Residential Rental Licensing Registry**
 - **Smoke and Carbon Monoxide Alarm** Safety
 - **Business License** inspections and renewals

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

Branding



- Several recent efforts to brand areas of the City have been undertaken by various departments and dedicated community groups, including:
 - New **welcome sign** at Brookdale and Water Street, and Highway 401.
 - Enhanced **signage along the Waterfront Trail**.
 - **Chuck Charlebois Recreation Trail** established on a portion of the waterfront bike path between St. Lawrence College and Marlborough Street.
 - New signage at the **Cornwall Civic Complex, Aquatic Centre, and Salt Storage Facility**
- **Cornwall Historic Walking Tour** features several dozen plaques with each one showcasing a different piece of Cornwall's past, from the early days of industrial development to the Earth-changing St. Lawrence Seaway and Hydro Project. Spearheaded by Cornwall's Heart of the City, the walk has been broken down into three components:
 - Downtown Walk
 - Waterfront Walk
 - Le Village Walk
- The **Cornwall Business Park** has received new signs to help brand that area of the City.
- **Colourful picnic tables** were installed last summer as part of the City's Placemaking initiative. The tables stretched from Pitt Street to Lamoureux Park, and Le Village and helped connect these areas with the waterfront. They also proved very popular with business owners and the public.

Cornwall Snowflake Logo

The logo was created in 2020 to brand seasonal initiatives and services. Staff hope to expand the use of this logo into the future.



PROGRESS INDICATOR



Not Started



Underway

44



Completed



Ongoing

4.2. Remote Worker Incentives

- Council was provided a report from Staff on February 24, 2020 entitled “**Attracting Remote Workers**”, which outlined several of Cornwall’s remote worker attraction resources and marketing efforts, including:
 - New “Remote Work” section on ChooseCornwall.ca
 - New “Working Remotely” brochure
 - Career and Job Fairs (impacted in 2020 due to COVID-19)
- A motion was passed at the February 24, 2020 Council meeting to create a **Remote Work Task Force**. As per the Unfinished Business Listing, a report from the Task Force on the creation of a remote worker attraction strategy is set to go to Council on April 12, 2021.
- On January 28, 2021, Staff had a meeting with the staff from Topeka, Kansas. Topeka runs a nationally recognized **Remote Worker Incentive Program**. Their incentive program has been prominently featured in outlets such as CNN, Forbes and NBC. The staff provided detailed information on the origins of their program, recruitment, and successes. Incentive programs are typically found in American jurisdictions. Evaluation is required to see if similar strategies can be adopted to the City of Cornwall in accordance with the *Municipal Act, 2001*.

Connected in Cornwall

The Remote Work section of the Choose Cornwall website has been viewed over 300 times since its inception.



PROGRESS INDICATOR



Not Started



Underway

45



Completed



Ongoing

4.3. Vacant Commercial Spaces

- Staff continues to promote the City for **commercial retail/restaurant/office** investment by working with landlords, local real estate professionals, and both BIAs, in their efforts to lease out vacant commercial spaces.
- Cornwall is the only Ontario municipality to have a consistent presence at **ICSC (International Council of Shopping Centres)** events in both Toronto and Montreal.
- **The Heart of the City** is a broad-based community rejuvenation program which has helped revitalize several vacant commercial spaces in the community. More information on this program can be found in Pillar 4.5 Infill Projects.
- Two new **brochures** have been created that promote commercial spaces in the City:
 - **Commercial Retail** brochure that outlines development opportunities in the City.
 - **Hotel Development Opportunities** brochure that outlines development opportunities for this particular sector.



PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

4.5. Infill Projects

- The City's **Community Improvement Plan (CIP)** programs support local property owners looking to redevelop their properties. Information on the CIP programs is maintained on ChooseCornwall.ca and a CIP brochure has been developed and is available for download.
- The City has seen **significant investment in the downtown core**. This has helped to attract new businesses to the area, as well as the conversion of some commercial space to residential. This includes 10 new residential units downtown and 7 new residential units in Le Village.
- There has been continued build out on the **SmartCentres** location at 420 Ninth Street West through the Tax Increment Grant. New tenants since the inception of the Strategic Plan include Taco Bell, Kawartha Credit Union, Pet Smart, Winners (tenant fit ups) and base buildings for Sleep Country Canada and the LCBO. In addition, **Choice Properties** has an infill project at Ninth and Pitt for TD Bank and **WBG Group** is renovating 1400 Vincent Massey for Home Hardware.
- Residential development work continues in the **Cotton Mills** area.
- The City offers the **Renaissance Housing Renovation Program** which assists property owners to improve their properties, and by extension, improve their local communities. The program has \$50,000 per year for allocation. This includes matching funds grants for income properties (\$10,000) or owner occupied (\$4000). 7 properties participated in 2019, and 6 properties in 2020.
- **The Heart of the City** is a broad-based community rejuvenation plan which brings together the diversity of business, community, and civic interests. In 2019, HOTC awarded grant monies to 20 properties in the amount of \$104,344, and to 14 properties in the amount of \$112,438 for 2020.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

4.4. Infrastructure

- The City continues to invest in **infrastructure projects** on a yearly basis.
- Notable infrastructure projects since the inception of the Strategic Plan include:
 - **Brookdale Avenue North Sanitary Sewer Extension** is nearing completion and will service the northern portion of Brookdale Avenue with sanitary sewer.
 - **Nick Kaneb Drive Extension from Marleau Avenue to Virginia Drive** will be constructed in 2021 and will provide more access to the Business Park.
 - **Nick Kaneb Drive Extension from Industrial Park Drive to Tollgate Road E/Hwy. 401** – Design work to begin shortly and it is anticipated to be shovel ready by the end 2021. This project will allow for more growth and employment opportunities in the Business Park.
 - **Lemay Street Extension & Widening** – Phases 2 of 4 have been completed. Phase 3 will be completed in 2021 with Phase 4 completed in 2022. This will provide improved east-west transportation capacity in the City, emergency response times, improved access to the Municipal Works Yards, etc.
 - **Marleau Avenue Widening from Marlborough Street to Glenview Boulevard** – Stage 1 is completed; Stage 2 is currently underway. This project will address a transportation capacity issue in the eastern portion of the City which will support further growth.
- Continuation of the **Municipal Works Yard Redevelopment Project** which will ensure that the Municipal Works Yard has the capacity to support the future growth of the Municipality over the next 50 to 100 years.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

5.1. Creation of Environmental & Climate Change Committee

- Council approved the **Environmental & Climate Change Committee (ECCC)** and terms of reference October 15, 2019.
- The **inaugural meeting** of the Environmental and Climate Change Committee took place on January 20, 2020.
- The Environmental and Climate Change Committee's mandate is to provide a **local perspective on climate change initiatives** with respect to greenhouse gas emissions targets as well as provide a framework to work towards climate change goals, strategic direction, and priority actions.
- The committee is working to:
 - **Reduce contributions to climate change** while increasing our ability to adapt to climate change conditions.
 - **Reduce and offset greenhouse gas emissions** produced within our community.
 - **Establish a baseline of greenhouse gas emissions** with a corresponding plan for achieving a set target in emission reductions.
- To date, the committee has worked on the **Tree Canopy and Natural Vegetation Protection Policy**. This policy was approved by Council on November 9, 2020.
- The Committee's current focus is a **Cost Analysis of a Community Wide Greenhouse Gas (GHG) Inventory**.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

5.2. Composting

- The Province of Ontario's **Food and Organic Waste Policy Statement** has outlined a target of "70% waste reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2023". Additional targets to multi-unit residential building, industrial and commercial facilities are to be met by 2025.
- As leaders in environmental sustainability and action, the City of Cornwall has taken several steps to encourage household composting and implement a **residential curbside system** prior by 2023.
- Staff have engaged Tetrattech on a **Municipal Organics Collection and Processing Feasibility Study**.
- On January 7, 2021, City Staff and Tetrattech offered an **online information session** to the public on municipal organics and processing. It was offered via Facebook Live and Zoom. The estimated reach from these sessions was over 2600, with over 35 comments and discussions.
- The Ontario Clean Water Agency (OCWA) OCWA, project manager, will present an **executive overview** of the Municipal Organics Collection and Processing Feasibility with the Co-Digestion and Organics Studies. This overview is forthcoming and will provide recommendations for next steps.
- The Public Information Coordinator works closely with the Environmental Services division to **promote composting**. Information has been shared via social media platforms as well as Street Level videos.

Composting Education

Draft graphic for an upcoming City of Cornwall composting campaign



PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

5.3. Water Meters

- On November 12, 2019, Staff brought to Council a report entitled **Water Meters, Conservation and Sustainability Options for City Wide Implementation of Water Meters**. Council directed administration to develop a Water Conservation and Servicing Master Plan.
- In 2020 as part of the City's Municipal Drinking Water License renewal application, Watson and Associates were retained to complete a Financial Plan. This included a **water and wastewater rate study report**.
- The **report and preliminary findings** from Watson and Associates were presented to Council on October 13, 2020.
- Under Council's guidance, the development of a Water Conservation and Servicing Master Plan is progressing. **Public consultation and public outreach** programs are currently being created.
- The completed Water Conservation and Servicing Master Plan, including **final recommendations**, will be presented to Council in Spring 2021.
- The City has also partnered with the **River Institute** for water conservation and education.
- The Environmental Services Department is working closely with the Public Information Coordinator on **interactive tools** to educate residents on Water Meters.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

5.4. Education

- The Environmental Services Department works closely with the **Public Information Coordinator** on bilingual recycling and waste reduction education.
- The Garbage, Recycling and Waste related pages on **Cornwall.ca** are consistently among the most-visited pages. Significant updates have been made to ensure information is accessible.
- Due to the popularity of social media, many efforts are concentrated on **Facebook, Twitter** and **Instagram**. For example, over 261,900 unique reaches on garbage, recycling and waste related content occurred in 3 months on Facebook.
- The City of Cornwall uses the **Recycle Coach App** for waste and recycling calendars and information. The app has 1,635 regular users.
- The City of Cornwall also uses other traditional methods of communication to educate residents. These include **radio** advertising on Fresh 104.5, **local newspaper advertisements** (often in partnership with the Resource Productivity & Recovery Authority) and **mail-out** pieces.
- The City of Cornwall's dynamic **Street Level** videos have prominently featured recycling and waste diversion topics.
 - Episode 3: Waste Reduction Week and Cornwall Gives A Shirt
 - Episode 5: the fREe Store and waste reduction at the compost pile
 - Episode 6: Cornwall Curbs Hunger
- Prior to COVID-19, Environmental Services was offering **tours** of the landfill and recycling facility, as well as **presentations to schools**. Tours are on hold at this time; however, school engagement has shifted to Zoom.
- Several public events including **Cornwall Gives A Shirt** and **Trash to Treasure** have taken place to engage the public directly on waste diversion initiatives.

PROGRESS INDICATOR



Not Started



Underway



Completed



Ongoing

5.5. Plastic Bag Ban

- COVID has presented challenges in this area, as there has been **increased use** of disposable products.
- City and contracted staff have developed a method to **separate and divert 382 tons of bags** from our landfill in 2020. Sorting this material is labour intensive and takes up a significant amount of time. The ideal goal is to remove plastic bags from the waste stream.
- **Promoting** plastic bag recycling began in 2020, but significant hurdles exist as the types of plastic that can be recycled is confusing and based on a limited recycling market. There are so many types of plastic film that it is impossible to list them all. Staff are defining a list and keep it current as they identify new materials.
- In October 2020, the Canadian Government announced a plan to **ban single-use plastics**, including plastic bags, by 2030. It is unclear if this date remains in place due to the COVID-19 pandemic and increased usage of single-use plastics during the pandemic.
- Staff are currently **exploring** ways to reduce and eliminate plastic bag usage.

Social Media Campaign

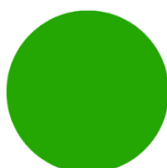
A social media campaign created in 2020 by the Public Information Coordinator to encourage residents of Cornwall to recycle soft, clear plastics.



PROGRESS INDICATOR



Not Started



Underway

53



Completed



Ongoing

5.6. Taking the Lead

- In 2019, the City updated the **Energy Conservation and Demand Management Plan (ECDM)**. The plan went to Council on September 9, 2019. The annual update went to Council November 23, 2020.
- The new plan included an overview of the **Greenhouse Gas (GHG) emissions** for the City of Cornwall. Staff added the GHG emissions of the wastewater treatment plant and landfill flare, and the fleet vehicle fuel use with the associated GHG emissions for each fuel type.
- The plan identifies projects that can be completed that would **both reduce energy usage and GHG emissions**. These include:
 - **Water Meters**
 - **Co-digestion**
 - Pilot Plan for **single electric or hybrid vehicle**. The fleet department expanded that plan to purchase both an electric vehicle and a plug-in hybrid. Both vehicles are being monitored for reliability and overall operational costs.
- As part of the ECDM, Environment & Climate Change Committee (ECCC) and the Co-digestion project, a broader GHG inventory is being developed. This inventory will measure climate change risks and will be used to assist with showing how the Co-Digestion and Water Conservation and Servicing Master Plan will significantly reduce GHG emissions and create greater sustainability for the City of Cornwall. In addition, it will present how these projects place Cornwall on the path to **net zero carbon**.

Hybrid & Electric Vehicles

Approximately 34% of the City's greenhouse gas emissions are due to vehicle use. The purchase of these energy efficient vehicles will help reduce our environmental impact.



PROGRESS INDICATOR



Not Started



Underway

54



Completed



Ongoing

STRATEGIC PRIORITIES 2019-2022

WE WILL EARN OUR REPUTATION BY:

Developing waterfront through ownership, partnerships for business, recreational opportunities.

1. Pop-up businesses
2. Sports and recreation opportunities
3. Development of Pointe Maligne Park with budgeted funds
4. Sustained pressure to own strategic parts of our waterfront
5. Encourage private sector development (residential, retail, commercial)

Attracting, enhancing workforce that meets demands of local employers.

1. Convene a workforce group
2. Explore short-term affordable housing as way to facilitate relocation of workers
3. Lobby government officials to reverse trends of immigrants to large centres
4. Facilitate liaison activities between job creators, educators, and senior government to define needed skills, improve existing programs

Growing quality of housing stock, including affordable housing.

1. Create a taskforce
2. Create rental licensing registry to enable a database and adherence to applicable by-laws and standards
3. Look at options to increase enforcement of property standards, building & fire codes

Economic development and pursuing diverse population growth of 50,000.

1. Better branding for areas of the City
2. Attract remote workers via incentives
3. Focus on reducing number of vacant commercial spaces
4. Continue to invest in infrastructure
5. Encourage infill project (e.g. Brookdale)

Being leaders in sustainability and climate change impact.

1. Create Environmental & Climate Change Committee
2. Composting
3. Water meters
4. Education on recycling & waste reduction
5. Plastic bag ban
6. Identify what the City could take the lead on

MISSION

To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents.



VISION

The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure.

