



**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"><li>- Pillar 1- Waterfront.pdf</li><li>- Pillar 2- Workforce.pdf</li><li>- Pillar 3- Housing.pdf</li><li>- Pillar 4- Economic Development.pdf</li><li>- Pillar 5- Climate.pdf</li><li>- Cornwall Strategic Priorities 2019-2022.pdf</li></ul>
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**