



**The Corporation of the
Town of Cobourg**

Resolution

Moved By

S. Séguin

Last Name Printed

SEGUIN.

Resolution No.:

129-19

Seconded By

J. Beatty

Last Name Printed

Council Date:

April 29, 2019

WHEREAS at the Committee of the Whole Meeting on April 23, 2019, Council considered the Town of Cobourg Municipal Council Strategic Plan for the 2019 – 2022 Municipal Council Term;

NOW THEREFORE BE IT RESOLVED that Council adopt the 2019 – 2022 Town of Cobourg Strategic Plan Components Report attached as Appendix 'A';

FURTHER THAT Council direct the Chief Administrative Officer to provide to Municipal Council a Strategic Plan Action Report that sets out work, costs, timelines and Division/Department resources required for the 2019 – 2022 Council Strategic Plan Implementation to be brought back to Council by the combined Committee of the Whole/Regular Council Meeting of July 22, 2019.



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	
<i>The Town of Cobourg is committed to open and accountable governance and the provision of quality, accessible programs and services in a sustainable manner</i>	
Pillars/Objectives	
The Town's mission will be achieved through the following ...	
People	<i>The Town supports and cares for the social and physical well-being of its citizens</i>
Places	<i>The Town protects, preserves and promotes its natural assets, heritage, arts, culture and tourism</i>
Programs	<i>The Town provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors</i>
Partnerships	<i>The Town engages in strong, sustainable public-private partnerships to improve the quality of life for everyone</i>
Prosperity	<i>The Town plans for, markets and develops assets for economic resiliency and financial security</i>

Strategic Actions and Desired Outcomes

PEOPLE	The Town supports and cares for the social and physical well-being of its citizens
Strategic Actions	
<ol style="list-style-type: none"> 1. Create a housing strategy that is in alignment with Northumberland County’s housing strategy 2. Implement a municipal youth program 3. Encourage healthy lifestyles across all age groups by promoting and raising awareness about public health and active transportation 4. Continue to pursue the Age-Friendly Communities designation 5. Invest in programs, services and infrastructure to make Cobourg more accessible 	
Desired Outcomes	
<ul style="list-style-type: none"> • People are able to find attainable housing in Cobourg • There is a broad variety of housing types available for ownership and rental • Residents of all ages are engaged in a wide range of physical activities • Cobourg residents are healthy and happy • Cobourg’s youth participate in community activities and events • The Town is enriched by the skills, ideas and perspectives of its youth • A barrier-free Cobourg that is accessible to citizens of all abilities, including those with disabilities 	
PLACES	The Town protects, preserves and promotes its natural assets, heritage, arts, culture and tourism
Strategic Actions	
<ol style="list-style-type: none"> 1. Investigate the creation of additional heritage conservation districts as outlined in the heritage master plan 2. Create a climate change action plan 3. Upon completion of the cultural master plan, consider the creation of a Town arts, culture and tourism division 4. Continue implementation of the downtown vitalization plan 5. Review and improve the financial performance of Town operated facilities 6. Repair and rejuvenate the East Pier 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 	

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

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