



# Town of Cobourg Strategic Plan

2023–2027 and Beyond





## LAND ACKNOWLEDGEMENT

The Town of Cobourg respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

We respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come.

In the spirit of truth and reconciliation, we acknowledge that these treaties have not always been

honoured, and often they've been broken.

We also acknowledge that we are all a part of building good relations together, and we honour the history of indigenous people and commit to rebuilding trust and relationships. Let us move forward together with kindness and respect.

## Message from the Mayor and Council Cobourg Council 2023–2026

Municipal services play an important role in our lives every day. From water to roads, from recreation to parks, from policing to snow clearing— and everything in between— the dozens of programs and services delivered by the Town affect the quality of life for everyone in Cobourg. Services are specialized to support the unique opportunities and challenges of our waterfront community, strategically positioned next to the Highway 401 corridor.

But we know we can do better.

Our 2023-27 “and Beyond” Strategic Plan has a vision that extends beyond the term of the current Council, and also goes beyond the service excellence expected for day-to-day programs to shine a spotlight on three strategic priority areas that are critical to making Cobourg better now and for future generations.

These strategic priorities are:

- Thriving Town
- Service Excellence
- Sustainability

These three priority areas will guide decision making and

provide a framework for requests of Council. Activities that do not further these priorities will not be considered.

This plan is just the starting point. We encourage residents to be involved in helping shape the tactics each year through plan development, project engagement and the annual budget deliberations. Town Council is committed to addressing this plan’s critical topics and we look forward to working with residents, businesses and organizations in Cobourg to keep us on track.

# Message from the CAO and Senior Leadership Team

## 2023-2027 “and Beyond” Strategic Plan

Our 2023-27 “and Beyond” Strategic Plan is grounded in our vision for Cobourg as a Welcoming Community and Thriving Town. This strategic plan provides a clear roadmap for success with a focus on progressive initiatives, exceptional service delivery and sustainability.

This plan builds on our existing strengths and lays the groundwork for strategic and achievable goals designed to enhance our community. During Council’s planning sessions, we hosted detailed discussions about the issues that are relevant to our community as well as examined future needs and potential gaps in services, and where the Town of Cobourg needs to focus to achieve priority outcomes. Through these discussions, we were able to reinforce our mission, refine our goals and set new short- and long-term priorities.

I am optimistic that this plan will provide clear guidance for staff as we work to achieve the targets set out by Council to enhance our community.

The Town of Cobourg is a vibrant community with passionate community members who honour our collective history and work collaboratively for a bright future. I am proud to lead this extraordinary organization and am grateful for the

support of Council and staff as we continue to work together to achieve our shared goals.

Moving forward, it is evident that our commitment to the people we serve is unwavering and we look forward to providing clear and transparent reporting on how we are working to achieve the goals set out in this plan.

### OUR VISION:

Welcoming community;  
thriving town

### OUR MISSION:

Exceeding expectations  
through quality experiences

### STRATEGIC PRIORITIES:



Thriving Community



Service Excellence



Sustainability



# Thriving Community



A “thriving community” has the services and amenities that promote community well-being, employment opportunities and a wide array of housing options that create economic prosperity. A thriving community values the benefits that its heritage, culture and history provide for the current and future generations.

## Strategic Actions

1. Provide the physical infrastructure to support a healthy community that will enable each of us to flourish and reach our full potential
2. Institute development policies that promote the provision of a mixture of housing options that support the community
3. Invest in programs and services that encourage active lifestyles for all age groups
4. Maintain resiliency and competitiveness through investments in people and resources in collaboration with other public sector agencies and levels of government

## Strategic Questions

- Does this foster community wellbeing?
- Does it give us more to do and a place for all to enjoy?
- Does this encourage appropriate growth and development?
- Does this support a complete community where people can live, work, shop and access services in close proximity?



# Service Excellence



Service excellence is not just about delivering satisfactory service. Service excellence means letting our residents know that they are valued and understood. It also means ensuring our staff know that they are important and need to be engaged. Our objective is to go beyond our residents' basic needs and to exceed their expectations on a regular basis.

## Strategic Actions

1.

Assess points of contact with customers to identify ways to streamline communications, increase stakeholder engagement, demonstrate user friendliness and provide optimal service

2.

Embrace new technologies that will improve customer service and increase efficiency and accessibility

3.

Ensure that human resources policies and practices make Cobourg the employer of choice to attract and retain the best talent

4.

Develop and implement Key Performance Indicators and Continuous Improvement Plans for municipal programs and services to measure Customer Satisfaction, Community Impact and Efficiency

## Strategic Questions

- Is this improving service for residents and customers?
- Is it making best use of technology?
- Is it making it easier for residents to access the services they need and want?
- Is this making us more inclusive, equitable and accessible?
- Is this building our capacity to deliver?



# Sustainability



Sustainability means fulfilling the needs of our current generations without compromising the needs of future generations, while ensuring a balance between financial stability, environmental care and social well-being.

## Strategic Actions

1. Preserve and promote the heritage, history and culture of Cobourg to sustain it as a vibrant and appealing destination
2. Protect Cobourg's harbour and waterfront for use and enjoyment by residents, visitors and future generations
3. Take a community approach to making the future of Cobourg equitable, resilient, and sustainable in response to our ever changing natural environment , including efforts to address climate change
4. Enhance our Financial and Asset Management Plans to provide appropriate levels of services and ensure long-term sustainability

## Strategic Questions

- Is this taking care of what we have in ways that are adaptive, resilient, clean, green and beautiful?
- Is it affordable now and in the long term?
- Does this further our commitments to environmental leadership?
- Have we considered the opportunity cost as well as the financial cost?



## How We Will Implement This Plan

This Strategic Plan is a living document and will provide the framework for decision-making. It will be integrated into all Town activities and through the development of an annual operational plan that will identify projects and initiatives that align with and support the Strategic Plan.



Cobourg's Senior Management Team will be responsible for developing the operational plan each year.

The operational plan will be brought to Council for approval and will form the basis for regular reports to Council, and the public, on the progress that is being achieved.

# Strategic Planning Context

The Town of Cobourg is also guided by many other plans and policies, including:

## COMMUNITY SERVICES

Parks Master Plan - 2013

Recreation Strategy and Implementation Plan - 2016

Urban Forest Management Plan - 2018

Waterfront User Needs Assessment and Detailed Design - 2018

Cultural Master Plan - 2019

Harbour Infrastructure Repairs - 2022-Ongoing

Business Case for Cobourg Harbour and Marina - 2018

## FIRE

Fire Master Plan - 2022

## LEGISLATIVE SERVICES

Multi Year Accessibility Plan - 2020-2024

Equity Diversity and Inclusion Strategy

Customer Services Strategy and Implementation Plan

Community Emergency Management Plan

## PLANNING & DEVELOPMENT

Downtown Cobourg Master Plan - 2013

Downtown Vitalization Action Plan - 2013

Heritage Master Plan - 2016

Development Charges Background Study - December 2021

Economic Development and Venture13 Annual Report - 2022

Integrated Community Sustainability Plan - 2023

Economic Development Strategy - 2023

Sustainable Neighbourhood Master Plan - 2023

## PUBLIC WORKS

Transportation Master Plan (2011)

Asset Management Plan for Core Assets (2022)

Stormwater Asset Management Plan and Funding Assessment Report (2022)

Technical and Engineering Guidelines for Stormwater Management Submissions (GRCA 2014)

Town of Cobourg Engineering Design Guidelines (2015)

Northumberland County Master Drainage Plan (2021)

GRCA Shoreline Hazard Management Plan (2020)

Cobourg Drinking Water System Master Plan (2021)

Water & Wastewater Rate Study & Ontario Regulation 453/07 Water Financial Plan (2020)

Sidewalk Priority Plan (2019)

Cobourg Downtown Parking Study (2014)

Cobourg Transit Review (2014)



## CONNECT WITH US

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