



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

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**February 18-19, 2015**

*Council adopted the Town of Cobourg Strategic Plan Components (2015-2018) by resolution at the Regular Council meeting of June 29, 2015.*

**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 18, 2015 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...

- *Ensuring open, clear and timely communication*
- *Supporting the preservation and enhancement of the Town's 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**

<b>Objective</b>	<b>1. Ensuring open, clear and timely communications</b>
<b>Strategic Actions</b>	
<p>1.1 Develop and implement a fully integrated website</p> <p>1.2 Broadcast all open meetings of Council</p> <p>1.3 Increase the interaction and inter-linkage of community message boards</p> <p>1.4 Introduce a Town-wide internal communication system</p> <p>1.5 Develop and implement a policy and process for public meetings that encourages citizen engagement including education and information sharing</p>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Citizens are informed about what Council is doing</li> <li>• Citizens like and use the Town’s website</li> <li>• Public meetings are civil and productive</li> <li>• Citizens are engaged in the work of the Town - high voter turnout, active volunteers, attendance and participation at public meetings</li> <li>• Public confidence and trust in Town Council and administration</li> <li>• Public is well informed about Town activities</li> <li>• Communications is two-way and multi-channel</li> </ul>	

<b>Objective</b>	<b>2. Supporting the preservation and enhancement of the Town’s arts, culture and heritage</b>
<b>Strategic Actions</b>	
<p>2.1 Complete the buildings component of the downtown vitalization plan, including intensification of upper floors</p> <p>2.2 Develop a cultural master plan</p> <p>2.3 Complete and implement Cobourg’s heritage master plan</p> <p>2.4 Review and update the plan for Victoria Square</p> <p>2.5 Develop a policy on the Town’s financial support for arts, culture and heritage</p>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Bright, attractive building facades in the downtown</li> <li>• Community awareness and support of Cobourg’s history and stories to be told</li> <li>• Well maintained heritage district with consistent application of policies</li> <li>• Increased investment in our arts, culture and heritage assets</li> <li>• Presence of an arts and culture centre in the Town of Cobourg</li> <li>• Receive Prince of Wales heritage award</li> </ul>	

<b>Objective</b>	<b>3. Promoting diverse economic development opportunities</b>
<b>Strategic Actions</b>	
<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 Complete an update of the Town’s economic development strategy</p> <p>3.4 Maintain a presence in the Eastern Ontario Economic Development Corporation (EOED)</p> <p>3.5 Develop and implement a business incubator/entrepreneurship program</p> <p>3.6 Develop a four season tourism strategy</p>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Cobourg is a recognized centre/hub for economic development and tourism</li> <li>• People think of Cobourg as a great year round destination</li> <li>• Low vacancy rates in the downtown</li> <li>• Living wage jobs</li> <li>• People able to live and work in Cobourg</li> <li>• Increased industrial commercial tax base</li> <li>• Businesses start, stay and expand in Cobourg</li> </ul>	

<b>Objective</b>	<b>4. Managing sustainable growth and development</b>
<b>Strategic Actions</b>	
<p>4.1 Develop an implementation plan for the parks master plan, including the waterfront</p> <p>4.2 Implement the Cobourg Waterfront Plan as noted in the Parks Master Plan.</p> <p>4.3 Complete the Cobourg Community Centre campus plan and develop an implementation plan</p> <p>4.4 Review future uses of the Tannery property and bring to a resolution</p> <p>4.5 Obtain provincial approval of the Town’s official plan, and complete and implement the supporting zoning bylaw</p> <p>4.6 Ensure that the Town is adequately prepared for climate change</p>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Cobourg is recognized for its leading edge planning polices, including brownfields</li> <li>• Citizens support the use of the Tannery project</li> <li>• Infrastructure is well planned, managed and maintained with effective allocation of funds</li> <li>• The Town receives a Canadian Institute of Planners (CIP) award for planning excellence</li> <li>• Enhanced bike and trails systems as well as integrated walking and cycling systems with neighbouring municipalities</li> <li>• Unencumbered public access to the waterfront</li> </ul>	

<b>Objective</b>	<b>5. Improving efficiencies and effectiveness in municipal operations</b>
<b>Strategic Actions</b>	
<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 Review the Town’s budget setting process</p> <p>5.5 Maximize the capabilities of the Town’s new financial system for more detailed financial reporting</p> <p>5.6 Work collaboratively across municipal borders to create efficiencies in all operating areas</p> <p>5.7 Review the potential to be more proactive and less complaints-driven in our municipal operations</p>	
<b>Desired Outcomes</b>	
<ul style="list-style-type: none"> <li>• Up-to-date, accurate financial information available to support decisions</li> <li>• Citizens feel they are getting value for money for services provided</li> <li>• Town assets are well managed</li> <li>• Partnerships (public/public, public/private) are in place and used to provide services</li> <li>• Cost savings have been realized in municipal operations</li> </ul>	