



Town of Cobourg Strategic Plan Components (2015-2018) Update

February 8, 2017

**TOWN OF COBOURG
STRATEGIC PLAN: 2015-2018**

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

Strategic Plan Components



Vision, Mission and Supporting Objectives

**Town of Cobourg
Strategic Planning Session: February 8, 2017
Vision, Mission and Supporting Objectives**

Vision

Cobourg ... a progressive, vibrant lakeside community, honouring our past and embracing our future

Mission

The Corporation of the Town of Cobourg is committed to open and accountable governance and to the provision of accessible services in a fiscally responsible manner

Objectives

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

- *Developing and implementing a community waterfront district plan*
- *Supporting the preservation and enhancement of the Town's recreation, arts, culture and heritage*
- *Promoting diverse economic development opportunities*
- *Managing sustainable growth and development*
- *Improving efficiencies and effectiveness in municipal operations*

Strategic Actions and Desired Outcomes

Objective	1. Developing and implementing a community waterfront district plan
Strategic Actions	
1.1 Define the Town's community waterfront district and scope of the review 1.2 Conduct stakeholder engagement sessions to identify user needs and objectives 1.3 Develop detailed designs and options based on the priorities 1.4 Develop cost estimates, revenue opportunities and timeframes for implementation 1.5 Prepare a business plan for approval	
Desired Outcomes	
<ul style="list-style-type: none"> • Unencumbered public access to the waterfront • Public have trust and confidence in the waterfront development process and see it as fair and positive • All user groups feel welcome and that the waterfront meets their needs • The waterfront and its facilities are maintained as a valuable Town asset • Waterfront operations are sustainable • Cobourg will be recognized as a model multi-use waterfront • Cobourg will be an ongoing recipient of the Blue Flag certification 	

Objective	2. Supporting the preservation and enhancement of the Town's recreation, arts, culture and heritage
Strategic Actions	
<p>2.1 Develop a cultural master plan</p> <p><u>Same</u> 2.2 Develop a policy on the Town's financial support for arts, culture and heritage</p> <p>2.3 Develop an implementation plan for the parks master plan</p> <p>2.4 Implement the Cobourg Community Centre campus plan</p> <p>2.5 Implement the recreation strategy plan</p>	
Desired Outcomes	
<ul style="list-style-type: none"> • Community awareness and support of Cobourg's history and stories to be told • Well maintained heritage district with consistent application of policies • Increased investment in our arts, culture and heritage assets • Presence of an arts and culture centre in the Town of Cobourg • Recreation services meet the needs of all ages in the Town • Enhanced bike and trails systems as well as integrated walking and cycling systems with neighbouring municipalities • Receive Prince of Wales heritage award 	

Objective	3. Promoting diverse economic development opportunities
Strategic Actions	
<p>3.1 Complete the business attraction component of the downtown vitalization plan</p> <p>3.2 Develop and implement a marketing and promotion program that is integrated with other strategic partners</p> <p>3.3 Support four season tourism initiatives</p> <p>3.4 Establish an economic development hub including an incubator/accelerator with strategic partners</p> <p>3.5 Update the Town's long term parking strategy including support of downtown vitalization</p> <p>3.6 Implement the downtown vitalization plan including DMP and CIP</p>	
Desired Outcomes	
<ul style="list-style-type: none"> • Cobourg is a recognized centre/hub for economic development and tourism • People think of Cobourg as a great year round destination • Low vacancy rates in the downtown • Bright, attractive building facades in the downtown • Living wage jobs • People able to live and work in Cobourg • Increased industrial commercial tax base • Increased pedestrian traffic in the downtown core • Businesses start, stay and expand in Cobourg 	

Objective	4. Managing sustainable growth and development
Strategic Actions	
<p>4.1 Obtain OMB approval of the Town's official plan, and complete and implement the supporting zoning bylaw</p> <p>4.2 Develop a sustainable master plan for the Tannery district</p> <p>4.3 Update the Town's existing climate change master plan</p> <p>4.4 Implement a program for accessible dwelling units</p> <p>4.5 Implement the Cobourg East secondary plan</p> <p>4.6 Promote awareness and understanding of sustainable development and practices</p>	
Desired Outcomes	
<ul style="list-style-type: none"> • Cobourg is recognized for its leading edge planning polices, including brownfields • Citizens support the use of the Tannery project • Infrastructure is well planned, managed and maintained with effective allocation of funds • There is a healthy supply of safe, affordable rental housing • The Town is an active participant in the climate change programs sponsored by the Federation of Canadian Municipalities (FCM) • The Town receives a Canadian Institute of Planners (CIP) award for planning excellence 	

Objective	5. Improving efficiencies and effectiveness in municipal operations
Strategic Actions	
<p>5.1 Develop and implement an information technology strategic plan</p> <p>5.2 Continue to implement and improve the Town’s asset management plan</p> <p>5.3 Review and improve the financial performance of the Cobourg Community Centre and the arenas</p> <p>5.4 Maximize the capabilities of the Town’s new financial system for more detailed financial reporting</p> <p>5.5 Work collaboratively across municipal borders to create efficiencies in all operating areas</p> <p>5.6 Review the potential to be more proactive and less complaints-driven in our municipal operations</p> <p>5.7 Complete and implement the Town’s multi-year accessibility plan</p>	
Desired Outcomes	
<ul style="list-style-type: none"> • Up-to-date, accurate financial information available to support decisions • Citizens feel they are getting value for money for services provided • Town assets are well managed • Partnerships (public/public, public/private) are in place and used to provide services • Cost savings have been realized in municipal operations • Citizens like and use the Town’s website • Citizens are well informed about the activities of Council and the Town • The Town of Cobourg is a model for a barrier-free community 	