



# Town of Cobourg Strategic Plan Components (2019-2022)

---

April 25, 2019



## TOWN OF COBOURG STRATEGIC PLAN: 2019-2022

The Town of Cobourg's Strategic Plan is comprised of number of elements as shown following.

### Strategic Plan Components



## Vision, Mission and Pillars/Supporting Objectives

**Town of Cobourg**  
**Strategic Planning Session: February 12-13, 2019**  
**Draft Vision, Mission and Supporting Pillars/Objectives**

### Vision

**Cobourg...a vibrant inclusive community where everyone has access to meaningful opportunities and experiences**

### Mission

*The Town of Cobourg is committed to open and accountable governance and the provision of quality, accessible programs and services in a sustainable manner*

### Pillars/Objectives

The Town's mission will be achieved through the following ...

- |                     |  |
|---------------------|--|
| <b>People</b>       | <i>The Town supports and cares for the social and physical well-being of its citizens</i>  |
| <b>Places</b>       | <i>The Town protects, preserves and promotes its natural assets, heritage, arts, culture and tourism</i>   |
| <b>Programs</b>     | <i>The Town provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors</i> |
| <b>Partnerships</b> | <i>The Town engages in strong, sustainable public-private partnerships to improve the quality of life for everyone</i>                               |
| <b>Prosperity</b>   | <i>The Town plans for, markets and develops assets for economic resiliency and financial security</i>  |

## Strategic Actions and Desired Outcomes

<b>PEOPLE</b>	<b>The Town supports and cares for the social and physical well-being of its citizens</b>
<b>Strategic Actions</b>	
<ol style="list-style-type: none"> <li>1. Create a housing strategy that is in alignment with Northumberland County’s housing strategy</li> <li>2. Implement a municipal youth program</li> <li>3. Encourage healthy lifestyles across all age groups by promoting and raising awareness about public health and active transportation</li> <li>4. Continue to pursue the Age-Friendly Communities designation</li> <li>5. Invest in programs, services and infrastructure to make Cobourg more accessible</li> </ol>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• People are able to find attainable housing in Cobourg</li> <li>• There is a broad variety of housing types available for ownership and rental</li> <li>• Residents of all ages are engaged in a wide range of physical activities</li> <li>• Cobourg residents are healthy and happy</li> <li>• Cobourg’s youth participate in community activities and events</li> <li>• The Town is enriched by the skills, ideas and perspectives of its youth</li> <li>• A barrier-free Cobourg that is accessible to citizens of all abilities, including those with disabilities</li> </ul>	
<b>PLACES</b>	<b>The Town protects, preserves and promotes its natural assets, heritage, arts, culture and tourism</b>
<b>Strategic Actions</b>	
<ol style="list-style-type: none"> <li>1. Investigate the creation of additional heritage conservation districts as outlined in the heritage master plan</li> <li>2. Create a climate change action plan</li> <li>3. Upon completion of the cultural master plan, consider the creation of a Town arts, culture and tourism division</li> <li>4. Continue implementation of the downtown vitalization plan</li> <li>5. Review and improve the financial performance of Town operated facilities</li> <li>6. Repair and rejuvenate the East Pier</li> <li>7. No expansion of boat slips at the Cobourg Marina will be considered during this term of Council and the natural environment of the West Harbour will be safeguarded and protected</li> </ol>	

<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Arts, culture and heritage are key defining characteristics of the Cobourg community</li> <li>• Daily lives of residents are enriched</li> <li>• Cobourg’s natural environment will be safeguarded and protected</li> <li>• The Town of Cobourg will be good stewards and practice sustainable actions</li> <li>• A community that prioritizes biking, walking and public transportation as a means to mitigate the effects of climate change</li> </ul>	
<b>PROGRAMS</b>	<b>The Town provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors</b>
<b>Strategic Actions</b>	
<ol style="list-style-type: none"> <li>1. Develop an information technology strategic plan</li> <li>2. Develop an integrated records management system</li> <li>3. Implement a comprehensive management plan for all of the Town’s assets</li> <li>4. Explore the feasibility of enhanced sidewalk snow clearing including the clearing of arterial bike lanes and multi-use paths</li> <li>5. Review and assess appropriateness of agreements with third party contracts</li> <li>6. Continue to explore communications priorities including social media and public engagement tools</li> </ol>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• People will be well informed, know what is going on in the Town and how to get information</li> <li>• The Town will be resilient and safe from cyber attacks</li> <li>• Information will be easier and faster to access through a variety of means</li> <li>• People will be informed with the facts</li> <li>• Information will be stored in a way that is accessible for present and future generations</li> <li>• Public trust and confidence in the Town’s processes and procedures will be enhanced</li> </ul>	

<b>PARTNERSHIPS</b>	The Town engages in strong, sustainable public private partnerships to improve the quality of life for everyone
<b>Strategic Actions</b>	
<ol style="list-style-type: none"> <li>1. Explore feasibility of partnerships to develop a social services community hub for community health priorities such as food security, mental health, drug addiction and homelessness</li> <li>2. Explore future partnerships with Venture 13 to promote innovation, education and entrepreneurial opportunities</li> <li>3. Continue to work with Sustainable Cobourg and other stakeholders on greening Cobourg initiatives</li> <li>4. Work with transit authorities in the area to integrate transit services, including accessible and active transportation services</li> <li>5. Facilitate meaningful collaboration with Cobourg citizens</li> </ol>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Partnerships will be a key component of how the Town works and does business</li> <li>• Cobourg will be a strong community</li> <li>• Resources will be maximized</li> <li>• The Town will be able to realize initiatives it undertakes</li> </ul>	
<b>PROSPERITY</b>	The Town plans for, markets and develops assets for economic growth and financial security
<b>Strategic Actions</b>	
<ol style="list-style-type: none"> <li>1. Develop a policy for establishing shovel-ready development lands</li> <li>2. Coordinate funding opportunities to optimize community development capital and special projects funding</li> <li>3. Review the feasibility of expanding the Northam Industrial Park</li> <li>4. Explore innovative solutions to improve the connectivity between the beach/waterfront and downtown Cobourg</li> <li>5. Develop resources to support small businesses coming to Cobourg</li> <li>6. Review the mandate of the Town's economic development department</li> </ol>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• More jobs are locating in Cobourg</li> <li>• Economic health has created capacity for improved quality of life</li> <li>• Economic development resources are effectively used</li> <li>• Visitors find opportunities to spend money in Cobourg</li> <li>• Cobourg is recognized for its strong and healthy downtown</li> <li>• Labour force skills in the Town match employment needs</li> </ul>	