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GOVERNMENT OF CANADA

DEPARTMENT OF REGIONAL ECONOMIC EXPANSION

INDUSTRIAL OPPORTUNITY STUDY
CORNWALL, ONTARIO

JUNE 1971

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INDUSTRIAL OPPORTUNITY STUDY
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JUNE 1971

IMPLEMENTATION SERVICES DIVISION
DIRECTOR GENERAL
JUN 21 1971
Dept. of Regional Economic Expansion

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June 21, 1971

Mr. Garnet T. Page
Director General
Implementation Services
Department of Regional Economic
Expansion
Ottawa, Ontario

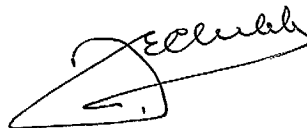
Dear Mr. Page:

We are pleased to submit herewith our report on the Industrial Opportunity Study for the City of Cornwall and environs which we have carried out for the Department of Regional Economic Expansion. The study was conducted in accordance with our proposal dated July 24, 1970 supplemented by the several meetings which we have had with your officials.

We believe that this has been a productive study. Based on the work we carried out, which included over 100 interviews, some 70 recommendations have been made which are designed to bring improvements to the Cornwall community. We greatly appreciate the opportunity of being able to carry out this study for you.

Yours truly,

PRICE WATERHOUSE ASSOCIATES



J. E. Clubb
Partner

GOVERNMENT OF CANADA
DEPARTMENT OF REGIONAL ECONOMIC EXPANSION
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JUNE 1971

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INTRODUCTION

Cornwall is a city of some 47,000 people situated on the St. Lawrence River in the eastern part of Ontario some 80 miles west of the city of Montreal. It is on major rail and highway arteries between Montreal and Toronto and in addition to having access to the major markets in those two cities, it also serves the important markets of Ottawa and New York State. However, in spite of these apparent advantages, Cornwall has suffered from chronic unemployment at levels considerably above the Ontario and national averages. This has been attributed basically to three factors - the first, termination of major construction projects involved with the building of the St. Lawrence Seaway and a major power dam just west of the city; secondly, layoffs resulting from plants closing or reducing their operations and thirdly, inability to attract new industry at a rate which would provide employment for the available workforce.

The city government in Cornwall has been well aware of the problems facing the city and has put forward every effort that it could in an attempt to find solutions. In this process it has received assistance and advice from the Ontario government and from the Federal government. Because of a general lack of progress in this area the Department of Regional Economic Expansion decided to undertake a major study of the City of Cornwall and its environs to determine the strong and the weak areas in the community; to seek means by which the strength of the community could be boosted; and finally to make recommendations on how the industrial growth of Cornwall could be stimulated.

The City of Cornwall is bounded on the West and North by the Township of Cornwall and on the East by the Township of Charlottenburgh. The St. Lawrence River forms the Southern boundary. Although the two Townships are largely devoted to agriculture, some industrial operations

have located there and both are seeking greater industrialization. In practice some people live in the Townships and work in the City and conversely some City residents work in the Townships. Consequently the three must be considered as a geographic and economic entity since developments in one can and do interact in one or both of the others. We have, therefore, included the two Townships in our study since they supplement and have a bearing on Cornwall's own attributes.

This is our report which deals individually with the over 20 discrete elements that we have identified as representing the totality of a community, in this case the City of Cornwall, the environs which come under its economic influence and which it in turn influences.

The study was conducted by a team of eight members of the firm of Price Waterhouse Associates assisted by Mr. J.P. Williams of the Department of Regional Economic Expansion. This team, some of whose members lived full time in Cornwall, conducted approximately 100 interviews. Those interviewed included the Mayor, members of the Council, leaders of industry, community leaders, owners of the mass media and others (Appendix B). These interviews started on January 4 and were completed on January 29. In addition, we studied a large number of documents issued by the municipal, provincial and federal governments and by others in the fields of urban planning and renewal. During the interviewing and research period, several meetings of the group were held. These were designed to allow the members to compare their developing awareness of Cornwall's problems and opportunities, to identify information gaps which could be filled by additional field work and to establish the point at which interviews in any one sector were producing diminishing returns. It may be of interest to note that, very early in the program, our consultants, each responsible for different sectors, discovered that their findings were being confirmed by the cross-reference interview reports of their colleagues. Consequently, a homogeneous

picture of Cornwall began to evolve rather than a disparate and conflicting set of evaluations which might have been difficult to resolve into an understandable whole.

We approached the study on two levels. On the one hand, we looked at the community in purely factual terms as a possible site for industry. On the other hand, we attempted to understand the character of Cornwall in human terms.

We took this approach because, to paraphrase the late President Kennedy, it is essential to find out not only what can be done for Cornwall but, more pertinently, what Cornwall can do for itself. To do this we had to obtain some understanding of Cornwall's human motivations and attitudes as well as those purely physical resources which are the primary, though not necessarily the only concern of industry.

We explored how the needs, energies, aspirations and strengths of the community can be applied to the development of the community and also how those weaknesses which exist can be corrected in order to reinforce the City's faith in itself and its appeal as an industrial site.

While we have not avoided isolating, defining and commenting on those negative characteristics and forces which do exist in Cornwall, we have, during the course of the study, put just as much emphasis on looking for all those positive factors which can be effectively harnessed, unified and applied, with faith and confidence, to achieving goals and objectives which will benefit the City, its population and its environs.

CHAPTER 1

MANPOWER

BACKGROUND

The primary consideration for most industries wishing to locate in Cornwall will be the characteristics of available labour, in terms of quantity and quality, and its productive potentials. Indeed, since the principal objective of this study is to indicate how employment in the Cornwall area can be improved, the question of manpower is paramount.

The Mobility Pool of the CMC will to some extent overcome whatever labour shortcomings may exist in a community. Nonetheless, an industrial prospect will tend to concentrate on the characteristics and suitability to his particular industry needs of the labour force which already exists in a community and its immediate environs.

In the case of Cornwall, we have arbitrarily included an area of a maximum of 10 miles from the centre of the City as the City's environs from which labour might be drawn. However, in developing a profile of Cornwall's labour force we have concentrated on the City of Cornwall itself, with its population of 47,000, of which about 18,000 currently constitute the labour force, both employed and unemployed. Employment and availability of labour in the adjoining townships is relatively small.

This profile of the labour force is, of course, one of the keys to defining, as we will see later in this report, the kind of industry which can be attracted to Cornwall. The characteristics of the labour force, if properly analyzed and assessed, can and should be used as a 'selling point' in attracting new industry.

Accordingly, we have examined the distinctive features of each segment of the labour force, male and female, employed and unemployed, and have discussed how these characteristics may influence a prospect's decision to locate in Cornwall, and which characteristics may be considered advantages or pluses and which disadvantages or minuses.

FINDINGS

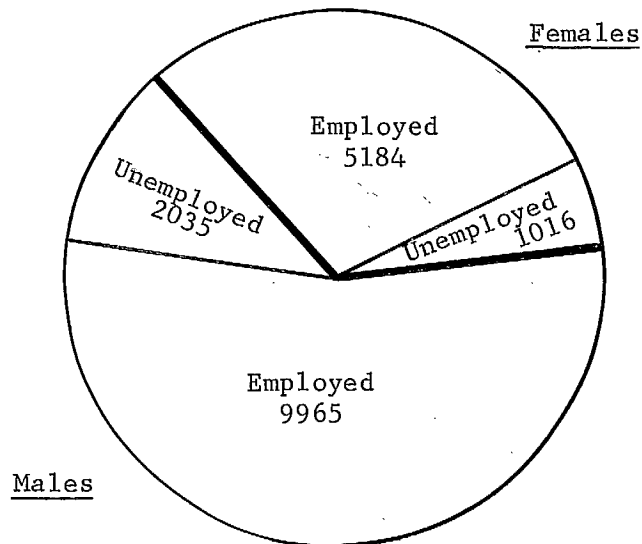
The Union Climate

Before analyzing the labour force, it might be useful to comment on the labour union climate in Cornwall. Cornwall has had (and, in the minds of many outsiders, may still have) a reputation as a 'tough union town'. Whether or not this image was justified in the past, we do not believe that it is correct today. It is true that close to 80% of the manufacturing labour force is unionized, and that the unions generally are well organized. But this, in itself, is not a deterrent. The membership is receptive to good leadership and, in our opinion, the leadership of unions in the community is today generally reasonable and responsible in its attitudes to management, in its desire to make a contribution to Cornwall's communal well-being, and in its willingness to cooperate in attracting new and responsible industry to the City. Considering the history of the labour movement in the community, it is significant that the Cornwall Trades & Labour Council is today headed by a woman, Miss Beth Davidson. We were considerably impressed by Miss Davidson. Her attitudes regarding labour-management relations and the responsibilities which labour must assume in Cornwall's drive to overcome its present problems are, in our opinion, progressive, intelligent and constructive.

We would therefore describe the union climate in Cornwall as a basically healthy one and not a negative factor from an industrial prospect's point of view.

The Labour Force as a Whole

Employed, Unemployed Male and Female
Labour Force in Cornwall
1970 Year End



Cornwall's labour force, particularly its older members, still reflects a paternalistic, 'mill-town' psychology. For years the City's life has been dominated by a few very large enterprises. This has resulted in an ingrained 'cradle-to-grave' dependence on these employers with a consequent tendency to lower levels of ambition and innovative drive than might otherwise exist in the community and a general lack of labour mobility. These characteristics are changing, however, with the influx of younger people into the work force and the changing mix of local industries.

English is the business language at all levels in Cornwall. While this has not been a problem, there is some local pressure for increased use of French in both business and education.

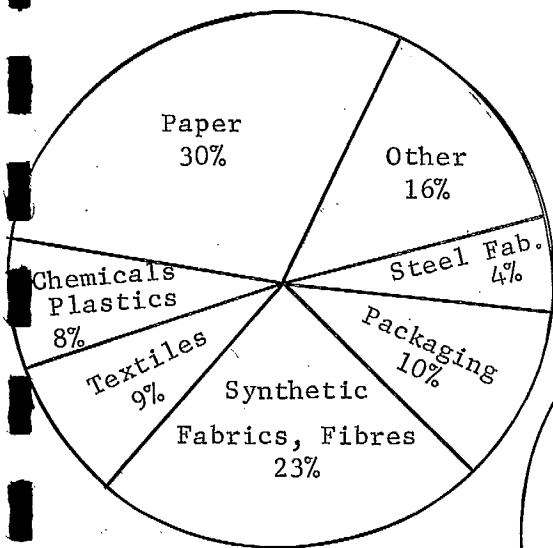
On the whole, the state of health of the work force can be described as basically sound. The medical community in the City does not feel that there is any evidence of an unusual incidence of occupational diseases and this has been confirmed by provincial health authorities. There is no out-of-the-ordinary pattern of industrial absenteeism or accidents.

The local Canada Manpower Centre is well organized and well staffed. Mr. J. Gagnon, its manager, is intensely and intelligently involved in making the community as a whole, and area industry in particular, aware of CMC's services and the benefits which they offer.

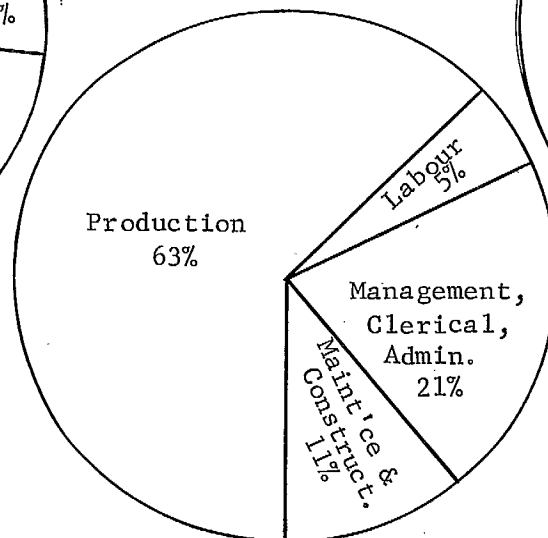
Based on its current 'track record', a new industry can expect full cooperation and assistance from CMC in recruiting employees and in planning and conducting in-house or external training and educational upgrading programs.

The Male Employed Force

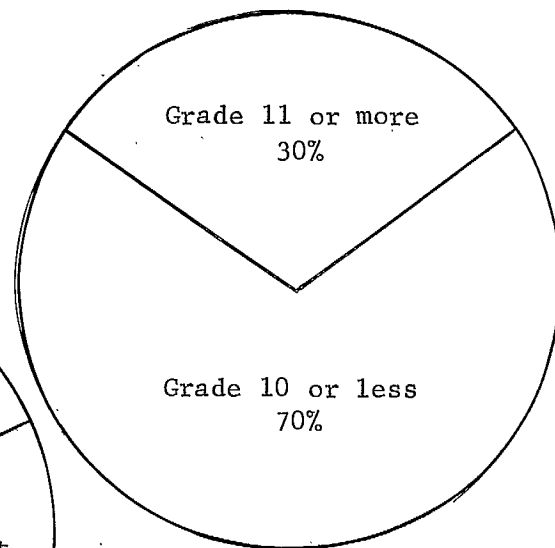
There are about 10,000 males currently employed in Cornwall, with about 5,000 in manufacturing. The charts below illustrate some of the general characteristics of these employed men.



INDUSTRY EXPERIENCE



INDUSTRIAL SKILLS



EDUCATION

As we have said, there is a high percent of union membership among the male employed but this is not a negative factor.

The employed group has relatively high median age and service characteristics, and therefore a significant investment in seniority and benefits with their present employers. This is considered a deterrent to manpower mobility within the community itself.

Being mainly production workers, they are oriented to shift work and, because of shift differentials, are accustomed to premium weekly take-home pay. This inflated pay expectation has been described as the 'Cornwall Syndrome'. Approximately 60% of all area production workers are in process-type industries. There appears to be some degree of natural resistance to overtime work among workers in manufacturing, and this also seems to apply to construction tradesmen.

The male employed are attracted to the local pulp and paper company and local chemical companies because of high wage rates, and many workers in other companies are on the waiting list for employment with these employers.

Most workers at lower wage rates are in unskilled or semi-skilled jobs, and many of these are in one-of-a-kind production jobs (e.g. viscose operator) where the required skills are non-transferable. This results, among these workers, in limited job flexibility or adaptability.

The median educational level is somewhat low (estimated Grade 8-10) for the employed force available. However, those hired during the last five years have an estimated educational level of Grades 10-12 and they demonstrate a markedly different behavioural pattern to that of older workers. These younger workers tend to be aggressive and eager, technically-oriented and more concerned about career opportunities than their elders. They are more demanding of their employers and more likely to question management decisions. By the same token, they also are considered to have greater potential for advancement.

There are relatively few machine tradesmen in the total employed labour force (i.e. machinists, mechanics, millwrights), and those few that there are, are concentrated in the large plants and earning top wages.

There is a very small percentage of professionals in local companies and those presently employed tend to be industrial specialists in pulp and paper and chemicals.

Characteristics of Male Employed
as They Relate to New Industry

- . Because of age, seniority, wage classification and investment in benefits, it is unlikely that a new industry will be able to attract many workers away from Cornwall's major employers, Domtar, Courtauld's, CIL and Howards & Sons Ltd.
- . The pool of labour on the whole does not possess a high degree of drive and initiative. However, if wages are not competitive with those paid by major employers noted above, staff turnover can be expected when these employers are taking on new personnel, for whatever reason.
- . Unless a new industry is reasonably compatible with existing industries in terms of products and/or processes, or requires predominantly unskilled workers, start-up may require a considerable investment in staff training and educational upgrading. At the same time, receptivity to training should be high in the under 25-year old group of workers because of higher level of basic education.
- . A new industry should be able to count on a stable work force due to the non-migratory nature of Cornwall's people. Employment stability within the local scene, however, will depend on parity of wage rates with the major employers.

- . An industry which is progressive in its attitudes to labour-management relations, participative management, staff development and utilization is in a good position to attract, retain and motivate employees in the under 25-age group. It should also be able to tap the existing pool of lower and middle management in the area.
- . A new employer must be prepared at least to understand and to avoid resisting Cornwall's 'French fact'. Ideally, he should be prepared and willing to make some reasonable concessions to its existence.
- . Because of the supply/demand imbalance of skilled tradesmen and technicians, only premium wage rates are likely to attract these men from their present employer to a new employer.
- . An industry with a built-in overtime requirement will, in all likelihood, have greater difficulty attracting workers in Cornwall. Means of levelling work load factors and minimizing overtime should receive priority if an industry is considering entering this labour market.
- . A company should not expect to attract professional staff from existing employers unless it is in a compatible industry, and is willing to pay above-average salaries.

The Female Employed Force

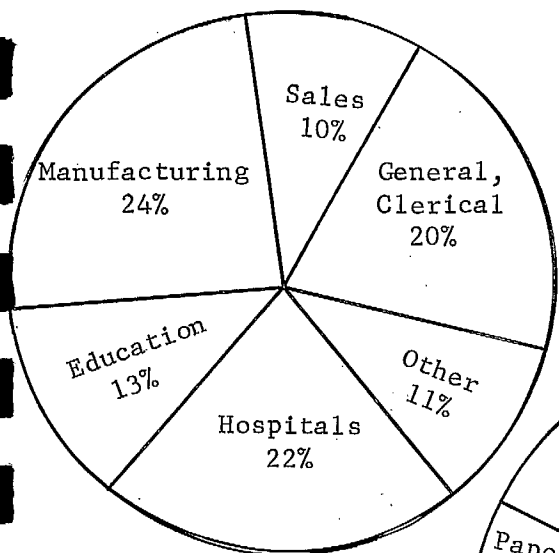
On the whole, Cornwall's employed women (about 5,000) have a relatively low level of career motivation and identification with their employing companies. The majority of them work in order to provide a 'convenience' income for themselves, or to provide a supplementary income for the family. This is not to say, however, that they are not diligent workers. They are highly immobile and normally are unwilling to travel more than 3-5 miles to their places of work. The general level of education of those in manufacturing is somewhat low, estimated

Grade 8-9, and their motivation to learn is equally low, due partly to lack of career ambition and partly to the fact that they are employed primarily by low-paying companies which provide marginal, at best, incentives for improving skills or upgrading basic education.

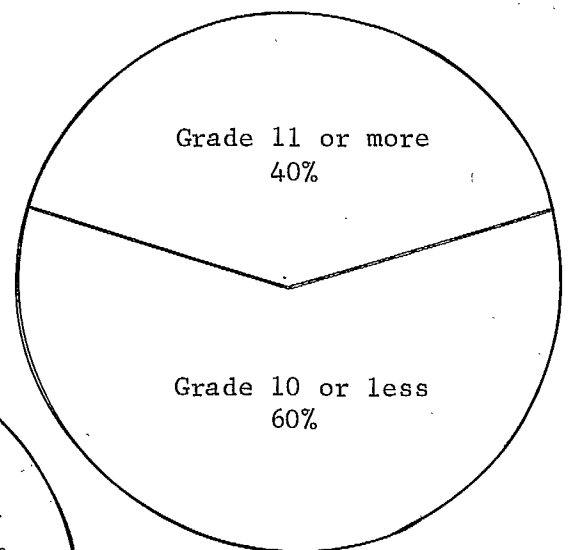
Approximately 75% of the female work force in the manufacturing sector is employed by the textile industry, mainly in jobs requiring good manual dexterity. Those in non-textile work are mainly in light assembly or packaging-type operations which are characterized by a short learning curve and low skill requirements.

The level of earnings spread of the employed female work force currently is well below that of the employed male force: \$1.40 - \$2.10/hr. versus \$1.55 - \$3.40/hr. This is a reflection of the concentration of female labour in historically low-paying industries.

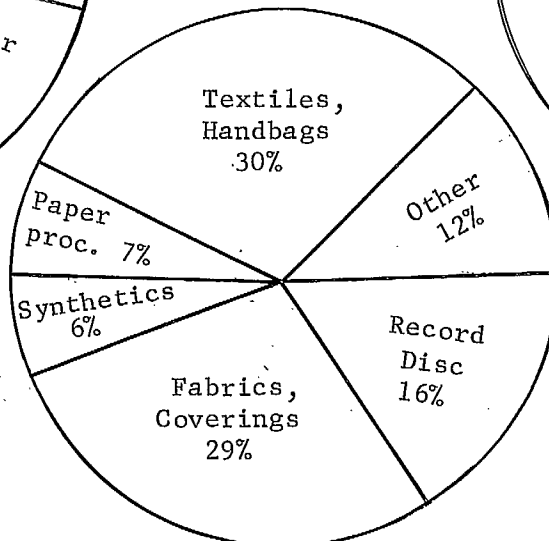
The charts below illustrate the main characteristics of the female employed force.



EXPERIENCE



EDUCATION



MANUFACTURING SKILLS/EXPERIENCE

Characteristics of Female Employed
as They Relate to New Industry

- . A new employer requiring a high degree of female manual dexterity may draw on a trained, employed force, providing that wages offered are somewhat higher than the present spread, and closer to the current area average rate (male, female industrial composite) of \$3.00/hr. (\$119.55/wk).
- . Job requirements for efficient production should not involve high pressure demands or be incentive oriented.
- . Any female-intensive industry must locate centrally in the community.
- . Any staff training or upgrading program must be associated with tangible financial benefits. At the same time a company involved in packaging or light assembly should be able to train female staff to its requirements in a reasonably short time.

The Male Unemployed Force

There are currently about 2,800 unemployed men in Cornwall including those registered in adult retraining courses. It was not possible to determine exactly how many of these are 'hardcore' welfare cases who cannot, or will not be employed. We have no reason to presume, however, that the number is any greater in Cornwall, as a percentage of the whole, than it is in any other comparable community.

As we have mentioned, the total potential reservoir of employable unemployed from which an industry can draw includes the CMC Mobility Bank. Since this is outside of the control of the community, however, we have confined our observations to Cornwall's own unemployed force.

Half of the current unemployed are unskilled, having no specific trade. About 30% have structural work or construction experience including carpentry, painting, electrical assembly, welding and plumbing. The majority of the remaining unemployed male work force covers a broad spectrum of skills and experience.

Some 60-65% of the unemployed men with process experience (150-175) have come from the chemical, plastics and related industries. A high percentage of these have a considerable amount of experience in synthetics.

There are 30-35 professional engineers currently listed with CMC mainly with electrical and chemical engineering qualifications and experience. The total of management, professional and technical personnel, currently registered is approximately 150.

There are few unemployed registered in the machine trades category and none in cabinet making or skilled woodworking. The latter may be misleading since a number of woodworking tradesmen of various skills and specialties are registered for employment with a carpenters' union, rather than CMC.

The overall educational level of the male unemployed is low, at about the Grade 8 level. The age distribution is broad. The heaviest concentration is in the 25-44 age group. However, there are almost as many unemployed in the under 20 and the 20-24 groups combined as in the 25-44 group. Some 20%-25% are in the over 45 age group.

On the whole, the male unemployed are not mobile, as borne out by the fact that CMC is experiencing difficulty in getting qualified unemployed men to relocate in other communities where job openings exist.

The high number of unemployed who are taking and/or have completed adult re-education courses under the OTA (Occupational Training for Adults) program indicates that the unemployed have learning potential and motivation to self-improvement.

There seems to be no significant difference between Cornwall unemployed and employed males in terms of occupational diseases or physical deficiencies and state of health is generally good.

Characteristics of Male Unemployed
as They Relate to New Industry

- . Age distribution in the unemployed work force is not a problem. An industry should be able to establish the age group balance it desires.
- . A large work force resource is available for an unskilled labour-intensive operation.
- . A construction oriented industry could readily recruit a large percentage of its start-up work force locally.
- . A pool of experienced process personnel is available, at least for start-up, to a chemicals oriented industry.
- . An industry which is electrically, chemically or technically oriented has available to it a small but good quality core of available men for professional and/or management positions.
- . An industry requiring more than a nominal number of machine tradesmen would not be able to satisfy its recruiting needs locally.
- . Given the necessary basic educational upgrading, an industry should not face major difficulty in teaching recruits new skills or bringing them to semi-skilled or skilled capability.
- . An employer need expect little labour turnover on the basis of geographic relocation. Some local turnover may occur depending on relationship of wage schedules to those of major Cornwall employers.

- . All other locational factors being favorable, a new industry should make full and immediate use of CMC facilities in order to supplement local recruitment with skilled and technical personnel from elsewhere, as required.

The Female Unemployed Force

The most significant characteristics of the unemployed female work force, numbering about 1,400, is its comparatively high educational level, 25% having Grade 12 graduation or better. The average school leaving level is between Grades 10 and 12. This is considerably higher than that of either the male employed and male unemployed forces.

On an age basis, close to half the unemployed females are under 25. Of these, about 1/3 have Grade 12 graduation or better.

Only a small number of the unemployed females have manufacturing experience, those that have are almost all in the textile category.

A significant percentage of unemployed females (about 35%) have clerical/commercial education and experience.

Characteristics of Female Unemployed as They Relate to New Industry

- . A minimum of educational upgrading will be required by any new employer; because of the relatively high educational level, ability to learn job requirements easily and quickly can be expected.
- . Because of age distribution (young) and educational levels (high), productivity potential of these women should be high.
- . An employer in other than the textile category should be prepared to train new hires from scratch, but with fair assurance that the learning curve will be short.

- . Any business requiring a large female clerical work force should be attracted to Cornwall.

SUMMARY OF FINDINGS

Cornwall is in a favorable position to offer certain kinds of industry a satisfactory labour pool from which to recruit and the following summarizes our findings based on labour availability as to the sort of industries best suited to Cornwall.

- . Labour-intensive industries should be stressed because of the high unemployment rate. However, this should not be to the exclusion of low labour content industries, since any industry locating in Cornwall will have a gravity attraction effect in influencing other industries to locate in the City.
- . Ideally industries should be relatively small, employing between 100 to 500 people.
- . Industries should be secondary and could well supply services and/or materials to other local industries or use the output of those industries, particularly the process industries.
- . Preferred industries would be those which will concentrate on recruiting their staff requirements from the unemployed force since, as outlined, it will be generally difficult to attract workers from existing industries.
- . Male-intensive industries should, on the whole, be those with operations which require unskilled or semi-skilled labour.
- . Companies requiring construction workers should be attracted by the pool of available men, largely semi-skilled, who have this kind of experience.

- . Relatively small companies needing process experience in chemicals, plastics and related areas should be able to recruit both labourers and professional people with the required training.
- . Specialty and craft manufacturers should expect in both the male and female groups to find workers, especially young people, with adequate education and the ability and willingness to learn new skills.
- . In the case of female-intensive operations, both manual dexterity and clerical-commercial skills exist. Education levels in this group are relatively high and lend themselves to rapid training.

RECOMMENDATIONS

- . The Industrial Commissioner should maintain close liaison with the Cornwall office of the Canada Manpower Centre and fully utilize the services that the Centre has to offer.
- . The Industrial Commissioner should collaborate with the St. Lawrence College on the development of training courses and he should enlist the cooperation of the labor unions in obtaining acceptance of the courses.

CHAPTER 2

FINANCIAL CLIMATE

BACKGROUND

Any industry researching a community as a potential plant site must be concerned about the community's financial strength, its ability to finance and supply essential services as well as those services which contribute to the community's human and social appeal.

Whatever financial problems Cornwall faces, they are, for the most part, common to all communities, specifically the sharp rise in costs relative to income.

FINDINGS

The last long-term financing carried out by the City was in 1969 and at that time such financing was successfully negotiated on satisfactory terms. Currently the City is able to borrow freely on current account from chartered banks at prime rates.

However, Cornwall's tax base is not growing and since it already has one of the highest city tax rate structures in Ontario, the need for rapid industrial development is apparent. The high tax rate applies to residential properties as well as to industrial and commercial properties and the point must inevitably be reached beyond which further increases become economically impossible. Industrial expansion will achieve two major objectives, first, to broaden the tax base thus creating more tax revenue and secondly, it should reduce the number of those on welfare, a significant item of expenditure.

All of this points up the need for careful financial management. In the section on Municipal Organization and Leadership we have referred to the need for a more sophisticated approach to government.

This is especially true in the area of financial management. By this we do not mean that the present civic government is in any way irresponsible in its management of the City's funds. Its desire to achieve a workable balance between revenues and costs (some of which are beyond its control) is intense. It cannot be faulted for any lack of will in this area.

Government deals basically with two types of expenditures: maintenance or operating expenditures and discretionary or improvement expenditures. There is not much leeway in the former. In the latter, by contrast, there is considerable room for manoeuvre. But in both areas the principles of Management by Objective and PPBS come into play. These modern-day tools are important in managing the finances of a city such as Cornwall. The City Treasurer and the Clerk-Administrator are the professionals who should exercise good business judgment in the preparation of the budgets and be able to present to the Finance Committee and eventually to Council reliable estimates of income and carefully considered estimates of expenditures which have been prepared in accordance with the objectives and priorities previously established. These two senior officials should also present to the Finance Committee and Council alternative plans which might be considered and which could, for example, involve increased taxes to accommodate other desirable expenditure projects or the deletion of certain projects in order that tax revenues would not have to be increased.

One of the characteristics of a vital community is its willingness to invest in itself. This phenomenon is particularly evident in communities where a family or families over several generations have developed successful businesses and have remained in the communities, constantly expanding and re-investing and contributing not only to the industrial development of the community but to its social development as well.

Unfortunately there is no major local concentration of wealth in Cornwall and for the most part the industries which are established there are owned by non-residents. Although the amount of capital available locally in Cornwall for investment is relatively small in relation to the total, nevertheless there has been some activity in this direction and we suggest that this aspect of investment could be stimulated to a greater extent than has been the case. We base this on the fact that a company entitled Cornwall Industrial Development Ltd. was formed some twelve years ago to take over the land and buildings formerly occupied by Canadian Cottons when that company ceased operations. The purpose of CIDL was to persuade new industries to occupy the Canadian Cottons buildings, either on a rental or purchase basis, and it appears that the company achieved and went beyond its objectives as a rescue operation. The venture, led by Cornwall businessmen, was purely local and we understand that the distribution of stock, much of it in small amounts, was largely confined to Cornwall residents. It appears that this stock has shown considerable appreciation and is hard if not impossible to obtain. Based on this experience we believe that some consideration should be given to organizing other local ventures and giving local residents the opportunity to invest, even though their contribution might be limited to only a few hundred dollars.

From what we have been able to learn the chartered banks are willing to provide financing for any viable business project in Cornwall. In fact it would appear that the banks may be somewhat more risk-oriented than usual in Cornwall since through granting business loans, they are contributing to the development of a more prosperous community.

Ownership of property is a subject which should be cross-referenced to the section on real estate. We raise it here because it bears on the kind of entrepreneurial activity which imaginative financial management can encourage.

The Seaway construction boom period appears to have encouraged land speculators to buy into Cornwall real estate. As a result several parcels of land suitable for industrial development are owned by people as far afield as Montreal, Ottawa, Hamilton, New York and Los Angeles. These owners can be presumed to have a minimal interest in Cornwall's urban and industrial development in terms of the good of the community and it appears that the land is held for purely speculative purposes.

It appears to us that obtaining control of this land and developing it into an industrial park properly laid out with roads and municipal services might be developed into a community project with the City and private enterprise participating. It would be understood that this venture would be on a risk-taking and profit-oriented basis with the object of developing an industrial park in which improved land could be made available to companies interested in establishing in Cornwall and who could acquire land on a reasonable price basis. This could be done through the formation of a company in which the City and local residents would participate financially. Undoubtedly outside financing could be obtained by way of security on the land so that the amount of the investment by the City and local residents in the company would not have to be too great. The infusion of private capital into such a company engaged in the industrial development of Cornwall might well lend a degree of urgency in finding companies seeking industrial sites which would in the long run be a considerable advantage to the City of Cornwall in its own finances. This company would, of course, work in very close conjunction with the Industrial Commissioner and it is believed that the two would complement each other very well.

RECOMMENDATIONS

- . Spending objectives and priorities should be established and it should be the responsibility of the City Treasurer and the Clerk-Administrator to carefully supervise and approve the preparation of financial budgets for all departments and to question and to pass judgment on spending estimates included therein which are not in accordance with the objectives and priorities established or with economic and businesslike management of the City.
- . Where reductions in the spending estimates are decided upon by the Finance Committee or by Council, such reductions should be on a project basis and pro rata reductions across the board should only be considered as a last resort because of the inequalities that they generate.
- . We recommend the retention of a professional consultant in financial planning in which area, we believe, the community's problems and needs are great. This financial consultant should be selected, in part, for his experience in bringing public and private funds together in joint ventures and projects of a kind which, in the case of Cornwall, would be of significant benefit to the community.
- . The City, either directly or through a 'development corporation', should acquire industrial land and develop it for sale to industrial prospects. Such a corporation could be owned jointly by the City and private investors, would operate on a profit-oriented basis and would ensure orderly development and a supply of readily available land.
- . Encourage investment by residents of Cornwall in local viable business projects, even though individual amounts invested might be relatively small.

CITY OF CORNWALL
INDUSTRIAL LAND ANALYSIS

<u>AREA</u>	<u>SITE SIZE</u>	<u>ZONED MFR-</u>	<u>SOIL</u>	<u>SEWER</u>	<u>WATER</u>	<u>ACCESS</u>
1B	10	20	Good	No x	low pressure	Road
2B	15	20	Fair	No x	low pressure	Road
3B	13	20	Good	No x	low pressure	Road
4C	65 { 30 15 20	{ 30 30 30	Good	No x	No	Road
			Fair	No x	No	Road & Rail
			Poor x	No	No	Road & Rail
5C	32 { 20 12	{ 30 30	Good	No x	No	No Access
			Poor x	No	No	Road
6C	130 { 45 85	{ 30 30	Fair	No x	No	Road & Rail
			Poor x	No	No	Road & Rail
7B (Note 1)	40	20	Fair	Nearby	Yes	Road & Rail
8B	23	10	Fair	Yes	Yes	Road & Rail
9B	24 { 18 6	{ 20 20	Good	Inadequate x	Yes	Road & Rail
			Poor x	Inadequate	Yes	Road & Rail
10B	30	10	Fair	Yes	Yes	Road & Rail
11C	20	30	Poor x	No	Yes	Road & Rail
12C	10	30	Poor x	No	Yes	Road & Rail
13C	14	30	Fair	No x	Yes	Road & Rail
14C	4	30	Poor x	No	Yes	Road & Rail
15C (Note 2)	4	30	Fair	No x	Yes	Road
16C	31	30	Fair	No x	Yes	Road & Rail
17A	10	10	Fair	Yes	Yes	Road & Rail
18B	120 { 40 60 20	{ 20 20 20	Good	No x	low pressure	Road
			Fair	No x	low pressure	No Access
			Poor x	No	low pressure	No Access

595 Acres

NOTES:

"x" - Not competitive land for reason shown.

Note 1 - About 10 acres has been sold.

Note 2 - This plot is believed to be under option to the Seaway Authority.

CHAPTER 3

REAL ESTATE AND URBAN PLANNING

BACKGROUND

In this chapter we have combined the subjects of real estate and urban planning because they are so closely related. Real estate deals with what land is available, what condition it is in, where it is located and how much it costs to buy or rent. Urban planning deals basically with how that same land should be used and how its use will contribute to the overall well-being of the people who live, work or relax on it.

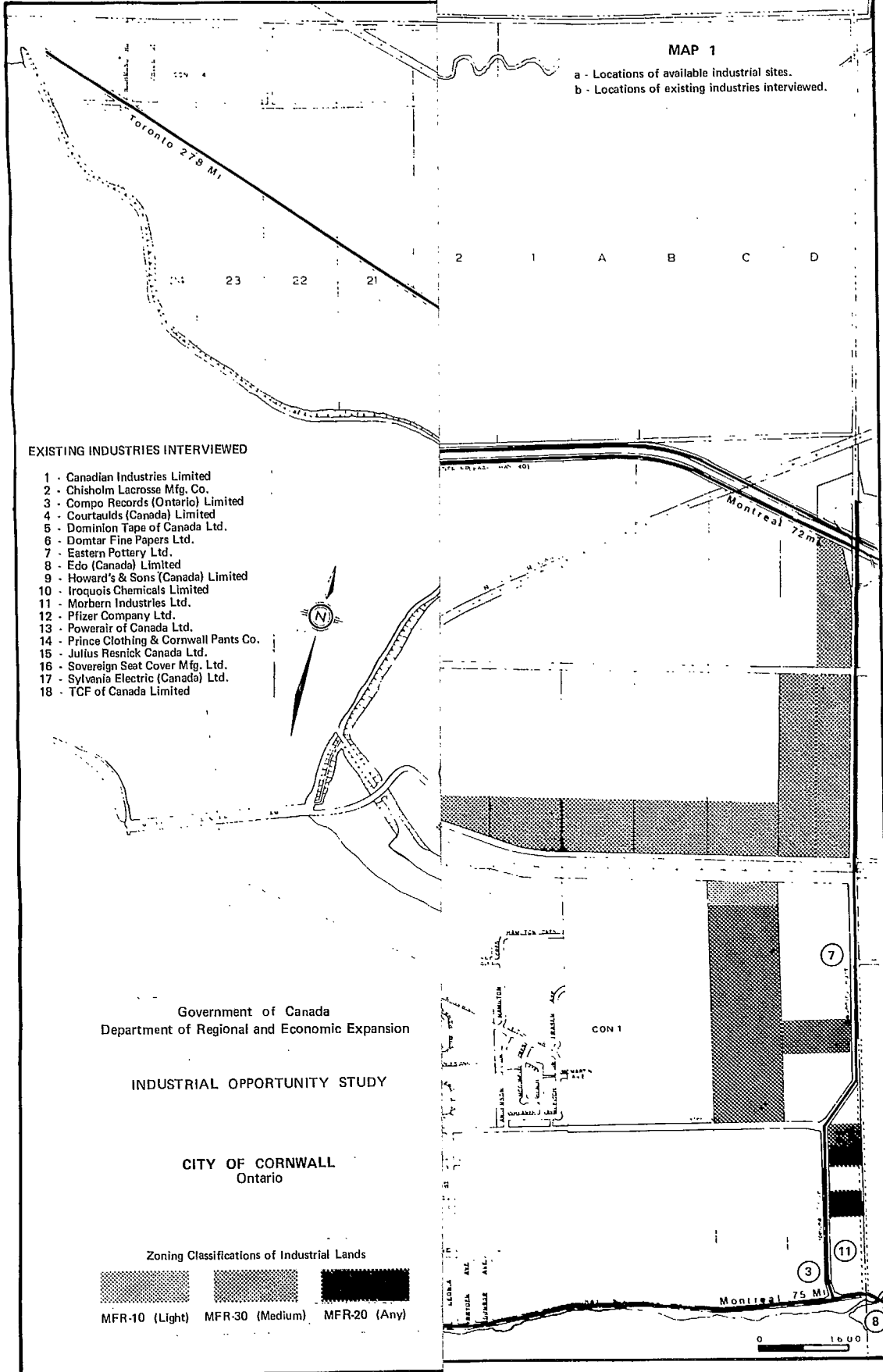
FINDINGS

Industrial zoned land prices are average for cities of comparable size and low compared to large city centres, ranging from \$1,000 to \$2,000 per acre. Although the publication "Statistics for Industrialists" issued by the Cornwall Industrial Commissioner lists 18 development areas totalling 595 acres (see opposite page) as being zoned for industry and declared by owners as available for sale, it has been found on investigation that some of this land is truly not competitive. Of these 595 acres, 177 have poor load bearing qualities. Construction of a plant would involve special foundation construction which represents considerable cost. The 177 acres are therefore not competitive.

Some 315 acres are not served by main sewers. Industry would have to bear the cost of installing its own septic system and if a septic system were not suitable, would probably have to incur part or all of the cost of installing sewers, in some cases over a considerable distance. Ten acres of good land are believed to have been sold recently though not developed.

MAP 1

- a - Locations of available industrial sites.
- b - Locations of existing industries interviewed.



EXISTING INDUSTRIES INTERVIEWED

- 1 - Canadian Industries Limited
- 2 - Chisholm Lacrosse Mfg. Co.
- 3 - Compo Records (Ontario) Limited
- 4 - Courtaulds (Canada) Limited
- 5 - Dominion Tape of Canada Ltd.
- 6 - Domtar Fine Papers Ltd.
- 7 - Eastern Pottery Ltd.
- 8 - Edo (Canada) Limited
- 9 - Howard's & Sons (Canada) Limited
- 10 - Iroquois Chemicals Limited
- 11 - Morbern Industries Ltd.
- 12 - Pfizer Company Ltd.
- 13 - Powerair of Canada Ltd.
- 14 - Prince Clothing & Cornwall Pants Co.
- 15 - Julius Resnick Canada Ltd.
- 16 - Sovereign Seat Cover Mfg. Ltd.
- 17 - Sylvania Electric (Canada) Ltd.
- 18 - TCF of Canada Limited

Government of Canada
Department of Regional and Economic Expansion

INDUSTRIAL OPPORTUNITY STUDY

CITY OF CORNWALL
Ontario

Zoning Classifications of Industrial Lands

- MFR-10 (Light)
- MFR-30 (Medium)
- MFR-20 (Any)

0 1500

MAP 2

- a - Location of lands zoned for industry
- b - Non-resident landowners - major holdings

LOCATION OF NON-RESIDENT OWNERS - MAJOR HOLDINGS

- 1 - Montreal
- 2 - Toronto
- 3 - Ottawa
- 4 - Hamilton
- 5 - New York
- 6 - Los Angeles

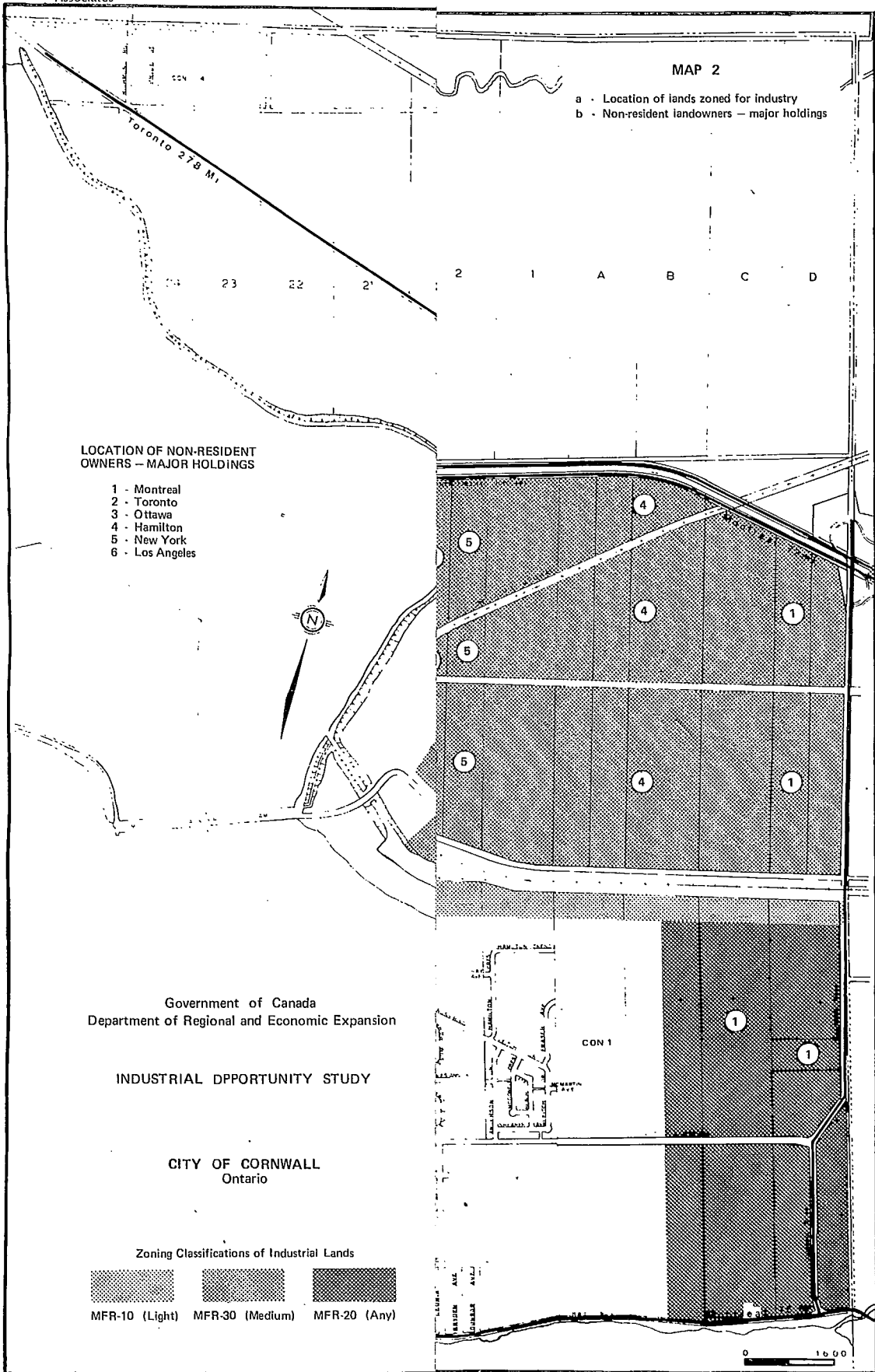
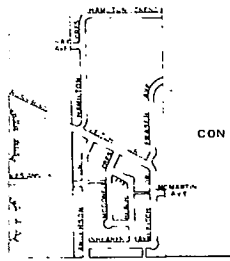
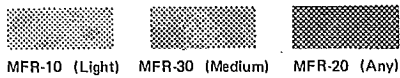


Government of Canada
Department of Regional and Economic Expansion

INDUSTRIAL OPPORTUNITY STUDY

CITY OF CORNWALL
Ontario

Zoning Classifications of Industrial Lands



This leaves a net of 93 acres of what, in our opinion, is truly competitive land. This land is made up of four parcels and is located as follows. The area designations are those used in "Statistics for Industrialists--City of Cornwall".

<u>Area</u>	<u>Acres</u>
7B	30
8B	23
10B	30
17A	<u>10</u>
	93
	==

Our estimate of the average number of employees per developed industrial acre is 15 people. If the 93 acres were sold and immediately developed, they could therefore be expected to create 1,395 jobs in a city which has at the moment 4,200 male and female unemployed.

Obviously, the sale of 93 acres is desirable and, as a whole, would have a positive effect on reducing unemployment and welfare costs. What this suggests to us is that until the City is in a position to service fully the 315 acres which do not have sewers, selling efforts should be concentrated on the 93 acres which are, indeed, competitive with land offered by other communities.

There is a relatively wide choice of plot sizes and locations and these are generally close to residential areas. The industrial plots have good access to Highways 2, 31 and 401, to the Canadian National Railway's main line and to the Seaway. Road access to industrial sites is generally good.

Practically all undeveloped industrial land is privately owned by individuals and corporations. (See Map 2) There are additional parcels of land zoned for industrial use which could become available if the owners wish to sell. Furthermore there are other sites in the City which might

be considered as potential industrial lands but these are presently zoned as residential, commercial or agricultural and would be available if re-zoned to industrial.

The location of the properties which are potential industrial sites may be generally described as follows:

Residential -

- Parcel 1 - Lots 5, 6, 7 and 8 in Concession 2
- Parcel 2 - Lots 11 and 12 in Concession 2
- Parcel 3 - Part of lots 7, 8, 9 and 12 in Concession 3
lying north of Highway 401.

Agricultural -

Lots 13 to 23 in Concession 3. The land in this parcel is regarded as ranging from fair to excellent for industrial purposes.

Conversely there is a small parcel of land presently zoned industrial, which is part of lots 19 and 20 lying south of the Cedar Rapids Power line which should be considered for residential purposes. It is adjacent to an existing residential area and close to the power dam.

Local contractors have the capability to erect a wide range of new industrial buildings. A standard industrial building may be constructed at a cost of \$6-\$8 per square foot which compares favorably with other cities of similar size. Contractors and realtors are prepared to offer leasing or lease-back arrangements on newly constructed plants.

There is very limited choice of vacant industrial buildings. Some are available only for rent and some for rent or sale. It is believed that the sale or rental of these buildings is being handled, for the most part, by local real estate agents and they are able to provide current information at any time. We understand that the largest available self-contained building is about 8,000 square feet.

As far as housing is concerned, it is in good supply for purchase or rental (houses and apartments) at reasonable prices and the realtors can be expected to be helpful in locating suitable accommodation. There are 45 realtors in the area and they are generally active and aggressive. But the overall real estate and urban planning picture in Cornwall is, in our opinion, not as strong as it might be.

The Planning Board exists, as far as we can see, in name only and is not given the support it should have by the City Council.

In this context we must state that the Urban Planning and Renewal Authority must have available the services of a qualified professional who is trained in and receptive to the most up-to-date principles of urban planning and renewal. Appointments to positions as critical as this must be made on no other criteria than professional competence.

In its approach to Industrial Development, we believe that Cornwall must extend its horizons beyond the city limits. True, locating industry outside the City will not increase tax revenue. But it will, for one thing, reduce welfare costs and increase the prosperity of Cornwall's citizens. If the people of Cornwall, as represented by Council, can bring themselves to think of their sphere of influence as including the contiguous areas of the Township of Cornwall to the west and north and the Township of Charlottenburgh to the east and of their city as a population dormitory as well as an industrial centre, opportunities will be perceived which are now excluded by a more narrow point of view. Successful growth is unlikely to occur as a result of purely selfish and inner-directed attitudes.

Except for one small area on Copeland Drive, Cornwall, unlike many similar cities, does not own or have options on industrial land. We have discussed this point elsewhere. The point here is that industry tends to be impressed by the degree of control which a city has over its industrial land resources. In the case of Cornwall, this control is

minimal with the result that an industry cannot, in practice, deal directly with the City as a first party in negotiating for a suitable site.

It is partly because of this lack of control that land, industrially zoned, is in fact not preplanned with regard to such essential factors as roads, sewers and water supply. The land exists but how and when it is serviced and who will pay for the services is left to the moment when an industry shows an interest in it. This is hardly an impressive way of attracting industry. In fact, decision-delays have turned companies away from Cornwall.

If the City cannot support the full cost of services to a plant's lot line (which it should) the costs involved should be pre-estimated for each lot whether the cost is to be shared or not. In this context, existing industrial land should be defined and sold on a planned sub-division basis instead of merely selling off parcels of old farm land which may be greater in size than a particular industry needs.

In the City proper, there is no adequate site available for a heavy industry which requires adjacent ship docking facilities and this reinforces the argument that Cornwall must cooperate with neighboring townships on industrial development.

It is our impression that landowners have a greater influence on urban planning and zoning decisions than official bodies organized for these purposes. This fault is another argument in favour of a strong Industrial Development Commission whose mandate would include both industrial development and social well-being.

For the time being, the argument that Cornwall is close to Seaway transportation is a weak one. The present shipping dock has inadequate capacity and even if the capacity were increased, its location is poor. It is difficult for ships to dock at the present site for a variety of reasons. Present plans for renovating the dock and

deepening the waterway from the main channel in the St. Lawrence will give only limited improvements. If industries settling in the Cornwall area require modern dock facilities which can be readily served by vessels plying the St. Lawrence Seaway, then alternative locations either above or below the city will have to be considered. This is more fully covered in the section of the report headed "Commercial Transportation".

Many of the outlying city areas are not adequately serviced with water and sewers. As a result, for example, locating industries would have to install septic tanks and dig water wells. Road allowances through many industrial areas are not defined. This does not put Cornwall in a competitive position against other communities where urban planning is more advanced.

In extending water and sewer lines we believe that priority should be given to lots C and D in Concession 1. This is a parcel of land lying between the St. Lawrence River and the CNR tracks and bounded on the east by Boundary Road and Copeland Drive.

The second priority for water and sewer lines would be lots 13, 14 and 15 in Concession 2. This area lies west of Brookdale Ave.

Cornwall's promotional material mentions a local airstrip. We were not able to confirm its existence or location. An adequate small aircraft landing facility may be of secondary importance to a locating industry. But if, in this age of company-plane travel, a landing facility should exist, then it must be included in the City's long-term plans as an up-to-date and complete facility. In the meantime, it should not be promoted or even mentioned if it represents little more than the ability of an aircraft to land in a field without adequate support facilities.

From the above, it must be apparent that this section of our report leans to the negative. It does. It is an aspect of Cornwall's communal life which needs special attention, new organization and a departure from basically rural to contemporary urban attitudes. The potential and the resources are there. The leadership and planning activities must be reviewed in order to make the City truly competitive with comparable communities in the Province, many of which are perceptibly more avant-garde and aggressive in their approach to industrial development and urban planning.

RECOMMENDATIONS

- . Zoning policies should be re-examined because some land which is suitable for industrial development is zoned residential, commercial or agricultural.
- . Prime industrial land available for sale amounts to only 93 acres and not 595 acres as claimed. Industrial development promotional material should be corrected accordingly.
- . Industrial land which is available for sale should be cleaned up, boundaries marked and identified with informative signs for the benefit of prospective purchasers.
- . Consideration should be given to obtaining options from the owners of vacant prime industrial land, or otherwise ensuring its availability, in order to attract and accommodate new industries.
- . The functions of urban planning and urban renewal should be combined within the Planning Board and this body should be revitalized and given the responsibility and authority which it does not now seem to have.
- . The Urban Planning and Renewal Authority must have available the services of a qualified professional in that field.

- . Water lines should be extended to improve water pressure in certain parts of the city.*
- . Sewer lines should be extended to eliminate the requirements for septic tanks.*

* See also Chapter 6 Municipal and Other Services.

CHAPTER 4

LOCAL INDUSTRY

BACKGROUND

The industries which are already established in a community are of interest to a new industry for several reasons. They may be a convenient customer or supplier. Overall, they will influence the skill orientation of labour. They influence labour rates and labour-management relations and to some extent they will have an effect on the intangible which is the 'character' of a city.

At the moment industry in Cornwall is heavily weighted to basic commodities, electro-chemicals and paper, primary rather than consumer product industries. But certainly this need not be a deterrent to new industries as is evidenced by the existence in Cornwall of a direct mail house and a record-pressing company. There is plenty of room for industrial variety in Cornwall and this should, indeed, be encouraged. Existing industries employ as many as 1800 people in a large mill and as few as 8 people in a small plant. Average employment is 150 people and this suggests that the City can accommodate a wide range of industrial sizes within the limitations of the total labour force.

As we have seen in the Manpower section of this report, Cornwall is still very much of a mill town, though the influx of new industries and the changing attitudes of younger members of the work force are beginning to alter this 'city personality'.

The sample of 18 companies we interviewed represents about 40% of local industry and accounts for close to 75% of the employed work force. (See Map 1)

FINDINGS

Among the 18 industries interviewed, four have recently completed expansion programmes, two are in the process of expanding and nine have plans for some form of expansion in the future. Only three have no expansion plans and these are primarily the industries which have been adversely affected by economic restrictions or technological changes. Most of the industries indicate their expansion plans center around the acquisition of additional equipment for increased output or for new lines of products. All such expansion plans (or lack of plans) are dependent on economic factors in the industry they serve, and few are dependent on factors related to their being located in Cornwall.

The majority of industries interviewed have indicated that the factors which originally led them to select their Cornwall site have remained valid to the present time. A few felt that they might have settled in other areas with equal advantage but were not dissatisfied with Cornwall in a comparative sense. A number of industries indicated that increases of local taxes, high electrical rates and high transport costs have caused concern, but that other areas in which they might have settled also had deterrents of various types.

It is significant that of the 18 companies interviewed, 13 had non-resident ownership. This fact of absentee ownership is very much ingrained in Cornwall's history and is not necessarily a healthy or positive factor. It is inevitable that absentee ownership and consequently its management does not become involved in the community, its activities and its welfare or provide the leadership which can help a community grow successfully. Absentee owners cannot easily identify with the community. However, many local managers do take an interest in community affairs.

This does not mean that non-resident owners and management are unwilling to interest themselves in the community. Social responsibility is very much a part of the new management style. It does imply that there should be better communications between the City and absentee top management.

Therefore to whatever degree possible, it is desirable to develop in Cornwall as much resident-owned industry as possible, although it is recognized that this is a slow process and may take many years to accomplish.

Partly as a result of this predominance of absentee top-management, the role in the community of existing industries on the whole tends to be passive rather than active. Put another way and as a generalization, the relationship between industry and the community is expressed in the payment of taxes but does not include the further participatory involvement of ensuring that those taxes are well spent.

Another impression which we got but which is almost impossible to pin down - though it fits the mill town picture - is that the larger companies exert a considerable amount of influence on City Hall decisions. This is probably more implicit than it is explicit, if it exists at all. What is significant is that people feel it exists and as long as this is so there cannot be a real (and necessary) sense of unity between the community as a whole and the major companies.

At the same time our interviews have indicated to us that communications and rapport between local industry and civic leaders are weak. This, too, is a situation which should be corrected since local industry should be a community's greatest booster.

As indicated above, local industries and managers do not express dissatisfaction with Cornwall and they seem to be generally agreed that when they need to expand their operations they will do so in Cornwall. In other words, there certainly does not seem to be any aspect of the

community which would tend to drive industry away from Cornwall rather than attracting it. In the case of absentee-managed companies, the decision to expand in Cornwall may be influenced by decisions taken elsewhere but there is ample reason to presume that as the economy and demand improve, the companies already located in Cornwall will undertake plant expansion when justified.

In terms of expansions of local industry, a significant point is that local industries, especially the medium to small ones are not as familiar as they might be with the Federal and Provincial assistance programs which are available to them. This may be a deterrent to plant expansion. On the other hand, an improved familiarity with these assistance programs and their benefits could be a stimulant to expansion.

It is not enough, in our opinion, for City Hall and particularly the Industrial Commissioner to presume that industry is fully informed. The drive for growth from outside should not be at the expense of growth from within. One of the key responsibilities of the Industrial Commissioner should be to keep himself and local industry fully and regularly informed about assistance programs and to assist industry in taking advantage of them.

Local industry is, on the whole, optimistic about Cornwall's future and its managers, in our opinion, need only to be more involved by the City in well-planned projects in order to make a real contribution to its vitality and attitudes.

In summary, there is nothing about the make-up, policies and attitudes of local industry which should deter a new industry from locating in Cornwall. Industry is now relatively stable, local management is generally capable and progressive and the current labour and union stance is one of responsibility and cooperation. Cornwall, far from being isolated, is close to the major markets of Montreal, Ottawa, Toronto and New York state. There is a good variety of industry in the City indicating that Cornwall is not a 'one-industry' city and can accommodate many types of manufacturing.

The relationship between industry and the community could and should be strengthened both in terms of communal unity and spirit and as an additional tool in boosting Cornwall as a location for new industries.

RECOMMENDATIONS

- . Improved communications should be established between the City, probably in the person of the Mayor and/or the Industrial Commissioner, and the top management of the companies whose head offices are not in Cornwall. These communications should include personal contact and written communications on a regular basis.
- . Strive for greater support from all Cornwall industries for the community's civic and private programs.
- . Encourage companies located in Cornwall to have their public relations and advertising programs express a closer identification with the life and plans of the community.
- . The City must 'sell' industry on its social responsibilities to the community and spell out the benefits - many intangible - which it can expect from greater involvement. The strongest and best boosters the City can have is existing industry.
- . The Industrial Commissioner must keep local industry fully informed on all Federal and Ontario incentive and assistance programs so that they will have every opportunity to take advantage of the many and varied programs available.

CHAPTER 5

NATURAL RESOURCES

BACKGROUND

Industry researching Cornwall as a plant site will not, except for very specialized cases, select Cornwall because of heavy availability of natural resources.

FINDINGS

The St. Lawrence River and the local water table provide an ample supply of good, fresh water for process industries. In addition, potable water is provided by a modern water treatment plant.

Some sand, gravel and limestone are locally available but not extensively exploited.

Some hardwood is available for the most part on private property. There is virtually no assurance of continuing supply.

The peripheral lands support dairy, hog, grain and some beef production. Industries involved in cattle and dairy products and by-products might be interested in locating in Cornwall providing production could be increased.

If farmers could be encouraged to increase corn acreage, an industry depending on corn or corn by-products might be attracted to Cornwall.

There is no local supply of natural gas or oil, mineable ores, commercial fish (due to river pollution), or non-metallic ores such as asbestos.

Natural resources, except for water, cannot be considered as a major factor in attracting industry to Cornwall.

RECOMMENDATION

- . Carry out a feasibility study on increased corn and cattle production as an inducement to industries which require those products to locate in Cornwall.

CHAPTER 6

MUNICIPAL AND OTHER SERVICES

BACKGROUND

As a decision-influencing factor for new industry, municipal and other services are, on the whole, favorable in Cornwall.

FINDINGS

Fire and Police

The fire and police departments appear to be excellent.

The fire department's protection services are better than average. The department offers prevention training courses to plants and other institutions on request and these are well designed. Good fire prevention inspection service is offered to industry. Fire insurance rates in the City are good.

One problem does exist. In certain parts of the City, the water supply system is inadequate to permit hydrant or sprinkler system pressure at full flow. This is a matter known to City officials and is receiving their attention.

The police force we rate as excellent. It is well-staffed, well-trained and well-equipped. There appears to be a very low incidence of serious crimes and minor criminal activity seems to be well under control. The public can be characterized as law-abiding and appears to respect the police force.

Health

Cornwall, with its three medical hospitals and 620 hospital beds, is very well equipped for a city of its size. Indeed, the calibre of Cornwall's medical facilities and services tends to attract patients

from outside the city, notably from Massena, New York State. This is a fringe, albeit not significant benefit to Cornwall as it brings a certain amount of 'outside' money into the community.

Adequate psychiatric and intensive heart care facilities exist, and expansion of these facilities is under consideration.

There seems to be no significant incidence of occupational diseases, based on both our local findings and discussions with provincial health authorities.

All of the essential health organizations, such as the Canadian Cancer Society, the Canadian Red Cross, the Mental Health Association, the Canadian Heart Association and the CNIB are adequately represented and active in the community.

Service clubs in Cornwall are active in supplying services or aids not covered by health legislation such as Braille readers, prosthetic appliances and prescription eyeglasses.

Welfare

In the area of welfare, Cornwall's problems, programs and services can be favorably related to those which obtain in comparable communities. The number of welfare recipients and welfare costs are now high but not necessarily the highest in Ontario for comparable communities. Welfare costs are unquestionably a burden to the civic taxpayer at the moment but we must presume that an intelligent and aggressive industrial development program will help to correct or level this situation.

Public Transportation

Public (bus) transportation is adequate. It is run by a private company under a contract arrangement with the City. Bus routes and scheduling are approved by the City's Transportation Committee.

Two private companies and a number of independent operators provide ample radio-dispatched taxi service at reasonable rates.

Garbage

Garbage and trash collection by a private company under contract to the City is good. The garbage dump is operated as a land-fill project. The City absorbs the cost of residential and commercial removal while industry pays a contract price for removal, unless it wishes to remove its own garbage.

Sewage Disposal

A primary sewage disposal plant operated by the Ontario Water Resources Commission provides adequate and sanitary treatment. The City pays a metered rate. At the moment this plant is operating at about 60% capacity. The plant has the capacity to treat considerably more sewage and this will be of advantage in the growth of Cornwall and to the adjacent Township of Charlottenburgh.

On the other hand, the sewage mains do not extend fully throughout the City, so that industries in some areas must use septic disposal systems; new industries may have to include these in their plans and costs. Sewer trunks should be extended to all developing areas as soon as this is economically feasible. (See Chapter 3 on Real Estate and Urban Planning)

No facilities are available for the non-polluting disposal of liquid chemical wastes. These should be provided by the City.

Roads

About 84% of the City's roads are paved and generally adequate. The unpaved roads are gravelled. However, the layout, size and traffic capacity of major arterial roads through the City is poor. In time, existing main thoroughfares will have to be widened and improved including the correction of offsets and sharp corners; new east-west

arterial roads will have to be developed. Plans for some road improvements have been prepared but the City has acquired only a few of the needed road allowances.

Water Supply

The City has a good supply of clear water which is slightly on the hard side. The source of this water is Lake St. Lawrence and it is filtrated, chlorinated and fluorinated at the City's new modern filtration plant. It is estimated that the present supply system is ample to provide for an increase in population of some 75%.

The City's water distribution system is poor. In some areas there are no mains at all so that industry (and others) must drill wells. Also no fire hydrants exist in these areas. In some areas existing mains are too small, providing sufficient water for drinking, washing and toilet flushing, but have insufficient flow capacity (hence low pressure) for fire control in sprinklers and hydrants, and/or for industrial process usage. The remedies to these shortcomings are usually at industries' cost. Residential and commercial rates are relatively low.

Fuel Supply and Natural Gas

There is an ample supply of natural gas for fuel and its cost for pipeline supply is reasonable. This gas comes in by pipeline.

Fuel Oil

There is an ample supply of fuel oil though costs, as elsewhere, are rising.

Hydro

There is an ample supply of electricity. Hydro rates are the same as elsewhere in Ontario for large volume industrial users. Residential, commercial and smaller industrial users are supplied by two local private companies who draw their supply from Quebec Hydro and Niagara Mohawk (U.S.).

Coal

Little coal is used by industry in Cornwall but can be supplied if required.

Pollution

Air and water pollution are serious problems in Cornwall for the time being. However, private initiative and provincial legislation will have overcome these problems by 1975. The industries involved are cooperating well with government pollution control agencies and plans for abatement have been largely completed. Some of these have already been completed and the remainder are in process of implementation at considerable expense to local industry.

The most obvious manifestation of pollution, for the time being, is the heavy odour which hangs over the City. This, until it is removed, could be a serious deterrent to some industries, particularly in the food processing sector.

Cornwall has a wide reputation as "the town with that smell". As this liability is corrected, every effort should be made to publicize the change.

RECOMMENDATIONS

- . The City must actively strive to extend water lines to improve water pressure in certain parts of the city. *
- . Sewer lines should be extended as soon as economically possible to eliminate the requirement for septic tanks. *
- . Air pollution controls, aimed primarily at eliminating obnoxious odours, should be pressed forward as rapidly as possible.

* See also Chapter 3 Real Estate and Urban Planning.

CHAPTER 7

COMMERCIAL TRANSPORTATION

BACKGROUND

The consideration of availability and cost of commercial transportation is critical to a locating industry. Cornwall has several advantages - it is located on Highway 401, it is on principal lines of both the CNR and CPR and has limited access to the St. Lawrence Seaway. These advantages are offset by a serious disadvantage with regard to trucking rates. All of these factors are discussed in this chapter.

FINDINGS

Road Transportation

Cornwall is well located for road transportation, being situated on Highway 401, the direct road link between Canada's two largest cities, Montreal (79 miles) and Toronto (264 miles). The international bridge across the St. Lawrence connects Cornwall with Massena, N.Y. and provides a gateway to the United States. Customs facilities are located in the City.

There is no overseas forwarding broker in Cornwall but this is not considered to be a drawback since these services are available in Montreal.

There is ample truck transport available in Cornwall, but there is a problem in this respect which we note here and which we suggest requires further study.

Although commercial truck carrier service between Cornwall and Montreal is good, the rates charged by the two companies who have license rights to this route are excessively high on a per ton/mile basis relative to other routes. For any shipper without his own trucks or the resources

to buy them, this fact can be a major deterrent. Montreal is both an essential market and a source of materials and the high trucking rates charged for the Cornwall-Montreal trip put Cornwall at a serious disadvantage relative to other Ontario communities west of the City.

The question of trucking tariffs is a complex one and we have not studied it in depth. The following figures merely indicate that inequities exist and that they deserve examination.

Two informants gave us the following figures for the rate per cwt. for 40,000 lbs:

	<u>Source 1</u>	<u>Source 2</u>
Cornwall - Montreal	41¢	35¢
Cornwall - Toronto	64¢	43¢

Another source gave us these prices per cwt. per mile figures:

Cornwall - Montreal	.0707¢
Cornwall - Toronto	.0183¢

The next highest rate cited was Montreal-Ottawa at .0525¢ and the lowest was Cornwall-Kitchener at .01075¢.

On the basis of the above, one must conclude that Montreal-Cornwall trucking rates are exorbitant and represent a serious deterrent to any industry requiring reasonably priced trucking service to Montreal.

Rail Transportation

Cornwall is serviced by the CNR and the CPR and lies on the CNR's principal Toronto-Montreal line.

Local cartage and warehousing services are described as adequate and reasonably priced.

Water Transportation

Since the construction of the St. Lawrence Seaway, Cornwall has been at a disadvantage from the point of view of water transportation because of the fact that the main shipping lane has a minimum depth of 27 ft. whereas the channel leading from the shipping lane to Cornwall harbour and the harbour itself has a depth of only some 22 ft. This has meant that only the smaller ships or ships that were not fully laden were able to come into the Cornwall dock.

The Federal Government has announced plans to deepen the channel from the main shipping lane and the harbour itself to a minimum depth of 27 ft. which will equalize with the depth of the main shipping lane. It is also intended to lengthen the dock to some 600 ft. which will enable all ships plying the St. Lawrence to enter the Cornwall harbour and tie up at the dock for loading or unloading. This will be a considerable advantage to some of the companies presently located in Cornwall who have either been denied or have had limited access to water transportation since the construction of the St. Lawrence Seaway.

The cost of the work to be carried out by the Federal Government is estimated at \$1 million and when completed will result in a considerable improvement over the present situation. However, there will still be disadvantages in that only one ship can be accommodated at the dock at one time and we understand that some of the vessel operators are disinclined to enter the Cornwall harbour without the assistance of a tug and the nearest source of a tug is at the Eisenhower Lock in the United States. Furthermore there is no rail line connecting with the Cornwall dock and it is highly unlikely that one can ever be installed and consequently the movement of goods to and from the dock can only be accomplished by truck.

However, we understand that there is a location just below Cornwall in the Township of Charlottenburgh which is admirably suited for a major port facility which is quite close to the main shipping lane and the water has a minimum depth of 28 ft. In addition there seems to be available land for construction purposes and consequently it would appear that if any industry or industries seeking to locate in the Cornwall area required a major port facility for the transportation of raw materials or finished product that the location below Cornwall could seriously be considered for such an installation.

Air Transportation

Air transport, both passenger and freight, is available at Dorval International Airport, approximately one hour away by road. As the new airport develops at Ste. Scholastique, air transport facilities for long international and domestic flights will become less accessible and connection with such flights possibly more costly.

Mention is made in the Industrial Commissioner's brochure of an air landing strip but neither we nor those we have interviewed have been able to confirm its existence. It is certainly not a commercially developed or serviced facility.

There is a small airport at Massena, N.Y. Small feeder airlines use this facility to access various other U.S. centres.

* * * * *

With the exception of the very high trucking rates between Cornwall and Montreal, Cornwall's transportation facilities compare favorably with any inland Ontario city. In addition Cornwall has the further advantage of limited port facilities on the St. Lawrence Seaway.

RECOMMENDATIONS

- . The excessively high trucking rates on a per ton/mile basis between Cornwall and Montreal relative to other routes must be investigated and be justified publicly or corrected immediately.
- . A preliminary feasibility study should be undertaken to determine whether there are alternative adjacent sites for a viable deep water port which, if developed, would be an important inducement to some industries to locate in Cornwall. There has been considerable publicity and discussion on this subject in Cornwall and it should be settled one way or the other.

CHAPTER 8

MUNICIPAL ORGANIZATION AND LEADERSHIP

BACKGROUND

In order to draw a realistic portrait of a given social system it is essential to evaluate both the organizational structure through which the system is managed and the quality and effectiveness of the individuals who are responsible for its management.

Obviously, a community which is well managed and whose leadership is forceful is more likely to grow successfully than one which is not managed effectively and whose political leadership is weak and lacking in inspirational qualities.

We should stress the words 'grow successfully'. Even without sound leadership a community may still grow numerically, but in doing so it may thereby actually compound the magnitude of problems already existing.

The serious burden many communities in Canada face today is that they exercise minimal or no control over expenditures which account for over one half of the taxes levied in the community. These expenditures are for essential services which a city's government must provide for the people, including education, welfare, fire and police protection. The community is therefore not entirely master of its own destiny.

If local political leadership is not strong and is not supported by an effective departmental organization, then the influence and control exerted by outside bodies are likely to become predominant, destroying local initiative, with the result that the community may well become a burden not only to itself but also to more senior levels of government. Only strong, dedicated local government and leadership can maintain the initiative and determination which will ensure that a community retains

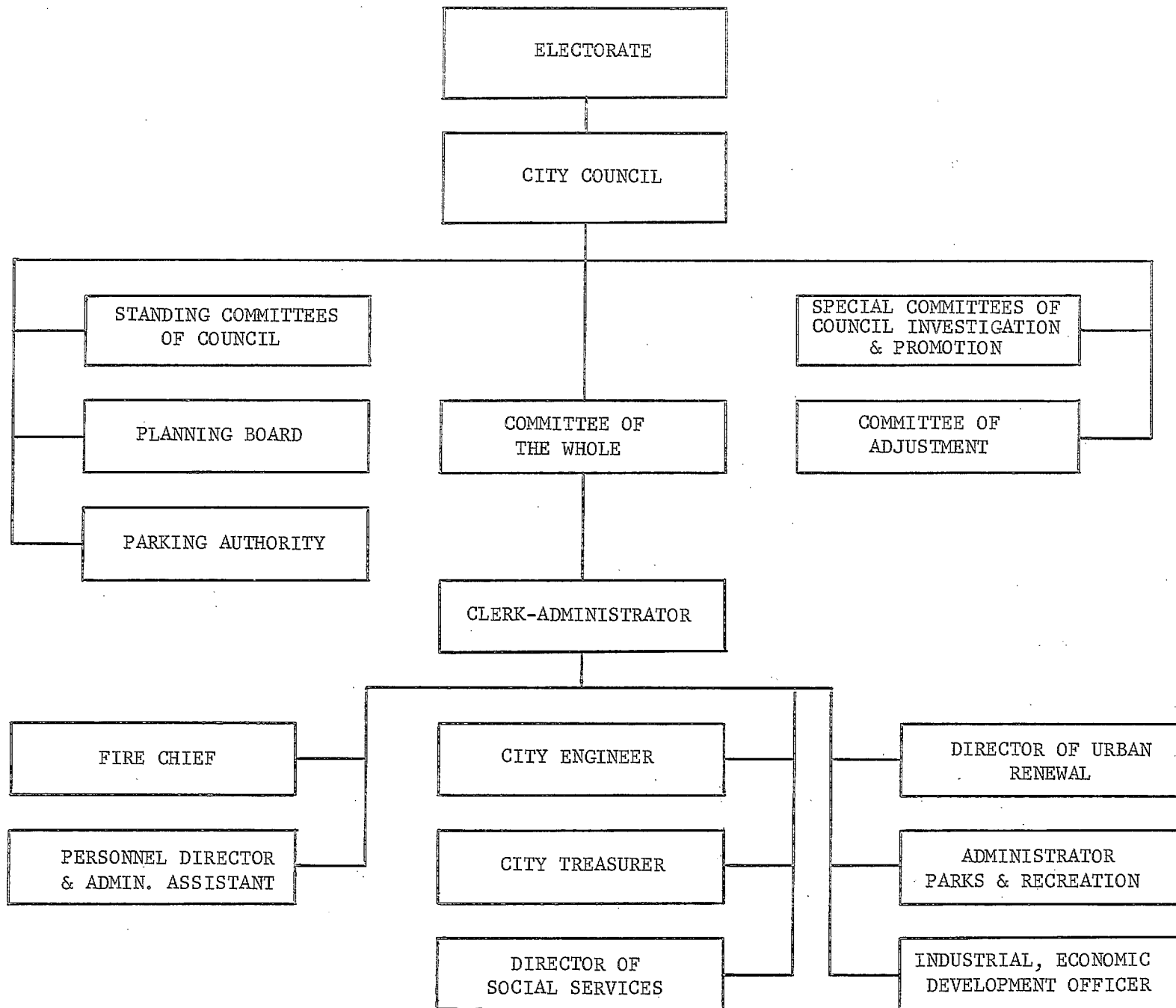
its sense of identity; that its inner power is a balance and check on power exerted from outside; and that it maintains control of its own progress and development. That this can be successfully achieved has been proved to us by our observation of what has and is being done in other communities to harness and constructively channel outside influence and control rather than be overwhelmed by it.

Organization is essentially a quantitative factor. It is subject to what Buckminster Fuller calls the angle-frequency law. That is, it can be measured with some objective precision in terms of its structure (angle) and its theoretical ability to respond (frequency) to the environment which it is designed to control. Leadership, on the other hand, is subjective and evaluating it tends to be a qualitative exercise in the absence of precisely defined goals and objectives to which the leadership can relate and be related.

Our study, quite properly, involved us in an analysis and assessment of both the municipal organization and leadership of Cornwall. In the process, certain subjective opinions, pro or con, were arrived at. However, we feel that it would be improper for us to comment directly, either positively or negatively, on the quality of political leadership. To do so, would be to enter the political area, to give support either to the existing government or to its opponents.

This does not mean, however, that we have not developed certain criteria and opinions regarding the kind of governmental organization and individual leadership which a social system, such as Cornwall, with its almost prototypical problems and opportunities, requires to ensure its vitality and growth. We have. We state these criteria without hesitation. But whether the existing organization and leadership measure up to these criteria is not for us to judge. That judgment is the prerogative of the Council itself and of the people of Cornwall who have the opportunity to express their judgment at the polls.

MUNICIPAL ORGANIZATION - CITY OF CORNWALL



Price
Waterhouse
Associates

Municipal Organization

The municipal management of Cornwall is organized as shown on the page opposite. This organization is a standard form and should serve the city well. What needs to be ensured is that the organization is working as it is meant to and that lines of authority are established and strictly observed.

The Relationship between Elected and Appointed Officials

For government to be effective, there must be a clear distinction between the policy-makers (elected officials) and the policy-implementers (appointed officials). It is perhaps not too much of an oversimplification to say that the policy-makers are elected, or should be elected, for their judgment and their ability to make policies which are a concrete expression of the will of the people. Appointed officials or department heads, by contrast, must be selected on the basis of their professional expertise and their ability to translate policy into action within reasonable parameters of time, the system's resources and efficiency. In government, as in private enterprise, since both deal with people, there can be no such thing as absolute efficiency. This fact must be taken into account.

Great care must be taken to ensure that the relationship between and responsibilities of elected and appointed officials are clearly defined, and that all participants in the management game-plan understand, accept and obey the rules. The effectiveness of both sets of players will be seriously undermined if this is not so. Some of the ground rules are:

- Once policy and priorities have been set by the elected officials in response to public need, the involvement or interference of these officials in the planning and execution process must be minimal, providing the

implementers are competent to the degree required by the system. If they are not, they should be replaced. But, given the necessary expertise, the effectiveness of departmental heads can only be seriously diminished if there is not genuine delegation of responsibility by the policy-makers.

- The politician is involved in the art of the desirable. The civil servant must be an expert in the art of the possible. The two are often in conflict. It is therefore essential that the calibre of the civil servant, especially in an environment where his community image is stronger (as in a relatively small community), should be the best available; also that the politician is willing to accept and abide by the professional counsel of the civil servant. This applies both to advising on and implementation of policies.

In order to achieve effective management of the community, the most up-to-date management techniques such as Management by Objectives and PPBS should be applied. This suggests that a community's leaders should be aware of these techniques and their application. It also suggests that the community should select policy-makers as well as policy-implementers of a calibre which is sufficiently high to allow proper implementation of sound management techniques, and the establishment of effective, reliable channels of responsibility and authority.

The character of a city and therefore its appeal to locating industry is a direct product of the city's management and leadership, and these are the responsibility of the community as a total cohesive unity, not as a collection of individuals.

FINDINGS

Organizing for Industrial Opportunity

In the chapter entitled "Marketing Organization" we specify the role, responsibilities and qualifications of an industrial commissioner. However, an industrial commissioner does not, nor should work in isolation. His activities and his objectives impinge on the activities and objectives of others in the local government. It seems to us, therefore, that the functions which have direct bearing on the ability of the community to attract new industry should be formally - rather than informally - coordinated.

We therefore recommend that consideration be given to the formation of an Industrial Development Commission headed by the Industrial Commissioner. The membership of the Commission is dealt with later in this chapter.

The effectiveness of such a commission depends entirely on the ability of its members to function, individually and jointly, with maximum authority and responsibility, to develop objectives and recommend policies and to communicate with the public. How this can be achieved is a subject outside our terms of reference and warrants a separate study.

In practice, urban planning and renewal and industrial development are cross-referenced functions. Urban planning, including zoning, and urban renewal have a direct influence on the product which an Industrial Commissioner has to sell or wishes to develop to sell. But if there is not formalized and specified dialogue and cooperation between the two functions, they are almost certain to work at cross-purposes and not necessarily towards common objectives.

It is our understanding that in the past the Industrial Commissioner for Cornwall has lent some assistance to the adjoining townships in locating new industries particularly where for one reason

or another a suitable location was not available in the City itself. We believe that this is commendable and that consideration should be given to a formal combined approach towards industrial development by the three authorities, namely, the City of Cornwall, the Township of Cornwall and the Township of Charlottenburgh. We believe that there is much to be gained from such an arrangement and in our conversations with the reeves of the two adjoining townships they indicated that they would look with favour on such an arrangement and felt that there would be no problem insofar as they are concerned in a cooperative effort with the City of Cornwall. Two of the advantages that we see are a sharing of the costs thus enabling a more sophisticated and dynamic approach to be taken than would be the case if each community operated on its own; and a more orderly establishment of an industrial community providing a wider choice of locations. This would also help overcome the relative shortage, in the City, of land suitable for industrial development, (see section 'Real Estate' of this report) but still gain advantages for both the townships and the City through industry locating in the area.

This would involve a simple agreement between the three municipal authorities which would clearly spell out the objectives, a general order of priorities and the basis upon which the costs of the Industrial Commissioner's office would be split between the three authorities.

We believe there is considerable merit in the formation of an Industrial Development Commission, and in the City and the two Townships combining their efforts and resources in promoting industrial development. If these recommendations are adopted, we suggest that the following be members of the Commission:

- . Industrial Commissioner
- . Mayor of Cornwall
- . Reeve of Township of Cornwall
- . Reeve of Township of Charlottenburgh
- . Representative of industry
- . Representative of labour

The representative from industry and the representatives from labour would be appointed for one year terms and both should be selected for their abilities as leaders in and promoters of the community; neither should hold any elected political office. The term "industry" is used here in its broadest sense and is intended to include commercial and retail operations as well as manufacturing.

We cannot emphasize too strongly how important it is for negotiations between the Industrial Commissioner and a company seeking an industrial site, to be kept completely confidential even though this very fact may be irritating to the elected representatives of Council. An inadvertent leak of a company's plans in many cases is all that is needed to decide a company against settling in a particular community.

The Spirit of Cornwall

In discussing governmental organization and leadership, one must take into consideration the degree to which a community is concerned about the quality of political management and is amenable to leadership.

Our team has lived in Cornwall for a month. In addition to our formal interviews, we have talked to taxi drivers, store owners, people in restaurants, barbers, service station attendants - the host of people one meets during the course of a day. We have consciously led these people into discussing their community and its future. This kind of research is hardly scientific. But it is interesting that each of our team members came to the same subjective conclusion independently. That conclusion can be summarized as follows:

Cornwall has the potential to become a vital city. It has shown and continues to show the strength to 'bounce back' from a series of difficult and depressing events. The people are proud of their city and have faith in it. They are prepared for strong and innovative

leadership. There is a strong sense of communal unity which overrides ethnic considerations. There is a noticeable ground swell - at all levels - of desire to 'do it ourselves'. We did not run into the apathy which we had heard about before we 'met' Cornwall. A city which rescues its Y.M.C.A., which exceeds its Community Fund objective in spite of high unemployment, which gives birth to an effective Citizens' Committee concerned with the use of the waterfront can hardly be called apathetic.

In our opinion, the people of Cornwall are prepared to give an impressive amount of support to leadership which will unify and inspire the latent urge to revitalize the community and to give it its proper place in the provincial and national sun.

This can only be an encouraging stimulant to the City's present government and to those who aspire to political leadership.

RECOMMENDATIONS

- . Establish clearly defined lines of authority and responsibility between elected officials and appointed officials.
- . Elected officials should establish policy and set priorities. Appointed officials should execute the plans.
- . Implement Management by Objectives and Planning Programming Budgeting Systems in the city administration.
- . Consider a joint Industrial Development Commission which would be responsible for the industrial development of the City of Cornwall, the Township of Cornwall and the Township of Charlottenburgh.

CHAPTER 9

EDUCATION

BACKGROUND

The educational system in Cornwall impressed our team as ranging from good to excellent as to curricula and teaching staff. In our opinion, there is no aspect of the system which should deter an industrial prospect from the point of view of the education of his children and those of his staff, the quality and motivation of men and women entering the labour force from the system or the availability of adult education and re-education and of vocational training.

In our examination of the school system we have not taken into account the primary schools, but have concentrated on the secondary school level, at which higher education begins and which is primarily responsible for the academic quality of a community as a whole and its labour force in particular, and the post-secondary level, at which the earlier base is built upon and embellished.

Not only does the present system make good educational facilities available but greater use is being made of them. Enrollment in Grades 12 and 13 has almost doubled in the last five years. Over 60% of 1970 Grade 13 graduates are now at university, which is an impressive statistic for any community. On the other hand, about one-third of 1970 Grade 12 graduates did not continue their education.

At the post-secondary level, enrollment at the St. Lawrence College of Applied Arts and Technology is presently over 500, from a standing start approximately three years ago. Current drop-out rate is about 5%, compared with 20% for the other two campuses of this College. The Cornwall campus of the University of Ottawa currently has approximately 400 students following courses of study leading to B.A. or M.Ed. degrees.

Needless to say, these facts are having a meaningful and positive influence, qualitatively and sociologically on the community. However, many secondary and post-secondary school graduates are not inclined or do not have the opportunity to build a career with existing local employers. They gravitate away from Cornwall and this trend can only be checked or reversed by the expansion of existing industry or the infusion of new job opportunities into the community.

FINDINGS

- . Most major employers have in-house training programs. A new employer should be able, therefore, based on the practical experience of established industries and their knowledge of local conditions, to design his own training courses which are geared both to his own needs and those of local manpower.
- . The Adult Retraining Centre is not a strong source of high school graduate personnel for a new employer. Only 10% of men now taking adult retraining have education beyond Grade 10 and a high percentage of all those taking retraining are involved simply in basic educational upgrading.
- . Since an increasing number of students are staying in school to junior matriculation, those who enter the labour force should be well equipped to assimilate training in skilled operations or any operations requiring sound high school grounding.
- . Because of the Cornwall Community College, a new employer should be able to recruit, locally, an adequate number of skilled men and women with post-secondary school education in technical and business fields.

- . The number of employed adults with upgraded skills should increase steadily during the next few years as a result of the Community College's intention to place greater emphasis on collaboration with industry in extension education (night school course of study).
- . Any new employer must be prepared to conduct his own management development program since, for the time being, the educational system does not offer any comprehensive courses directed at management skills and techniques as such.
- . The Cornwall Trades and Labour Council conducts seminars for local union leaders which stress the responsibilities of shop stewards and union officers in the labour/management process. New employers can therefore expect to find, in Cornwall, a better informed and more responsible union management than is found in many intensively labour-organized communities.
- . The CMC's long-range plans for upgrading all unemployed to a Grade 12 equivalent will give any new employer in Cornwall assurance that the unemployed labour source will be susceptible to specialized industrial training within a reasonable period of time.

RECOMMENDATIONS

- . Existing industries and especially new industries should be encouraged to make full use of the Adult Retraining Centre which is well equipped and anxious to help industry design and conduct educational upgrading and skill training programs.

- . A formal and effective system should be established to ensure clear and continuing communications between industry, the educational system and students. Its primary objective would be to closely match skills and career expectations with industry's needs and career offerings.
- . As the inaugural step in this regard, we recommend that an "Education Dialogue Symposium" be convened to bring representatives of industry, education and the student population together to lay the foundation for this vital communications system.
- . Emphasis on skill and educational upgrading should be directed principally at the younger work force which, on the one hand, can benefit most from it and, on the other, is most receptive to it.
- . An objective cost/benefit study should be undertaken to evaluate whether a permanent university campus, with full-time faculty, can be justified and when, in terms of contributing to the overall vitality of the City and the three counties.

CHAPTER 10

COMMUNICATIONS (MASS) MEDIA

BACKGROUND

Mass media in Cornwall are represented by a daily newspaper, The Standard-Freeholder, and two radio stations, CJSS (AM/FM) broadcasting in English, and CFML (AM) broadcasting in French. There is no television station.

FINDINGS

The Standard-Freeholder, with a paid circulation of some 14,700, virtually saturates the total population in readership. It is part of the Thomson chain.

The radio stations are independently and locally owned.

Cornwall is not served by a local television outlet though it does have CATV facilities.

We have not attempted to compare Cornwall's mass media with those in other, similar communities. We have made a purely subjective, qualitative assessment of the three media and our impression is very favorable.

There is a considerable amount of dialogue and cooperation between the media. All are community-minded and progress-oriented and given to taking strong editorial stands. This means that they are fulfilling their responsibility to the community and as media.

Rather than single out individuals, it is enough to say that we were impressed by the senior representatives of all three media with whom we talked. They are capable, concerned, involved and great believers in the future of Cornwall.

All have had run-ins with City Hall for 'accentuating the negative'. But this is largely the result of the 'man bites dog' syndrome to which all media are subject in centres large and small. On the whole, Cornwall's media try hard to keep their criticism constructive.

Our most significant impression is that the media, individually and cooperatively, can be expected to give strong, steady and influential support to any 'action plan' in which they believe and about which they are kept fully and continuously informed. It should be stressed that the growth, revenues and profits of mass media are closely tied to the successful growth of the community which they serve. Responsible, lively and concerned media can be expected to make every contribution they can to their community's growth. We believe that Cornwall's media can be described in this way.

The one gap in the media picture is the absence of a local television station. We had this gap described to us by one person in this way: "Cornwall never gets to see itself on television." It is questionable whether Cornwall could support a commercial TV outlet for some time. A station did exist in the City during the Seaway construction boom days but the franchise was moved to Ottawa, presumably when it was no longer a profitable venture in Cornwall.

As the City grows, it will surely be examined as a site for a television outlet and, in due course, may attract a commercial station though this will have to compete with Ottawa, Montreal and U.S. channels.

In the meantime, in order to make the City visible to itself on the TV screen, consideration might be given to a civic TV broadcast facility of a non-commercial or semi-commercial nature. Simple studio, camera and broadcast equipment might be located in the St. Lawrence College as a training centre, providing local news at given times and coverage of special local events. Existing media might contribute professional advice if not funds.

RECOMMENDATIONS

- . Investigate the development of a civic TV broadcast facility of a non-commercial or semi-commercial nature as a step towards putting Cornwall on the North American map and the major involvement of many citizens and service clubs in the project.

CHAPTER 11

CULTURAL, RECREATIONAL AND TOURIST RESOURCES

BACKGROUND

While cultural and recreational facilities will not be an overriding consideration for a locating industry, it can be an important one. Responsible management will want to be assured that its employees and their children have adequate opportunity for recreational activities for reasons of both physical and mental health. They are part of the community whole which will help attract or, because of their absence in some cases, repel organizations which are examining a community as a place in which to work and live.

FINDINGS

Cultural Resources

For a city of its size, Cornwall is remarkably and perhaps uncommonly active and progressive in its cultural life. We observed cultural vitality and dedication to cultural affairs which impressed us considerably.

This cultural activity is supported by private citizens, members of the teaching community and, to some extent, by the service clubs. It receives almost no official support from the City government and only token support from industry. The people involved sometimes, therefore, feel that they are working against considerable odds.

Some aspects of this cultural life are worthy of mention.

The Little Theatre group is known nationally, in theatre circles at least. It has won several awards in Dominion Drama Festivals and was recently selected to present a play in a non-competitive drama festival. The group mounts five or six productions a year, depending heavily on volunteer helpers.

Glen Productions, an evolution of the local operatic society, mounts one major musical production a year and this is an outlet for the musical (instrument and voice) talent which exists in the town.

Courses in theatre and creative drama are given in the high schools and in the extension courses of the University of Ottawa.

There is a considerable amount of musical activity in the City which has its base in the Kinsmen's Music Festival. Concerts are given by Les Jeunesses Musicales. Several good choirs exist in the City.

The Cornwall Art Association is active and is responsible for exhibits, two or three times a year, of contemporary Canadian artists.

Good instruction is available in ballet and other forms of dance and various arts and crafts groups are strong.

There is an excellent, modern public library in the City which was built as a centennial project. It is managed by a professional librarian, by whom we were greatly impressed, and a professional staff. Some 30,000 individuals are registered at the library which seems impressive in a population of 47,000.

In summary, Cornwall can certainly be described as attractive from a cultural point of view for a community of its size. At the same time, shortage of community funds makes financial support to various groups difficult and what is lacking seems to be a focal point for the energies and activities of those involved in a variety of cultural projects. A medium range project, supported by service clubs and possibly with grants from the Provincial Arts Council, might be a cultural or arts centre with proper facilities for all the City's arts and crafts organizations under one roof. This is referred to again under 'Tourist Resources' in this chapter.

Recreational Resources

In our opinion, the Parks and Recreation facilities and activities available to the people of Cornwall - particularly its young people - are exceptional for a City of its size. Strong support is given to the local sport scene by the Service Clubs and by individuals who act as coaches, officials and executives and referees for the various league teams. These include Junior A hockey and Junior B lacrosse which draw well from Massena. This support is another example of the willingness of Cornwall's people to 'get behind' local projects providing the planning and impetus are there.

In addition to summer and winter sports of every kind, including industrial leagues, the Bob Turner Memorial Centre has adequate facilities, which are well-used, for various arts and crafts. These are extended to the parks in the summer.

There are 18 parks of varying size in the City of which four have swimming pools. Athletic grounds at Marlborough and 4th Street contain four baseball diamonds, a football field and other facilities.

Perch and muskie fishing in the area is reported to be excellent. Sailing and boating can be enjoyed on the river and skiing country is reasonably accessible in New York State, the Laurentians and the Gatineau hills.

There are several movie theatres in town including two drive-ins.

The main problem at the moment seems to be that the Parks and Recreation budget which represents a net annual cost to the City of \$300,000 is large enough only to maintain existing facilities and leaves little room for improving them. There is also some concern about the absence of long-term planning with regard to parks and city beautification. The Parks and Recreation Administrator, Mr. Si Miller, seems to be a dedicated man who does an excellent job with the funds available and he is well supported by City Hall.

The waterfront area from Bryden to Gray's Creek has been frozen from a zoning point of view and the Parks and Recreational Committee is working with the Raisin River Conservation Authority and the Department of Lands and Forests on plans to turn this area into parkland which could not only benefit Cornwall's citizens but could also become a tourist attraction.

Any discussion of Parks and Recreation must raise the question of the old canal area running east and west from the bottom of Pitt Street. Until a citizen's committee blocked action, it was the intention to save this area for commercial and industrial development. To use all of this land commercially and industrially would, in our opinion, be a tragedy and would deprive Cornwall of a park site which, if developed, would be an important recreational facility and tourist attraction. For instance, those who see some of this area as parkland envisage the inclusion of a bandshell. If this were designed properly, it could also be used as an outdoor theatre for use by the local theatre groups and a summer theatre festival of suitable quality might attract tourists from the St. Lawrence parks, from Montreal and Ottawa and from the U.S.

Nonetheless, present Parks and Recreation facilities and activities should be an attraction to potential industries and should be promoted as such.

Tourist Resources

Its ability to attract tourists is perhaps the weakest link in the chain of Cornwall's characteristics.

Tourism is in itself an industry and, when combined with conventions, can represent an important influx of money into any community's economy.

The problem seems to be threefold:

- . Cornwall is situated between the important tourist attractions of Montreal and the St. Lawrence parks and Upper Canada Village - the latter being associated with Morrisburg rather than Cornwall. Cornwall therefore tends to be bypassed by tourists.
- . Cornwall does not in itself possess and has not developed unique tourist attractions.
- . To some extent Cornwall seems to suffer from a communal inferiority complex which prevents it from capitalizing on existing tourist possibilities or creating new ones. Opportunities do exist or could be created.

For example, a project which should be considered is the building of a cultural centre which would include a modern theatre, concert hall, art gallery, arts and crafts facilities and the like. This sounds like an ambitious project. It is. But we are reminded of a community in the United States, no larger than Cornwall, which has built and maintained a sizeable hospital not out of taxes but as a result of citizens' participating in a variety of fund-raising projects, many designed to be for the amusement of the community, such as auctions of home-made and donated goods. The approach to raising funds must be innovative and involve the citizenry as a whole.

It should be remembered, too, that this kind of communal activity - particularly if the approach is 'off-beat' - will be covered by the national wire services which, in turn, will help to revitalize Cornwall's image.

A similar project is the development of the old canal land. In our opinion, it is essential that some of this land be developed recreationally. But merely to state that it should be parkland, is not

enough. Once again, the approach to its development must be innovative. What unique features can be built into the development which will make it both a joy to Cornwall's citizens and an important tourist attraction? The obvious ideas come easiest; such as building a bandshell which is also suitable for summer theatre productions. Can the unfilled parts of the old canal be made into aquariums and lily ponds? Since trees, flowers and shrubs must be planted, can they not be in some way unique? A miniature Chinese garden? A reproduction of the Hampton Court maze? A miniature railroad run by private enterprise? An open-air market where people from the counties can sell those old artifacts which are so prized by urban dwellers as antiques? We are told that Cornwall is the centre of champion cheddar cheese production. Why not a small pavilion where tourists could sample and buy the cheese and all visitors could enjoy light cheese-based snacks accompanied by cider. If trees must be planted, why not a miniature, fairy tale forest. If ideas for the parkland are explored in this far-ranging way, we believe that it can become not only a real aesthetic resource for the community but an important tourist attraction.

Similarly, unconventional thinking should be applied to the Bryden Avenue to Gray's Creek area except that in this case it should take a wild-life or nature oriented direction.

Cornwall being close to the St. Lawrence Parks, the Long Sault Parkway and Upper Canada Village has many attractions to be exploited. An interesting museum (Wood House) of Canadiana is located in the City. The power dam is an impressive sight and is a tourist attraction. There are nearby rivers, including the St. Lawrence, and lakes where fishing is abundant and which are naturally beautiful.

Cornwall has a well-designed four-colour booklet - "Cornwall" - about itself which should be given the largest possible distribution.

Cornwall is mentioned or shown in a variety of other literature published by such authorities as the Federal and Provincial Governments, the Ontario Department of Lands and Forests, the St. Lawrence Development Corporation, the Ontario St. Lawrence Parks Commission and a joint venture booklet published by the Ontario and Quebec Governments. Unfortunately, the attention given to Cornwall in this material is minimal. This is largely because Cornwall is surrounded by parks, campsites and major tourist attractions (Upper Canada Village) which it does not itself have. This, of course, suggests that Cornwall must develop an important tourist attraction of its own if it is to be 'put on the map' in literature published by bodies other than itself.

Conventions

Conventions not only attract money to a community; they are also a way of promoting it.

We were given the impression that City Hall, concerned as it is and must be with increasing tax revenue, tends to turn a blind eye to the financial and promotional benefits which tourism and particularly conventions can bring to a community.

This is reflected in the fact that the total budget for the Tourist and Convention Committee (not a committee of Council) has an annual grant from the City of \$6,500 which must cover administration, promotion, travel and expenses. The Committee is made up of local businessmen with one representative from Council.

Lack of funds and encouragement from the City is apparently discouraging the Committee and there is some concern that members will drop out.

At the same time, we have been told that the Committee has had some quite impressive success in attracting conventions. In 1970 six conventions of over 200 delegates were brought in. For 1973 the Committee

has booked a Lion's convention of 3,000 delegates. It is estimated by the Chairman of the Committee (on the basis of Canadian Tourist Association rules of thumb) that this will represent close to \$1 million of direct and indirect business for the community.

We were informed by the Chairman that the tourist and convention promotion budget in cities of comparable size in Ontario is around \$1 per capita - and that Kitchener's budget is \$85,000. To be realistic, the Chairman feels that Cornwall's budget should be around 50¢ per capita or about \$23,000 and that this investment would result in a meaningful return in terms of business for hotels, motels, restaurants, merchants, suppliers and in employment.

As one interviewee put it - "Look how much we spend on bringing in an industry that employs 10 people, but look how much we get to try to bring in hundreds of thousands of dollars and many more jobs, even if they're temporary". The point is not unreasonable.

In summary, Cornwall is in a strong competitive position in respect of parks and recreation. It has potential as a tourist and convention centre which is not exploited.

Public Accommodation

With one exception Cornwall seems to be reasonably well provided with hotel and motel accommodation. There are 34 hotels, motels and tourist homes, of which 22 have 15 rooms or more and 12 have more than 25 rooms. Three motels have over 40 rooms. Twenty-five of these facilities stay open all year. Thirteen have dining rooms and of these 8 are licensed. Eight have indoor or outdoor swimming pools.

The biggest shortfall in the area of public accommodation is the absence of a modern downtown hotel or hotel-motel. We believe this to be an important factor in attracting new industry as well as tourists and conventions.

Such a hotel should be an entertainment and meeting centre. It should ideally be part of a chain since this would assure inter-unit promotion of the Cornwall unit.

Thus, we feel that an early project should be that of approaching chains, such as Holiday Inn, to encourage one of them to build a unit close to the downtown area. Such a development could be associated with a marina if a suitable site were available on the riverfront. Alternatively, other mid-town locations could be considered.

Such a facility would certainly be a convention draw. It would allow Cornwall to attract bigger conventions and this, in turn, would benefit all the City's hotel/motel facilities through overflow bookings.

We could not help observe that Cornwall, for a city of its size, is remarkably well served by Chinese restaurants and that the quality of their food is first-rate. Does this represent an opportunity?

Would an annual "Week of Chinese Gastronomy" be effective in drawing people from Ottawa and Montreal? This suggests special meals, special decorations, special package prices - perhaps in conjunction with the bus company. If the week were held during the Chinese New Year, perhaps a nightly dragon parade and fireworks display over the river or from the top of the dam might be feasible and represent an added attraction. The resource is there. Can it be exploited to the benefit of Cornwall as a whole both economically and as an image-building device?

RECOMMENDATIONS

- . The City government and local industry should be encouraged to provide greater financial and moral support to the principal cultural groups in Cornwall who have achieved considerable success through their own initiative.

- . Build a cultural centre which would include a modern theatre, concert hall, art gallery and arts and crafts facilities. This project should be mainly financed out of community fund-raising projects in which Cornwall has already demonstrated a considerable degree of success.
- . Develop a long-term plan for parks and city beautification.
- . Develop part of the old canal land into an attractive park area for the benefit of Cornwall residents and as a tourist attraction.
- . Develop the "Bryden Avenue to Grays Creek area" as a wildlife or nature oriented park.
- . The annual grant to the Tourist and Convention Committee should be increased to a minimum of 50 cents per capita.
- . Endeavor to have Cornwall attractions included in literature published by the Federal and Provincial Governments and their agencies promoting the St. Lawrence Valley and environs.
- . Cornwall's potential as a tourist and convention centre must be exploited; - professional assistance is indicated.
- . Promote the construction, through one of the hotel/motel chains, of a large modern hotel/motel in downtown Cornwall.
- . Consider the promotion of an annual "Week of Chinese Gastronomy" as a tourist attraction.

CHAPTER 12

MISCELLANEOUS SERVICES, AGENCIES AND GROUPS

BACKGROUND

In this section we discuss, briefly, organizations, including religious organizations, which have an influence on the vitality of the community and which could give support and leadership to an 'action program'.

In terms of being competitive with other communities, we have seen nothing, under this general heading, which would influence an industry against Cornwall. On the contrary, Cornwall seems to be strong in this area and this is further evidence, in our opinion, of the strong undercurrent of community pride which is waiting only to be tapped and given common objectives in order to become a strong force working for the growth of the City.

FINDINGS

Religious Organizations

All religious faiths are represented in Cornwall. About 70% of the population is Roman Catholic and of this about 75% is French-speaking.

Our impression is that there is cooperation rather than friction between the two major religious groups and that friction between the two major ethnic groups is minimal. Cornwall prides itself on the ease with which the French and the English live together.

There are 24 places of worship in the City. Ten are Roman Catholic. There is one synagogue.

The problems which the faiths in Cornwall face are universal: declining attendance, declining revenues and difficulty in attracting the young. These problems are, perhaps, aggravated by high unemployment since this creates greater demands on services while the ability of the people to contribute is diminished.

We understand that the Roman Catholic and Anglican bishops (located in Alexandria and Ottawa, respectively) are relatively young men and both progressive in spirit. They could be expected to support and lead support for an action program.

Service Clubs and Other Organizations

Service clubs are well represented in Cornwall. They are active and are well-supported in their fund-raising activities.

The Chamber of Commerce recently elected a new President and whereas the Chamber has been described as moribund in the past, the general expectation is that because of the new President it will become more active, show greater leadership and make a more positive contribution to the community.

The downtown merchants have recently reactivated their association and are in the process of canvassing their members with regard to the creation of a shopping mall in the downtown area. If response is positive, the plan is to give financial support to construction of the mall; beautification of the downtown area and the improvement of parking facilities. This is an excellent example of the kind of local initiative which exists.

A service club council meets monthly in order to avoid overlapping of projects and fund-raising. Nonetheless (and this is not uncommon) the clubs do become involved in their 'pet' projects. This raises the question whether the energy and fund-raising ability of the clubs could not be combined and coordinated in support of major projects

in order of priority. This would be innovative and news-worthy and the clubs and other organizations would represent a most important force in the community's drive to self-improvement and to its ability to sell itself.

In order to foster this sort of project we suggest that a special meeting of the Service Club council might be called by the Mayor in order to explore whether it is possible for the clubs to pool their energies and resources and place these behind the launching of a major project which will have a significant impact on the life and facilities of the community and which will have the backing of the community at large. Such a venture should be of sufficient size and originality to inspire the population into wholehearted support. Again, a move of this kind is certain to be news-worthy and can have a significant influence on refurbishing Cornwall's image.

It will be apparent that a thread, which is running through these suggestions, is that Cornwall must find ways of making news, good news, news which shows Cornwall in a different light and which counteracts the 'bad news' which has come out of the City in recent years.

RECOMMENDATIONS

- . The Service Club council should explore the possibility of pooling their energies and resources for the launching of a major community project.
- . Every opportunity for favorable publicity should be taken by the combined service clubs when they take innovative action on joint community projects.

CHAPTER 13

NEIGHBORING TOWNSHIPS

BACKGROUND

The principal areas which Cornwall's economy directly affects and from which it can draw manpower and which, to some extent, influence Cornwall, are the Townships of Cornwall and Charlottenburgh. These, with Cornwall, make up a geographic and, in a sense, a social whole and in some respects it is difficult to think of them otherwise.

In any case, Cornwall as a desirable location for new industry cannot be considered in isolation and we have therefore looked at the two townships - though not in great depth - to see how they contribute to Cornwall's own attributes.

FINDINGS

Township of Cornwall

A considerable expanse of land is available for industrial, commercial and residential development. Sale conditions are generally good and sites suitable for heavy industry are available.

The community of Long Sault has been provided with first and second stage sewage treatment and water filtration plants at no cost. This is a real plus in terms of the development of a residential area in Long Sault.

Tax rates in the Township are low and its financial position is good.

A site virtually on the boundary of the Township and the City of Cornwall could be developed as an industrial park. We understand that this location is being considered as a plant location by a company engaged in the manufacture of massive equipment and that this has been promoted by Cornwall's Industrial Commissioner, to his credit.

Little or no urban planning has been undertaken in the Township and this has not really been necessary to the present. Only three industries are located in the Township and its only community, Long Sault, is new and small, having been created for those whose homes were flooded by the Seaway. However, recognizing the speed at which change takes place, we recommend that short- and long-term planning for the Township begin in the very near future. It would be calamitous if industry were allowed to locate haphazardly. Industrial sites should be grouped so that municipal services can be supplied economically and the future demand for residential areas and parklands must also be allowed for. For the time being, the Township is basically rural in character and outlook. Only early planning advice can prevent inevitable urbanization from spoiling rather than improving the area.

Township of Charlottenburgh

Plenty of suitable land is available for industrial, commercial and residential development including sites for heavy industry.

A small industrial park has been set aside at Summerstown which is owned by the Township and is fully serviced with roads, water, electricity and sewage. The sewage treatment plant in the City of Cornwall which is operating under-capacity is available to service a substantial part of the southwest section of the Township.

There is deep water (28 feet and more) at Glengarry Point, a few miles below the City of Cornwall and close to the main ship channel (27 feet) in the river. We have been told that Glengarry Point could possibly be developed into a port which could service the entire area including the City of Cornwall and which would make this a true and important Seaway Port. It would be relatively simple and, given volume, economical to run a spur from the CNR main line to such a port.

We suggest that a very limited survey and feasibility study be conducted by a firm of qualified engineers to establish whether the site is, indeed, a good one for a port, what constraints would be involved and what, in broad terms, would be the cost for developing a port of reasonable capacity. There is little doubt that such a port facility would be an inducement for certain types of industry to locate in the Township and in Cornwall. It would give the area a competitive edge over inland cities.

Again, the need for planning is apparent. Existing industries are scattered making services costly and difficult to supply. To date, planning has been non-existent or poor.

There is little manpower available in the Township so that industries should be located as close to the City as possible.

Taxes have increased appreciably in the last two years due largely to the cost of servicing the industrial park in which only one property has been sold but not yet built on.

From the above it can be seen that, in many respects, the City and the two Townships which flank it are in many ways complementary and yet there is no cohesion of effort between them. This suggests a different approach to development of the area as well as to its promotion; a broader attitude rather than one which tends to be parochial.

RECOMMENDATIONS

- . Urban planning in the Townships of Cornwall and Charlottenburgh is essential now in order to prevent haphazard development of the two townships.
- . Carry out a preliminary feasibility study to determine the suitability or otherwise of Glengarry Point as a port location.

CHAPTER 14

REVIEW OF OTHER CITIES

The cities visited were Stratford, Brantford, Brockville, Granby and Massena, N.Y. A table appears at the end of this chapter showing comparative data related to the Canadian cities in this group.

Stratford

Stratford is a city of some 24,000 people situated in southwestern Ontario and is mainly an agricultural centre. Stratford is unique since in recent years it has not been provided with government assistance programs to attract industry. It has, however, been able to maintain the average provincial employment rate despite serious upsets in employment opportunities. Stratford is also unique because it is the home of the Stratford Festival. One might conclude that Stratford was born with a good name and being on the Avon River, it could not help but become a Shakespearean centre. However, during the first 100 years of its existence it seems to have been little concerned with these advantages. It was not until 1953 that Stratford decided to capitalize on these intrinsic assets. The Stratford Festival is an important industry which attracts 400,000 people to the City each year. Stratford was therefore selected because it has developed a unique asset very successfully, and, secondly, being a City without any real physical assets necessary for the attraction of industry, it has still been able to maintain employment of its working force without capital grants or assistance from either the Province or the Federal government.

Stratford is close to large metropolitan markets and while textiles were a feature of early industrial development, as these have diminished in importance, other and varied industries have become of increasing significance.

Stratford's Industrial Commission is a combination of businessmen and councilmen appointed by Council. The chairman is a local lawyer and an ex-councilman. The Industrial Commissioner is a full-time professional.

Excellent information, statistics and brochures are available and these show the influence of the Industrial Commissioner's professional approach. Stratford emphasizes low labour costs and a low tax structure as competitive advantages.

Stratford boasts the most parks per population of any city in Canada and its large central park and well-maintained riverfront are unquestionably aesthetic resources and tourist attractions combined with the Festival Theatre.

Stratford has fully serviced industrial land available which is owned by the City and sold at a cost of around \$2,000 an acre.

Brantford

Brantford, a city of 60,000 people, situated in Western Ontario, was selected for comparison because of its ability to attract industry. Brantford received government assistance for the year 1965. During this year 15 new industries located in Brantford.

We were also interested in Brantford because there is no obvious aesthetic asset such as that which exists in Stratford.

It is relatively close to Toronto and Hamilton, the latter being the centre of Canada's steel industry and the City is almost a part of the Golden Horseshoe. The City got an early start in sophisticated metal working through farm machinery manufacturing.

The Industrial Commission is composed of four businessmen and four aldermen appointed by Council. The Industrial Commissioner, a civil servant, is not a member of the Commission.

Brantford has well-presented information for industrialists.

We rated the appearance of the City as satisfactory. A new and modern City Hall and a fine old courthouse may be considered aesthetic resources.

The City has a 1,000 acre industrial park to the northeast of the City. This is called Bramaida. Bramaida is about 50% occupied, and 1,871,000 sq. ft. of plant have been built since 1961. There are 350 fully serviced areas available from the City at cost.

Brockville

Brockville, a city of 20,000 population on the St. Lawrence River, southwest of Cornwall, was selected for evaluation because it would appear to have physical resources and geographic advantages similar to Cornwall. We were also told that Brockville, although it had been assisted by the Province, had been successful in attracting new industry in recent years. We were also interested in the fact that Brockville was reputed to have a declining textile industry. Although Brockville is smaller than Cornwall, it offered the opportunity of making rather direct comparisons of manufacturing opportunity.

Brockville's main advantage is its scenic location on the St. Lawrence River which provides an almost infinite source of water resources. The agricultural community served by Brockville has not been as traditionally wealthy as that in Western Ontario. It is halfway between the two major Canadian markets - Montreal and Toronto. There would appear to be no geographic reasons why it should provide better industrial opportunity than Cornwall. Both Brockville and Cornwall would appear to be better situated from a transportation point of view than Stratford or Brantford. Brockville is on the Seaway, it is on the main CN/CP lines between Montreal and Toronto and it is on Highway 401.

In Brockville, the Industrial Committee is made up of businessmen. The only political representative is the Mayor. The Commissioner is a private businessman who volunteers his time and provides great enthusiasm in the development of the City purely as a public-spirited gesture. The Mayor is also very active in industrial development. Brockville is the only city we visited which has a first-class sound movie showing the assets of the City. Copies are available free for distribution to interested industries.

Both the Mayor and the Commissioner participate directly in promoting the City. They have been successful in involving local businessmen in their marketing strategy. When a representative of a potential industry visits Brockville, local businessmen entertain him and show him their City. Brockville is able to present its case on a very personal basis.

The City's aesthetic resources include fine, old, well-maintained Victorian homes and its site overlooking the Thousand Islands.

The City has 154 acres of industrial park serviced and available for immediate occupation. Other municipally and privately owned lands are available. Industrial parkland is priced at \$1,500 an acre.

Granby

Our terms of reference required the examination of one city in the Province of Quebec. Granby, a city with a population of 34,000, was chosen because of its size and the fact that it has had a successful history of attracting new industry. Historically, Granby has also been a centre of textiles, like Cornwall. It has had to cope with the shrinking of the textile, tobacco and rubber footwear industries. Granby has recently been favoured with considerable government assistance similar to that which is now available to Cornwall. It is, of course, near the major market of Montreal and lesser markets such as Sherbrooke and Drummondville. It is widely known for its zoo, a major tourist attraction.

At Granby, the Industrial Commissioner is the retired Mayor who, as Mayor for 25 years, had aggressively pursued industrial opportunity for his City. He was asked to accept the position of Industrial Commissioner following a period of low industrial activity after his retirement. The Mayor also spends a great deal of time on industrial development.

Information and statistics are well presented and the follow-up program seems to be first-rate.

In appearance Granby is a good looking City and its location in the Eastern Townships' scenic area is an aesthetic advantage.

Granby has an excellent plan for an industrial park, some of which is serviced and more of which will be serviced in the future. There is a plan for an industrial shopping centre designed to service industry and provide conference facilities. Some industries have already located in the new industrial park.

Massena

One City on the St. Lawrence River in New York State was selected for analysis to determine if a different approach existed in the United States to industrial development than in Canada. Massena was selected because it is close to Cornwall and apparently has similar geographic advantages and disadvantages. It is also of interest that Massena has high employment in the aluminum industry as well as in a General Motors assembly plant.

Massena would appear to have most of the geographic advantages of Cornwall and Brockville. It is, however, located in what could be called the hinterland of New York State. It is off the beaten path of commerce with respect to its position in the State. This hinterland position gives Massena some advantages as a resort and summer tourist attraction.

The marketing effort in Massena at the local level is negligible. The village itself has inadequate technical data and exhibits a certain complaisance. We received the definite impression that the town considers industrial opportunity to be a state concern and is happy to leave promotion to the state. We were shown an industrial resources survey of the St. Lawrence County prepared by the New York State Department of Commerce. It appeared to be an excellently prepared document. The Department of Commerce has an office in Ogdensburg. We must conclude that Massena leaves its marketing activity to the jurisdiction of the State of New York. It does not have an industrial park and specific available lands are not controlled by the local authority.

Conclusions

The members of our team who visited the above cities came to the following conclusions:

"We cannot conclude that there is one ideal organization structure for the Industrial Commission in a City. It can be concluded that the Mayor is the key figure. He will either attract a leading citizen to assume this responsibility or will insist that a top notch professional is employed. A small City of 10,000 to 20,000 population may be able to organize its activities successfully with a Mayor who uses the City engineer to prepare the necessary technical data. If delegation to a leading citizen is impossible, the Mayor himself can act as an Industrial Commissioner and lend his prestige to the office."

"For cities in the 30-50,000 population range, one method is to appoint an Industrial Commissioner who is a leading citizen as Chairman of the Industrial Committee. He will require some professional staff to support him and prepare the necessary technical information. In larger cities, a full-time professional appointment by Council may be necessary. An independent commission responsible to Council would appear to be desirable. A Commissioner should be well paid and have generous expense

and car allowances. A Commission of three or five persons who are not presently in elected office would have advantages. A three-year term would seem desirable to assure the Commission independence of action over a reasonably long time base."

"There must be real authority vested in the Commissioner so he can speak for the City, only restrained by an overall budget. The Industrial Commissioner in the civic hierarchy must be equivalent to other commissioners such as Public Works, Transportation, Parks and Recreation, etc. It is a prestige job. It requires an extrovert with sound marketing experience. The technical presentation is not considered as important as the image presented. In all cases where the marketing effort was impressive, a strong, influential Industrial Commissioner was in charge."

"As a result of discussions with other members of the task force who have reviewed Cornwall's activity, it would appear that Stratford, Brantford, Brockville and Granby all put forth a much more vital, active and impressive marketing effort on behalf of their cities than does Cornwall, for the City of Cornwall suffers in comparison with those of other cities."

"Our review of other cities indicates that successful industrial development requires a good product - sites to build on and people to work in industry. Secondly, if the good product exists, it has to be aggressively marketed. It would seem that Cornwall has a fair product but is lacking in marketing effort when compared to other cities. This must put it at a competitive disadvantage."

	<u>Population 1969</u>	<u>Number in Man Male</u>	<u>Industrial Taxes 1969 Mill Rate</u>	<u>Real Property Taxation- In Relation to Market Value*</u>
Cornwall	47,700	5,038	129.95	4.16%
Stratford	23,420	3,602	159.34	3.50%
Brantford	61,132	14	92.50	3.33%
Brockville	20,016	2,344	135.00	2.69%
Granby, Que.	34,346	5,000		2.90%

* Figures developed by DBS on current

CHAPTER 15

INDUSTRIAL PROFILES

In preceding chapters of this report, we have discussed the various components of the Cornwall product which influence its ability to be competitive with other communities in attracting new industry.

It is logical to try to match the industrial characteristics of Cornwall with the needs of prospective industries in order to be able to take a rifle approach to the marketing of Cornwall. There is also a danger in trying to take this process too far. For, in being too precise in one's logic, one may exclude from one's sights industries which can very well be persuaded to locate in Cornwall though there is no significant matching (except in the most general sense) of their profiles with Cornwall's. It is important to keep in mind that Cornwall has managed to attract industries which have nothing to do with the historical chemical and chemical processing image and experience of the town. A direct mail house is one example. A musical record and tape production house is another. An artistic glass-blowing factory is a third. An electronic component plant is a fourth. A handbag manufacturer is a fifth.

Plainly, these industries did not locate in Cornwall because of its traditional industrial profile. They came to Cornwall for one or a combination of factors which are basic to any small or medium-sized manufacturing unit. Availability of reasonably priced labour; proximity to major markets; availability of reasonably priced and well-serviced land and construction capability; adequate transportation to and from markets; an acceptable tax structure are the principal considerations. The 'atmosphere' of the City may or may not have influenced the final decision.

The number of manufacturers whose profile of need falls into this general category is so vast that there is no way to define it. It includes companies which are starting up in a new venture and companies who need added production capacity in a new location. This broad group is of importance and improvement in Cornwall's competitive position vis-à-vis other communities will greatly enhance the opportunities for attracting a larger number to locate in Cornwall. A summary of our findings as described in the previous chapters of this report would indicate that Cornwall can compete with other communities for new industry. The question is simply, how can it do so more aggressively and effectively. The spirit of Cornwall is good and given leadership from private citizens and groups as well as from City Hall there is no reason why many negative and neutral components cannot be turned into positive factors. The momentum in this direction already exists in Cornwall. It only needs to be unified and coordinated.

In evaluating specific industrial sectors which Cornwall's profile might attract, we have not (since this is outside our terms of reference) attempted to evaluate either the effect of today's economy on each sector or its inherent strengths and weaknesses. We can presume that the economy as a whole will improve and that this will result in new entries into the manufacturing field as well as in implementation of expansion plans which have been shelved for the last year or so.

Having studied the various components of the Cornwall product, we believe that we have arrived at a fair understanding of the City, its needs and its capabilities. We have reviewed a very large number of industrial candidates and eliminated many because they did not meet certain of Cornwall's criteria or have criteria which Cornwall cannot meet.

For instance, we have eliminated heavy, primary industry, principally because it is not relatively labour-intensive and capital investment required is high. However this does not mean that development

for heavy primary industry should not be included in long-term planning. We have eliminated industries which require highly skilled and specialized labour because Cornwall's available labour force is mainly semi or unskilled. But this picture may change in the future.

Industries which depend on water transportation are not candidates because Cornwall has only limited harbour facilities. Again, if a harbour existed in one of the townships, this factor might change dramatically in the future. On the other hand, we have tried to concentrate on labour-intensive industries requiring semi or unskilled labour. We have tried to isolate industries whose size Cornwall's industrial land can accommodate, which are compatible with existing industries and whose material needs and finished product characteristics require proximity to but not location in major markets.

While we directed most of our attention to manufacturing as the major source of employment opportunities, we did not neglect agriculture as a contributor to the area's economy and as a potential basis for processing and other manufacturing opportunities. We were struck by the dramatic increase in acreage given over to the growing of corn in Eastern Ontario and were informed that the future potential of this crop is good, although development depends in part on the draining of the soil. While the supply of drainage tile has improved with the introduction of a plastic product, soil drainage is being impeded by the lack of a local drainage contractor. Encouraging this would improve the contribution of agriculture to the local economy and might, in future, provide the opportunity for beef feed-lots and for food processing and other manufacturing based on corn and other crops.

To provide a perspective for the discussion which follows, it may be helpful to consider the motives which prompt an industry to search for and select a location. The most important reason for a company to look for a new site is to expand production. Obviously, therefore, new

companies and those companies and industries which are growing offer the best potential market to a municipality. Other reasons include the desire to replace an obsolete facility, to consolidate production and to enter a new market area. While the criterion of growth is important, those companies and industries that show only normal growth rates should certainly not be ignored. Except for those industries which have special overriding locational requirements, such as the aluminum industry's requirement for large amounts of cheap electric power, amongst the most important criteria by which companies select a site are the availability and type of labour in the community and its access to a good highway network.

As we have seen, Cornwall is admirably situated with respect to first-class highways. It also has a good supply of labour available and it is the quality and character of this work force which has had a large part to play in guiding our thinking with respect to the broad industry sectors most likely to be attracted to Cornwall.

The industrial profiles which have been prepared form part of the Industrial Opportunities Study which has been commissioned by the Department of Regional Economic Expansion to assist in stimulating industrial activity in Cornwall. These profiles are considered confidential and for this reason have been included under a separate cover and given restricted circulation. The industries selected are representative. We doubt whether it is possible to draw up a practical, exhaustive list. It would simply state that at any given time, under certain conditions, any given industry (with a few exceptions) could be attracted to Cornwall. This is, in fact, true and should be the foundation of Cornwall's industrial development program.

The profiles constitute one method by which the Industrial Commissioner can identify industries which may be attracted to Cornwall. In developing these profiles the entire list of manufacturing industries

within Division 5 of the DBS Classification of Industries has been reviewed from the point of view of their potential in Cornwall. Due to the scope of the manufacturing sector, this process has necessarily been a superficial one, but in consultation with personnel of the Department of Industry, Trade and Commerce and other specialists, it has been possible at least to reject some industries as being inappropriate. The residual industries outlined in the profiles supplied separately, therefore, are not offered as a definitive list of potentially viable industries, but they do give a prima facie indication of the direction in which industrial promotion efforts might best be focused.

The important point to bear in mind is that these are only a preliminary basis for action, not a blueprint. Before any of the industries are contacted, a considerable amount of research into community and industrial data is required as preparation for industries' questions and in order to illuminate Cornwall's relevance to the future growth of a company.

This preparation should probably be in two forms. Firstly, the information needed which is common to all industries, regardless of their particular factor requirements. This information should include the following:

- labour availability in Cornwall, by age, trade, sex
- published water, sewer and power rates
- training programs
- industrial land locations, costs and available services
- labour rates for all trades
- available buildings, description, costs
- government assistance programme

Secondly, on the basis of a detailed examination of specific industry requirements, further data should be identified:

- likely scale of operation
- minimum building standards

- minimum lot size
- likely labour requirements by trade, skill level
- special utilities requirements, etc.

It is emphasized that the companies mentioned should not be approached until all relevant information, as outlined above, has been assembled.

There is no assurance whatever that the companies named will, in fact, be interested in considering Cornwall. These companies have not been approached and therefore have given no indication either that they intend to expand or that they have been considering or would consider Eastern Ontario. They have been listed in the industrial profiles because of evidence that the industries have growth potential, that there is no overwhelming location factor deficiency in Cornwall relating to the industry concerned and that the companies concerned are typical of their industry.

The Industrial Profiles are identified by DBS Standard Industrial Classification numbers.

The following approach might be taken in utilizing the industrial profiles to encourage the attraction of industry to Cornwall:

- . Associations named should be contacted to determine details on growth potential, utilization of plant capacity, constraints on growth, trade specializations, import/export restrictions, etc.
- . At the same time the Federal Departments of Industry, Trade and Commerce and Manpower and the Provincial Department of Trade and Development should be contacted for information. On the basis of these discussions, it should be possible to develop a brief summary of the growth potential of each industry and its major specific requirements.

- . The industry requirements and community characteristics to meet those requirements should be assembled in a brief package and mailed out to the companies indicated in the profile. What should be stressed here is that a meeting be sought at which a full discussion of the opportunities in Cornwall for the given industry can be held.
- . A personal meeting with company principals should be arranged by phone at the earliest opportunity. For this meeting, a detailed prospectus should be prepared which would evaluate all characteristics of the city which have a bearing on the location decision of the company concerned.
- . Company principals should be invited to visit the community as soon as practical.
- . Arrangements should be made for the prospect to view the total community.
- . Continuous contact should be maintained until the plans are finalized and the plant constructed.

RECOMMENDATIONS

- . It is important that the Industrial Commissioner attaches a high priority to carrying out the research into community and industrial data as indicated in this chapter and that the profiles be utilized promptly to attract industry to the area.

CHAPTER 16

MARKETING ORGANIZATION

THE THREE COMMUNITIES

In terms of the industrial development function we suggested in the chapter on Municipal Organization and Leadership that there would be considerable advantage in the City of Cornwall, the Township of Cornwall and the Township of Charlottenburgh banding together for the purpose of the industrial development of the combined community. The following summarizes the advantages that we see in such an arrangement:

1. the sharing of costs thus enabling a more sophisticated and dynamic approach to be taken than would be the case if each community operated on its own;
2. a more orderly establishment of an industrial community providing a wider choice of locations;
3. it would overcome the relative shortage in the City of Cornwall of suitable land for industrial development but even though industry settled in one of the townships, there would still be great benefits to Cornwall through added employment for its residents.

Priorities would be established and the principles underlying the industrial development of the community would be determined. All of this would have to be covered by a formal agreement between the three authorities which would also spell out the basis upon which costs would be distributed. This agreement would have to be ratified by the councils of the City and Townships and would provide the overall framework within which the Industrial Commissioner would operate.

Recommendations to the three Councils on objectives, programs and budgets are formulated by the Industrial Development Commission. In this organization, the Commission helps develop realistic objectives, plans, programs and budgets in the context of the communities' overall objectives and resources and which can therefore be expected to meet with Councils' approval. Once this approval has been obtained, there should be no further interference on the part of elected officials in the Industrial Commissioner's work.

The role of the Industrial Development Commission in Cornwall and the two adjacent Townships might be summarized as follows:

- . Promote and encourage new business and industry to locate in the community.
- . Promote and encourage the expansion of existing business and industry.
- . Establish and maintain good relations with local organizations interested in continued development.
- . Initiate and assist in any projects which are recognized to be of economic benefit.
- . Formulate and maintain a sound public relations program for internal and external consumption.
- . Maintain close liaison with all Civic Departments involved in commercial-industrial development.
- . Compile and maintain an accurate record of economic facts on the City of Cornwall and the two adjacent Townships.
- . Provide supporting statistics for all projects which are of economic importance.
- . Prepare and maintain an overall plan for commercial and industrial development.

- . Prepare and recommend to the municipal governments for inclusion in a Capital Works Program, major engineering projects related to industrial development, such as extension of roads and essential services.

The role of the Industrial Commissioner is basically that of a professional implementer. His input to the Commission is his specialized knowledge of the market for the communities' industrial sites and the marketing methods needed to tap that market. In turn, the Commission's contribution to the Industrial Commissioner should, on a continuing basis, be to keep him fully informed about the needs of the communities, their resources, constraints and of shifts in the local socio-economic climate. Reaction to any special situations arising during the year and involving changes in plans or priorities or re- apportionment of monies should be discussed and agreed on by the Commission. This ensures that the Commissioner does not work in isolation but benefits from the professional and informed advice of officials involved in other and overlapping aspects of the administration.

The Industrial Commissioner

The position of Industrial Commissioner is an important one. In terms of representing a City to the market-at-large, it is second in importance only to that of the Mayor. The Industrial Commissioner must have the stature, the experience, the authority and the backing to act confidently as the City's spokesman, to be able to make certain commitments and take certain decisions without having to 'check them out' at City Hall. The ability of an Industrial Commissioner to inform fully and to negotiate confidently and rapidly may mean the difference between making a sale and losing it.

The background of effective Industrial Commissioners is varied. They may be ex-Mayors or even the Mayors themselves in smaller places.

They may be successful businessmen who are partially or fully retired. They may be men specially selected for their professional marketing and promotional abilities.

Suggested criteria for a successful Industrial Commissioner are as follows:

- . He must have in-depth business experience, which may be combined with political experience so that he can talk to top management in top management's language.
- . He must be sufficiently mature to impress his prospects but must also possess the drive, energy and initiative to be able to deal with the rigors of what should be an extremely demanding position.
- . He must be gifted with an entrepreneurial and promotional spirit. He must, first and foremost, be an intelligently aggressive salesman. He must be highly organized and self-motivated.
- . He must be able to evaluate information and statistics in terms of client needs, know how to make this information available to himself and then how to present it in the best possible way.
- . He must have or be able to develop a keen sense of identification with his community and to involve himself to the greatest degree possible in the community's affairs so that he can relate industrial development to the general life of the community.

These should be regarded as the basic requirements for a successful Industrial Commissioner.

However, qualifications are, in themselves, not enough. If a City does not give an Industrial Commissioner the support he needs to achieve its objectives, then he will be unable to operate effectively and is more likely to be a liability than an asset to the City government.

By support, we are not necessarily emphasizing financial support. This must, of course, be available to the degree that a community can reasonably justify it as an investment in its future and this will vary from community to community. What should not vary, in principle, is the weight of political, departmental and communal support which the Commissioner is given. Therefore there are certain criteria which a City should be prepared to match when it asks an individual to become its Industrial Commissioner.

The most important of these criteria are the following:

- In our opinion, the Industrial Commissioner serving a community with a population of between 40-50,000, should be a man who, on the open market, can command a salary of between \$20-25,000. If, in order to find the qualifications we have outlined, a City has to recruit an individual, then it should be prepared to pay a salary in the range we suggest.

An alternative, of course, is to persuade a leading citizen from the community to become Industrial Commissioner. In this case, as a service to the community, this individual might accept a much lower or even a token salary. But such an arrangement should only be made if the qualifications are met and on the understanding that the job is a full-time one.

- . The Industrial Commissioner's budget (which will include his salary) should allow for adequate travelling and entertainment expenses. Once the overall budget has been approved, these expenses should not be subject to constant scrutiny and questioning. Indeed, once objectives have been stated and a budget approved, the Commissioner should have maximum freedom to manipulate his budget as he sees fit in consultation, when indicated, with the Industrial Development Commission.
- . The Commissioner should be responsible to the Industrial Commission and not to Council.
- . At the same time, it is essential that the Industrial Commissioner is not requested to become involved in activities which are not included in his job description.
- . A detailed job description must be prepared which clearly defines the Commissioner's duties, responsibilities and authority and the support which he is to receive from other departments, including the Mayor and the Reeves. The chief operating executives may well be one of the best selling tools the Commissioner has. The Mayor and the Reeves must therefore be expected to make themselves available whenever, in the Commissioner's judgment, their participation may help make a sale.

The above specifications are meant as guidelines to indicate what a community should look for in an Industrial Commissioner and what it must be prepared to offer him if he is to operate effectively. In short, a Commissioner should be a professional, working under conditions suitable to a professional.

In a non-political sense, he should be expected to be a leader in the community since the community is the product which he has to sell. He should have a close relationship with the industrial, labour, commercial, service club, educational, religious and mass media sectors of the community. They should be kept informed, regularly, of his plans and activities since they are looking to him as a key factor in the growth of their community. He must be able to do as strong a selling job within the community as he does outside it, because only in this way will he be able to help the various sectors think and act in a unified way - to get together in a total effort to promote the community.

RECOMMENDATIONS

- . Develop criteria to be used in establishing the qualifications of Industrial Commissioner.
- . Develop a detailed job description for the position of Industrial Commissioner including his working relationship with other City officials.

CHAPTER 17

SELLING CORNWALL

Before discussing how a product can be sold, we must have a look at the product itself. This we have done in the preceding chapters.

What Cornwall must accept is that it is not, in many respects, fully competitive with other similar Ontario communities. This applies both to some of its basic characteristics and to its selling methods.

Our product-improvement and marketing recommendations are intended to help Cornwall place itself on a par with aggressive communities with which it must compete. If it can achieve this parity, it is likely to get its fair share of new industries.

We must stress that the exercise of matching profiles is, in itself, likely to be futile as long as some of the features in the Cornwall profile are essentially defensive and others negative. We must look at the product as an entity and presume that the people of Cornwall are willing and able to refine the product and, consequently, to put themselves in a position of presenting it with confidence.

We have found many positive things to say about Cornwall. But these are, for the most part, latent strengths. They require an action program, supported by the people as a whole and, most particularly, by the leaders of the various sectors of the community, to become elements in a unified and purposeful program directed at successful growth. In order to lend emphasis we wish to highlight the following:

- . Successful growth is the responsibility of all the people, not only the civic government. The people can and should make a vital contribution to projects which will help their community grow. This requires leadership.

- . Much of this leadership must come from the Industrial Commissioner with the wholehearted support of the Mayor and Council. In effect, the Commissioner is the City's 'marketing director' and he must therefore be involved, to a greater or lesser degree, in any project which improves and makes more desirable the product which it is his mandate to sell.
- . It is essential that it be clear to an Industrial Commissioner that he is selling not only plots of land and ancillary services, but a community. For this reason he should be the focal point and spokesman for citizen-initiated projects.
- . Any program directed at "improving the product" both for the benefit of the people and in order to attract new industry must be based on innovative and progressive thinking. This applies to management of government as well as to the design of civic or citizen-initiated projects. Any community which does not use the most modern and imaginative management and product development techniques is not now or soon will not be in a position to attract the most desirable new industries.
- . It seems to us that the qualifications and rôle of an Industrial Commissioner must be central to encouraging a community and its government to explore and to accept, where relevant, the kind of up-to-date thinking and new-idea orientation which will distinguish his community from others.
- . Civic government which wishes to fulfil its mandate from the people must, in today's environment, live up to the fact that it has been elected to lead, not to perpetuate

or to follow. The most desirable new industries, as we have mentioned, will look for this kind of leadership. It is an important part of the product. Industry, today, is increasingly expected to be socially responsible, to be a good corporate citizen. This being so, it is likely to look for location communities which are as progressive as it, itself, is expected to be.

Having discussed the product and its improvement, let us discuss the various elements which will go into selling it successfully. We wish here, again, to acknowledge the excellence of the booklet "Municipal Industrial Development Guide" published by the Ontario Department of Trade and Development.

We recommend that the Industrial Commissioner should not be without it or fail to use it as a guideline base for his activities. What follows will, we hope, add to the very sound counsel offered by the booklet, with special reference to Cornwall.

Direct Selling

Any community has a pool of salesmen at its disposal. How and where they are used must be a matter of careful and intelligent planning.

This planning must be part of the function of the Industrial Commissioner (or community marketing director, as he might be called).

These salesmen are:

- the Industrial Commissioner
- the Mayor
- certain civil servants
- certain non-political leaders of the community

It is a matter of judgment as to how many of these salesmen should be marshalled and which are best qualified to clinch a sale with a prospect. But it is important to keep in mind that every prospect,

large or small, thinks of himself as being important and wants to be treated as such. How far response to this need to feel important should go involves considerable sensitivity of judgment. The key, perhaps, is to understand the depth of information which an organization requires regarding the community which it is considering as a plant site. A relatively small company may require little more than negotiations with the Industrial Commissioner and a meeting with the Mayor to decide that its site specifications have been met. A larger organization, responsible for the well-being of the technical and managerial employees which will have to locate in the City, may want to 'meet the City', in which case a cross-section or all of the qualified salesmen should be available for a meeting at which the prospect can ask and have questions answered.

However, whether the pitch is big or small, high or low key, it must be well prepared. It must be straightforward, it must be informative, it must be convincing and it must be geared to the prospect.

Statistics for Industrialists

The brochure presently used by Cornwall for industrial promotional purposes entitled "Statistics for Industrialists - City of Cornwall" is an inadequate selling tool, putting Cornwall at an immediate disadvantage at a time when "customers" are more and more conditioned to well designed up-to-date presentation methods. It is important that this brochure be upgraded considerably and it is essential that professional counsel be obtained to advise on the design, the organization and the content of the material used in the brochure. It should be attractively printed by a professional printer, preferably with some use of color. In addition to the printed brochure we believe that a 35 mm slide presentation should also be prepared under professional guidance. The slide presentation could be in modular form so that it could be modified by adding or eliminating elements to meet a particular prospect's needs. The verbal presentation to go with the slides should be carefully refined and rehearsed so that it can be presented in a sophisticated and businesslike way.

Assistance from qualified public and private individuals should be obtained to participate in these presentations and they could be selected having particular reference to the contribution that they could make towards the type of industry to which the presentation is being made.

During the course of carrying out the study in Cornwall we learned of a Cornwall student who has earned a reputation as a budding film maker. It occurs to us that consideration might be given by the City to making a grant to this student to develop a color film which would express the personality of Cornwall and which could be used in presentations to those to whom Cornwall is being sold. If this venture turned out to be successful, it could probably be entered at film festivals and would be useful in gaining a favorable new image for Cornwall.

Indirect Selling - Institutions

One of the most effective selling tools available to Cornwall is the services which certain institutions are expected to offer to their own clients. These include banks, trust companies, the railroads, industrial realtors, trade associations and the appropriate provincial and federal departments. These can be both a source of leads and direct 'salesmen'. But in order to sell, they must be sold.

As soon as adequate sales tools are available, a program of personal presentations should be developed which will cover the key industrial development personnel in institutions of the kind we have described. At the end of such presentations - which, in some cases, should include the Mayor - an adequate number of the promotional booklet should be left with the institution with the offer of maintaining whatever supply of the booklet the institution may require.

Once personal contact has been established, it must be maintained. This can be done partly by correspondence or the issuing of regular bulletins which inform the reader about what is happening and

about to happen in Cornwall, not only on the industrial scene but in general. This kind of activity keeps Cornwall in the minds of the indirect salesmen. It does not have to be an expensive activity.

A Cornwall Newsletter should be sent on a regular basis to a select mailing list of individuals in organizations which are in a position to steer prospects to Cornwall. This Newsletter should go out no less than twice a year or as frequently as there is enough good material to fill at least two sides of an "8½x11" sheet. The masthead for the Newsletter must be professionally designed.

Indirect Selling - Conventions

Each year a handful of national conventions is held which brings together organizations who may be prospects for Cornwall. The annual meeting of the Canadian Manufacturers Association is a good example.

Cornwall should be represented at these meetings. A hospitality room should be set up and pleasantly decorated with photographs and maps of Cornwall; hand-out material should be available, including the newly designed booklet or a lower priced version of it. The host should be the Industrial Commissioner helped by another important member of the community, perhaps even the Mayor. These representatives should attend as many of the convention meetings as possible, remembering that name tags will identify who they are and where they come from.

Indirect Selling - Trade Shows

In much the same vein, a number of important industrial trade shows are held in the country each year. Some, particularly in Montreal, Ottawa and Toronto (Cornwall's key markets) are an opportunity to promote Cornwall in a general way as well as to the industries at which the shows are directed. In this connection the City should acquire an extremely well and professionally designed moveable booth. Small but adequate

space should be rented at one or more important trade shows during the course of each year, where the Cornwall booth can be displayed. Again, hand-out literature must be available.

Indirect Selling - Civic Affairs Conventions

Each year a number of conventions are held on the continent which bring together municipal leaders. There is an annual convention of mayors and there may be a convention of Industrial Commissioners. An appropriate member of the City government should attend a reasonable and carefully selected number of such conventions each year. There are two justifications:

- . We believe that it is the responsibility of elected and appointed officials to be aware of the most up-to-date thinking in their fields and to benefit from discussion of mutual problems with their peers in other communities.
- . Attendance at such meetings may result in industrial development leads when, for instance, an official of a city knows that one of his industries is contemplating expansion elsewhere or knows of a searching industry which, for one reason or another, he has not been able to attract to his own community.

In the case of all these direct and indirect selling activities, not only should as many good contacts be made; the best contacts must be maintained, kept alive through regular communications and this in itself requires careful planning.

Indirect Selling - Local

Any material which is produced for selling outside the community should be made available to the industrial, commercial, labour and media leaders of the community - particularly those with a vested interest

in Cornwall's growth. These people also communicate with the outside world, have contacts with and attend conventions. They should be informed and up-to-date about Cornwall's industrial development plans. In order to foster this sort of a climate, the Industrial Commissioner and the Mayor should hold meetings at regular intervals with leaders of the community to inform them about what has been done, what is being done and what is planned in the area of industrial development. After a formal presentation, these meetings should be thrown open so that the government officials can answer questions and benefit from the ideas generated by others.

Selling Cornwall is everybody's business, not merely the Industrial Commissioner's.

In this context, innovative approaches can be made to selling visiting prospects. For instance, it is not uncommon for an important prospect to be wined and dined by city officials. There is no fault in that. But consideration should be given to finding volunteers among the community's leading citizens, in any field, who would be prepared to receive the Industrial Commissioner, the Mayor, the important prospect and two or three other community leaders in their homes. They should, of course, be reimbursed for the costs. This method will impress a prospect with the hospitality of the City. It will give him a feel of the community's social life. It will impress him with the interest, other than governmental, which the community takes in making him feel welcome and in attracting his plant to Cornwall.

Media Advertising - Industrial

We do not believe that Cornwall is in a position to mount any kind of media advertising campaign. Advertising is costly and it tends to be shotgun in its approach. Moreover, we believe that the industrial development budget can most effectively be placed behind the direct and indirect selling approaches we have suggested.

However, it would be well to consider occasional insertions in carefully selected industrial association journals and special issues of such media as the Financial Post. Space in the journals is relatively cheap and a single advertisement, once produced, can be used many times, over a period of two or three years.

Advertising - Tourism and Conventions

We do not believe that the Cornwall product for the time being justifies a costly - and it can only be that - media campaign directed at tourists. Cornwall cannot yet compete with more highly developed tourist centres.

However, in promotional literature, thought should be given to identifying Cornwall with a specific and tourist oriented slogan: "Where the world's lacrosse sticks are made" and "Capital of the champion cheddar cheese country" come to mind.

We do believe that a review should be made by professionals of all printed material produced in Cornwall and by other bodies which include mention of Cornwall. This review should include an assessment of:

- . adequacy of distribution
- . quality of design within cost constraints
- . the degree to which the most important attractions are featured
- . how promotion can be better coordinated.

It is interesting to note, merely as an example, that only one tourist booklet of the many we have perused mentions the Harold Town mural in the penthouse lobby of the power dam station. And yet, in this modern-art conscious society, that one feature might be enough to pull many motorists off Highway 401.

Generating Project Ideas

We have suggested throughout this part of the report that if Cornwall is to be competitive, it must be innovative. It is not difficult to do big things with unlimited resources. It takes imagination to get projects going with severely limited resources.

Some of the people we interviewed object to the bathtub derby. We cannot agree. Here is an innovative, 'fun' idea which made national news and which certainly supports a lively rather than a depressed image. The Stratford Festival Theatre, in quite a different sense, was another such idea.

How does one generate ideas for one major or several community promoting projects? The difficulty with people is that they are more inclined to say 'no' to a new idea than to say 'yes'. And more often than not an idea is suppressed in a person's mind before it is ever expressed. In this way many good and new ideas are lost.

Aware of this fact, the late Alex Osborne (a founder of one of the world's largest advertising agencies) invented what he called 'brainstorming' which he developed into a formal course in Creative Thinking at the University of Buffalo.

Brainstorm sessions must be controlled by a leader experienced in the technique and who can help participants overcome their idea inhibitions.

In searching for community promotional ideas in addition to those we have already given as examples, we recommend that a series of formal brainstorm sessions be held in Cornwall involving cross-sections of the population and groups (particularly service clubs). Out of these will come literally a hundred or more ideas which can be screened and the best of which can be seriously and realistically evaluated for their practicability in terms of the financial and particularly human resources

which can reasonably be applied to their implementation on a priority basis. It is entirely possible that out of this project will come one idea which represents the centre of Cornwall's self-promotion for years to come.

Market Research

Any capable Industrial Commissioner will make available to himself and use the wealth of economic, industrial, statistical and prospect information which is available. The sources are well covered in the "Municipal Industrial Development Guide".

There is another dimension to successful selling. That is that it is just as important to know why one has failed as to know that one has succeeded.

We recommend that a follow-up program be initiated which would obtain from industrial prospects who did not locate in Cornwall the reasons for their decisions.

Response will indicate how selling methods can be improved.

It will indicate weaknesses in the product.

It will indicate prospects who are still 'live' because their decision not to locate is, for one reason or another, temporary. There will be prospects towards whom personal and direct mail selling efforts should be maintained.

During our study we sent a questionnaire (Appendix C) to 12 prospect industries which did not locate in Cornwall. The list was supplied to us by the Industrial Commissioner. We have only received 6 replies; too small a number from which to draw conclusions. But this kind of research activity is basic to effective selling and it should be a basic part of the Commissioner's activities.

Selling Cornwall to Cornwall

In this study we have covered much ground and suggested many ideas for the improvement of the product and ways of selling it.

We hope that we have made clear that our contact with Cornwall and its people has resulted in a real and basic belief in the ability, energy, vitality and confidence of the City and its citizens.

All the people with whom we talked were encouraged that this study was taking place and were impatient to learn of its findings. Most of them also expressed a willingness to support recommendations which would benefit the community.

We have used the word 'innovation' several times in this report. Let us use it once more.

We recommend an innovative approach to making the contents of this report known to the people of Cornwall.

We recommend that the City make public the essential findings and recommendations of the report in a 'live' presentation, including 35 mm slides, to as large an audience as possible of Cornwall's citizens. We could expect the newspaper and radio stations to promote such a presentation and we would hazard a guess at an attendance of 400 or more in, for instance, the Vanier auditorium.

We can think of no better way to stimulate the community into concerted and coordinated action and to build enthusiasm for and confidence in the community's ability to help itself grow successfully.

We suggest that the mass media should be invited to cover this meeting. The attendant national publicity could well represent the beginning of a new awareness of Cornwall far removed from the image which it now has or believes it has.

RECOMMENDATIONS

- . Select a pool of 'salesmen' from leading and involved citizens, which can and will support the Mayor and the Industrial Commissioner.
- . Redesign the basic selling tool "Statistics for Industrialists" with professional help.
- . Produce a 35 mm slide presentation for use by the "selling team", but particularly by the Industrial Commissioner.
- . Make a grant to a local student to produce a colour film about Cornwall.
- . Plan a program of personal presentations to relevant officers and departments of banks, trust companies, railroads, industrial realtors, trade associations and appropriate Provincial and Federal departments.
- . Ensure follow-up to these presentations by a Cornwall Newsletter.
- . Ensure representation of the City at a carefully selected number of key industrial conventions each year.
- . Plan to have the City represented at certain important trade shows in the form of a small but professionally designed promotion booth.
- . Plan to have representatives of the City attend key conventions having to do with City management.
- . Hold regular meetings by the Mayor and Industrial Commissioner to keep community leaders informed of industrial development plans and progress.

- . Establish a pool of community hosts who are prepared to entertain important prospects in their homes.
- . Evaluate a limited number of insertions in a select list of industrial association journals and special issues of business papers.
- . Develop and promote a public image slogan for Cornwall.
- . Review all printed material promoting Cornwall to ensure adequate distribution, quality of design, complete information and promotional coordination.
- . Organize a series of brainstorm sessions (with professional guidance) in order to produce innovative community project ideas for evaluation.
- . Organize a system of market research including follow-up on lost prospects.
- . Present and sell the contents of this report to a broad spectrum of invited Cornwall citizens as well as representatives of the mass media.
- . The Industrial Commissioner must make active use of the industrial profiles (See Chapter 14).

CONCLUSION AND SUMMARY OF RECOMMENDATIONS

In an earlier chapter of this report we made the statement that Cornwall has the potential to become a vital city. It has suffered, probably more than many other communities, from a series of setbacks caused by plant closings and the termination of major construction projects which has caused a good deal of unemployment. On the one hand this has created in the minds of some people a defeatist attitude which must be completely overcome. On the other hand Cornwall has shown and continues to show the strength to bounce back and this is reflected in charitable drives and other worthwhile community projects brought to a successful conclusion through the combined efforts of a large number of the citizens.

We think it is significant that many of the business leaders, some who are relative newcomers to Cornwall, have unswerving faith in the future of the city; we were told by one of these that he hopes that he will not be moved from the city for many years to come. We think it is significant that many, after having lived in Cornwall for a relatively short while, hold the view that Cornwall has a bright future but that it requires a strong and concerted effort on the part of everyone to make it occur. Many of these men have lived in other Ontario and other provincial centres and are in a position to form objective opinions.

Again quoting from an earlier chapter in this report, we said that 'the people are proud of their city and have faith in it. They are prepared for strong and innovative leadership. There is a strong sense of communal unity which overrides ethnic considerations. There is a noticeable groundswell - at all levels - of desire to do it ourselves. In our opinion, the people of Cornwall are prepared to give an impressive amount of support to leadership which will unify and inspire the latent urge to revitalize the community and to give it its proper place in the provincial and national sun.' It is our opinion, and in fact this was

said to us, that the people of Cornwall look to the results of this study as a tool which they can use to organize and develop the drive necessary to place Cornwall in its rightful place. The desire is there. What is needed is organization and leadership.

Leadership (a word which we have used frequently) is a quality which must come from all the people and not only from elected and appointed officials. Support for programs and projects is not exclusively the responsibility of government. On the contrary the people themselves must seek out and involve those individuals in the community who have the leadership qualities which will bring various sectors of the public together behind projects which are often outside the traditional and basic responsibilities and capabilities of government. In spite of some of the negative factors and problem areas which Cornwall faces we ourselves are confident that the community can make itself industrially competitive.

It has been observed that as a community becomes increasingly involved in a process of self-improvement, industry begins to gravitate towards that community. This gravity effect can be expected to take place in Cornwall and in time it will probably be one of the strongest forces attracting industry to the community. However, the gravity effect will not respond to inertia. The momentum must be supplied by the community.

This report has been prepared in a completely objective manner based on our considerable association with the city earlier this year. We hope that the suggestions and recommendations which we have made can be accepted by the community and its leaders as a communal and unifying instrument.

Finally we wish to summarize the various recommendations that we have made throughout this report and these follow under the chapter headings in which they were given. Opposite each recommendation we have stated the priority which we attach to the recommendation for the convenience of the community in dealing with them. Each recommendation has been given a priority of either high, medium or low. It is suggested that they be tackled in that order.

SUMMARY OF RECOMMENDATIONS

Priority

Manpower

- . The Industrial Commissioner should maintain close liaison with the Cornwall office of the Canada Manpower Centre and fully utilize the services that the Centre has to offer. Medium

- . The Industrial Commissioner should collaborate with the St. Lawrence College on the development of training courses and he should enlist the cooperation of the labour unions in obtaining acceptance of the courses. Medium

Financial Climate

- . Spending objectives and priorities should be established and it should be the responsibility of the City Treasurer and the Clerk-Administrator to carefully supervise and approve the preparation of financial budgets for all departments and to question and to pass judgment on spending estimates included therein which are not in accordance with the objectives and priorities established or with economic and businesslike management of the City. High

- . Where reductions in the spending estimates are decided upon by the Finance Committee or by Council, such reductions should be on a project basis and pro rata reductions across the board should only be considered as a last resort because of the inequalities that they generate. High

Priority

- . We recommend the retention of a professional consultant in financial planning in which area, we believe, the community's problems and needs are great. This financial consultant should be selected, in part, for his experience in bringing public and private funds together in joint ventures and projects of a kind which, in the case of Cornwall, would be of significant benefit to the community.

High

- . The City, either directly or through a 'development corporation', should acquire industrial land and develop it for sale to industrial prospects. Such a corporation could be owned jointly by the City and private investors, would operate on a profit-oriented basis and would ensure orderly development and a supply of readily available land.

High

- . Encourage investment by residents of Cornwall in local viable business projects, even though individual amounts invested might be relatively small.

Medium

Real Estate and Urban Planning

- . Zoning policies should be re-examined because some land which is suitable for industrial development is zoned residential, commercial or agricultural.

High

Priority

- . Prime industrial land available for sale amounts to only 93 acres and not 595 acres as claimed. Industrial development promotional material should be corrected accordingly. High
- . Industrial land which is available for sale should be cleaned up, boundaries marked and identified with informative signs for the benefit of prospective purchasers. High
- . Consideration should be given to obtaining options from the owners of vacant prime industrial land, or otherwise ensuring its availability, in order to attract and accommodate new industries. High
- . The functions of urban planning and urban renewal should be combined within the Planning Board and this body should be revitalized and given the responsibility and authority which it does not now seem to have. High
- . The Urban Planning and Renewal Authority must have available the services of a qualified professional in that field. High
- . Water lines should be extended to improve water pressure in certain parts of the city. High
- . Sewer lines should be extended to eliminate the requirement for septic tanks. High

Priority

Local Industry

- . Improved communications should be established between the City, probably in the person of the Mayor and/or the Industrial Commissioner, and the top management of the companies whose head offices are not in Cornwall. These communications should include personal contact and written communications on a regular basis. Medium

- . Strive for greater support from all Cornwall industries for the community's civic and private programs. Medium

- . Encourage companies located in Cornwall to have their public relations and advertising programs express a closer identification with the life and plans of the community. Medium

- . The City must 'sell' industry on its social responsibilities to the community and spell out the benefits - many intangible - which it can expect from greater involvement. The strongest and best boosters the City can have is existing industry. Medium

- . The Industrial Commissioner must keep local industry fully informed on all Federal and Ontario incentives and assistance programs so that they will have every opportunity to take advantage of the many and varied programs available. High

Priority

Natural Resources

- . Carry out a feasibility study on increased corn and cattle production as an inducement to industries which require those products to locate in Cornwall. Low

Municipal and Other Services

- . The City must actively strive to extend water lines to improve water pressure in certain parts of the city. High
- . Sewer lines should be extended as soon as economically possible to eliminate the requirement for septic tanks. High
- . Air pollution controls, aimed primarily at eliminating obnoxious odours, should be pressed forward as rapidly as possible. Medium

Commercial Transportation

- . The excessively high trucking rates on a per ton/mile basis between Cornwall and Montreal relative to other routes must be investigated and be justified publicly or corrected immediately. High
- . A preliminary feasibility study should be undertaken to determine whether there are alternative adjacent sites for a viable deep water port which, if developed, would be an important inducement to some industries to locate in Cornwall. There has been considerable publicity and discussion on this subject in Cornwall and it should be settled one way or the other. Medium

Priority

Municipal Organization and Leadership

- . Establish clearly defined lines of authority and responsibility between elected officials and appointed officials. Medium
- . Elected officials should establish policy and set priorities. Appointed officials should execute the plans. High
- . Implement Management by Objectives and Planning Programming Budgeting Systems in the city administration. High
- . Consider a joint Industrial Development Commission which would be responsible for the industrial development of the City of Cornwall, the Township of Cornwall and the Township of Charlottenburgh. High

Education

- . Existing industries and especially new industries should be encouraged to make full use of the Adult Retraining Centre which is well equipped and anxious to help industry design and conduct educational upgrading and skill training programs. Medium
- . A formal and effective system should be established to ensure clear and continuing communications between industry, the educational system and students. Its primary objective would be to closely match skills and career expectations with industry's needs and career offerings. Medium

Priority

- . As the inaugural step in this regard, we recommend that an "Education Dialogue Symposium" be convened to bring representatives of industry, education and the student population together to lay the foundation for this vital communications system. Medium
- . Emphasis on skill and educational upgrading should be directed principally at the younger work force which, on the one hand, can benefit most from it and, on the other, is most receptive to it. Medium
- . An objective, cost/benefit study should be undertaken to evaluate whether a permanent university campus, with full-time faculty, can be justified and when, in terms of contributing to the overall vitality of the City and the three counties. Medium

Communications (Mass) Media

- . Investigate the development of a civic TV broadcast facility of a non-commercial or semi-commercial nature, as a step towards putting Cornwall on the North American map and the major involvement of many citizens and service clubs in the project. Medium

Cultural, Recreational and Tourist Resources

- . The City government and local industry should be encouraged to provide greater financial and moral support to the principal cultural groups in Cornwall who have achieved considerable success through their own initiative. High

Priority

- . Build a cultural centre which would include a modern theatre, concert hall, art gallery and arts and crafts facilities. This project should be mainly financed out of community fund-raising projects in which Cornwall has already demonstrated a considerable degree of success. Medium
- . Develop a long-term plan for parks and city beautification. Medium
- . Develop part of the old canal into an attractive park area for the benefit of Cornwall residents and as a tourist attraction. Medium
- . Develop the "Bryden Avenue to Grays Creek area" as a wildlife or nature oriented park. Low
- . The annual grant to the Tourist and Convention Committee should be increased to a minimum of 50 cents per capita. High
- . Endeavor to have Cornwall attractions included in literature published by the Federal and Provincial Governments and their agencies promoting the St. Lawrence Valley and environs. High
- . Cornwall's potential as a tourist and convention centre must be exploited; - professional assistance is indicated. High
- . Promote the construction, through one of the hotel/motel chains, of a large modern hotel/motel in downtown Cornwall. High

Priority

- . Consider the promotion of an annual "Week of Chinese Gastronomy" as a tourist attraction. Medium

Miscellaneous Services
Agencies and Groups

- . The Service Club council should explore the possibility of pooling their energies and resources for the launching of a major community project. Medium
- . Every opportunity for favorable publicity should be taken by the combined service clubs when they take innovative action on joint community projects. Medium

Neighboring Townships

- . Urban planning in the Townships of Cornwall and Charlottenburgh is essential now in order to prevent haphazard development of the two townships. High
- . Carry out a preliminary feasibility study to determine the suitability or otherwise of Glengarry Point as a port location. Medium

Industrial Profiles

- . It is important that the Industrial Commissioner attaches a high priority to carrying out the research into community and industrial data as indicated in this chapter and that the profiles be utilized promptly to attract industry to the area. High

Priority

Marketing Organization

- . Develop criteria to be used in establishing the qualifications of Industrial Commissioner. High
- . Develop a detailed job description for the position of Industrial Commissioner including his working relationship with other City officials. High

Selling Cornwall

- . Select a pool of 'salesmen' from leading and involved citizens, which can and will support the Mayor and the Industrial Commissioner. High
- . Redesign the basic selling tool "Statistics for Industrialists" with professional help. High
- . Produce a 35 mm slide presentation for use by the "selling team", but particularly by the Industrial Commissioner. High
- . Make a grant to a local student to produce a colour film about Cornwall. Medium
- . Plan a program of personal presentations to relevant officers and departments of banks, trust companies, railroads, industrial realtors, trade associations and appropriate Provincial and Federal departments. High
- . Ensure follow-up to these presentations by a Cornwall Newsletter. High

Priority

- . Ensure representation of the City at a carefully selected number of key industrial conventions each year. High
- . Plan to have the City represented at certain important trade shows in the form of a small but professionally designed promotion booth. High
- . Plan to have representatives of the City attend key conventions having to do with City management. High
- . Hold regular meetings by the Mayor and Industrial Commissioner to keep community leaders informed of industrial development plans and progress. High
- . Establish a pool of community hosts who are prepared to entertain important prospects in their homes. Medium
- . Evaluate a limited number of insertions in a select list of industrial association journals and special issues of business papers. Medium
- . Develop and promote a public image slogan for Cornwall. Medium
- . Review all printed material promoting Cornwall to ensure adequate distribution, quality of design, complete information and promotional coordination. High

Priority

- . Organize a series of brainstorm sessions (with professional guidance) in order to produce innovative community project ideas for evaluation. High
- . Organize a system of market research including follow-up on lost prospects. High
- . Present and sell the contents of this report to a broad spectrum of invited Cornwall citizens as well as representatives of the mass media. High
- . The Industrial Commissioner must make active use of the industrial profiles. High

MEMBERS OF THE PWA TEAM

J. Earl Clubb

B. H. Lloyd

D. G. MacEachern

Michael Hicks

J. K. Abel

Lorne Almack

Paul Stein

J. B. Mowat

LIST OF PERSONS INTERVIEWED

CORNWALL

C. F. Adams	City Engineer City of Cornwall
R. B. Baikie	President Iroquois Chemicals Limited
F. Baker	President and General Manager T C F of Canada Limited
Prof. K. Barker	Planning Board City of Cornwall
P. Beauchemin	Superintendent of Curriculum S.S.D.G. Board of Education
B. Bertrand	Vice-President, Manager and Co-owner of CFLM
D. Bloomfield	President and General Manager Morbern Industries Ltd.
R. Boisvenue	Clerk-Treasurer Township of Cornwall
K. Bough	Alderman
M. A. Boyer	Clerk-Administrator City of Cornwall
J. Brown	Field Representative International Union of District 50 Allied and Technical Workers of the U.S.A. & Canada
R. Brunet	Alderman
Mr. Caley	Wharfinger for the Cornwall Dock
G. Cameron	Alderman

Mrs. J. Cameron	M. Jean Cameron Real Estate Limited
R. Carrara	Alderman
L. Carriere	Fire Chief City of Cornwall
C. J. Chisholm	President and Secretary Chisholm Lacrosse Mfg. Co.
A. Clarke	Chief of Police City of Cornwall
A. D. Dalgarno	Manager Main Branch Bank of Montreal
Miss B. Davidson	President Cornwall and District Labour Council
I. E. Davidson	Resident Manager Domtar Fine Papers Ltd.
I. G. Dobbyn	Manager Employees' Services Domtar Fine Papers Ltd.
Rev. K. Doe	Anglican Church of Canada
J. Douglas	Morbern Industries Ltd.
R. Eadie	Secretary, Seaway Valley Tourist Council
W. H. Eaton	Secretary - Planning Board City of Cornwall
D. Fawthrop	Alderman
Mr. Firth	Business Manager Canadian Legion
Miss F. Flanagan	Welfare Director City of Cornwall

A. Gadbois	Reeve Corporation of the Township of Charlottenburgh
R. C. Gagne	Clerk-Treasurer and Industrial Representative Corporation of the Township of Charlottenburgh
J. Gagnon	Manager Canada Manpower Centre
L. Gauthier	Alderman
Mrs. M. Gignac	Independent music teacher
L. Goodall	Manager Canadian Imperial Bank of Commerce
F. Guindon	Alderman
R. D. Hamilton	Treasurer City of Cornwall
J. Haworth	Coordinator Adult Retraining Centre St. Lawrence College of Applied Arts and Technology
H. Healy	President Rotary Club of Cornwall
S. N. Heyman	Exec. Vice-President & General Manager Dominion Tape of Canada Ltd.
E. G. Himes	Vice-President Powerair of Canada Ltd.
G. T. Kaneb	President Universal Terminals Ltd.
N. Kaneb	Mayor City of Cornwall

J. E. Kelly	Courtaulds (Canada) Limited
B. Kennedy	Domtar Fine Papers Ltd.
A. Lebano	Alderman
S. Lovell	General Manager Cornwall Pants & Prince Clothing Co.
L. McCuaig	Traffic Supervisor Domtar Fine Papers Ltd.
A. J. McDonald	L.R. McDonald and Sons Co. Ltd.; A.J. McDonald Co.
D. J. McDonald	Reeve Township of Cornwall
J. C. McDonald	President Sovereign Seat Cover Mfg. Ltd.
S. L. McLaren	Lyle McLaren, Realtor
M. J. McRae	Office Manager and Accountant Compo Records (Ontario) Limited
P. Metayer	Personnel Manager Canadian Industries Limited
W. Metcalfe	President and Managing Director Howard & Sons (Canada) Limited
D. Miller	Stormount County Agricultural Representative (Ontario Department of Agriculture)
S. Miller	Administrator Parks & Recreation Committee City of Cornwall
J. Mills	Assistant Personnel Manager Courtaulds (Canada) Limited, T C F of Canada Limited

W. D. M. Mitchell	Personnel Manager Courtaulds (Canada) Limited; T C F of Canada Limited
G. Parisien	News Editor and Editorialist - CJSS
J. Pescod	Alderman
Dr. R. V. Peters	County Health Officer
D. I. Peterson	General Manager Eastern Pottery Ltd.
Dr. J. A. Phillips	Chairman - Planning Board City of Cornwall
H. A. Philpott	Manager, Royal Bank of Canada
E. A. Planche	Works Manager Canadian Industries Limited
Mrs. J. Poirier	Administrator University of Ottawa, Cornwall Campus
Miss P. Poirier	Students' Council Vice-President St. Lawrence High School
G. Pommier	Head Downtown Merchants' Association
P. S. Robertson	Publisher Standard-Freeholder
N. Rutley	Student Government President St. Lawrence College of Applied Arts and Technology
Rev. D. E. Scott	Roman Catholic Church
B. H. Secord	Treasurer and Manager Edo (Canada) Limited
L. Sicard	Regional Director Ontario Department of Social and Family Services

J. Shaw	Director of Education S.S.D.G. Board of Education
L. P. Shaw	Business Representative and Financial Secretary United Brotherhood of Carpenters and Joiners of America
M. Silverstein	Manager Julius Resnick Canada Ltd.
K. Staunton	Product Engineer and Acting Plant Manager Sylvania Electric (Can) Ltd.
G. B. Stidwell	Assistant Resident Manager Domtar Fine Papers Ltd.
Mrs. G. A. Styles	Cornwall Little Theatre
G.J.G. Sullivan	Plant Manager Pfizer Co. Ltd.
E. P. Thompson	Director of Welfare - United Counties
L. J. Tremblay	Principal St. Lawrence College of Applied Arts and Technology
E. Watt	Manager Editor Standard-Freeholder
D. Webster	Alderman
J. D. Woods	General Manager L.R. McDonald & Sons Ltd.

OTTAWA

W. Anderson	Director of Development T.E. McLaughlin Development Association Ltd.
T. E. Barff	Chemicals Branch, Department of Industry, Trade and Commerce
Dr. P. Camu	President St. Lawrence Seaway Authority
L. Howie	Apparel and Textiles Branch Department of Industry, Trade and Commerce
D. F. Mason	Plastics and Rubber Division Department of Industry, Trade and Commerce
R. J. Mephram	Apparel and Textiles Branch Department of Industry, Trade and Commerce
C. Robertson	Office of Industrial Policy Advisor Department of Industry, Trade and Commerce
Dr. H. A. Showalter	Chemicals Branch, Department of Industry, Trade and Commerce

TORONTO

W. G. Beck	Industrial Development Officer Department of Trade and Development Ontario Government
D. S. Bruce	Management Planning Section Ontario Department of Lands & Forests
H. N. Middleton	Management Planning Section Ontario Department of Lands & Forests

R. M. Peebles
Chief Plant Location Section
Industrial Development Branch
Department of Trade and Development

N. R. Radford
Director
Industrial Development Branch
Department of Trade and Development

MONTREAL

J. Campbell
President
Ocean Forwarders Ltd.

R. H. Matheson
Formerly General Traffic Manager of
Domtar Limited

OTHER COMMUNITIES

Mr. Ayers
President and General Manager
Communications Apparatus Company
Canada Ltd.
Stratford

H. Boivin
Industrial Commissioner
City of Granby, Quebec

Mr. Broome
Mayor of Brockville

A. P. Dilk
Chairman of the Industrial Commission
City of Stratford

Mr. Kinnear
General Manager
Imasco Limited
Granby

P. Lyon
Commissioner of Industrial Development
Brockville

M. Morrow
Executive Vice-President
Black & Decker Manufacturing Co. Limited
Brockville

G. Shannon
Director of Manufacturing
Parke, Davis & Company Ltd.
Brockville

J.-L. Tetreault
Mayor of Granby

CORNWALL STUDY - NON-LOCATING INDUSTRIES

Company:

Respondent:

Type of Industry:

Head Office or Plant:

Other Canadian Plant Locations:

-
1. Why did your Company initially consider Cornwall?
 2. If you have decided against locating in Cornwall, what were the principal factors influencing your decision?
 3. Where did you locate instead?
 4. What other factors weighed against locating in Cornwall?
 5. Who was your principal contact in the City?

6. Do you feel that the case for Cornwall was adequately presented by its government and other representatives?

7. Do you feel that promotion of the City to your Company was:

Strong

Adequate

Poor

8. If poor, in what way?

9. Any other comments?

MONTREAL, January 27, 1971

INDUSTRIAL OPPORTUNITY STUDY - CORNWALL, ONTARIO

TERMS OF REFERENCE

- (a) Evaluation of present trends within existing industry to determine viability and opportunities for growth.
- (b) Evaluation of community data to determine availability and efficiency of existing community facilities and services, to identify gaps and to recommend any remedial action necessary for Cornwall to be competitive in the market place for industry.
- (c) Evaluation of the total resources of Cornwall and the selection of appropriate industrial sectors for further investigation.
- (d) Development of industrial profiles for selected industrial groups within the broad industrial sectors with the view of matching the requirements of these industries against Cornwall's resources.
- (e) Recommendations on the industrial groups showing the most potential for the City of Cornwall with suggested priorities for industrial promotion and development work.
- (f) Develop a promotion program to reach prospective industries.
- (g) Identification of individual companies within selected groups, including names and addresses of firms where appropriate.

HC Price Waterhouse Associates
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Price
Waterhouse
Associates
management consultants

INDUSTRY CANADA/INDUSTRIE CANADA



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