



2019-2022 Strategic Plan

Progress Report

January 25th, 2021

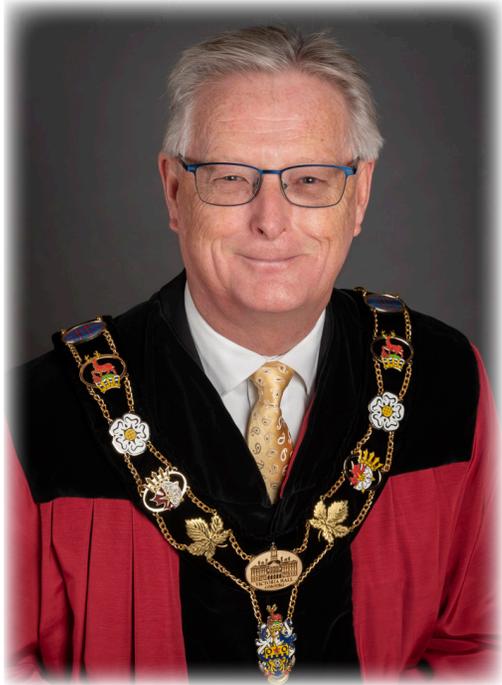


Our Vision for the Future

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**.



Mayor's Message

In early 2019 we facilitated and adopted the 2019-2022 Strategic Plan for the Town of Cobourg, an important planning document designed to guide us for the next four years. Council identified priorities and under the direction of the Chief Administrative Officer Town staff developed work plans to achieve and implement these priorities.

On behalf of Municipal Council, I would like to extend my sincere gratitude towards the many residents who participated in our Strategic Planning session. We received your emails, listened to your input and were inspired by your spirit and valuable feedback. The 2019-2022 Strategic Plan is a document that incorporates your ideas, visions and input. We understand the areas that matter the most to you and so we chose to focus and set our priorities on those specific areas in order to facilitate strategic change.

There are a number of reasons why municipalities including the Town of Cobourg, develop strategic plans. They help us develop a collective vision, plan for the future, maximize resources, establish a framework for Town initiatives, set priorities and enter into effective partnerships.

As you review the 2020 Progress Report you'll notice that we focus heavily on our strategic 'pillars' identified as people, places, partnerships, programs, and prosperity. All are considered to be of equal importance and truly help guide the actionable objectives for Town staff to carry out.

Council is committed to making Cobourg a Town in which we can all be proud to call home. This progress report is being made available to show our community just how far we've come and that we continue to make steady progress each year. Our Strategic Plan will continue to lay the ground work and guide the Town of Cobourg's development into a vibrant, healthy, sustainable Town of the 21st century.

John Henderson
Mayor
Town of Cobourg

905-372-4301 x 4000
jhenderson@cobourg.ca



From left: Councillor Nicole Beatty, Deputy Mayor Suzanne Séguin, Councillor Adam Bureau, Mayor John Henderson, Councillor Brian Darling, Councillor Emily Chorley, Councillor Aaron Burchat.



Chief Administrative Officer's Message

The Town of Cobourg's 2019-2022 Strategic Plan continues to unite both Municipal Council and Town staff as we work together toward common goals. The strategic plan is a living, breathing document that sets a course of action for the Council term. The action items noted in the plan came about as a result of engaging with and listening to the residents of Cobourg. Those ideas are reflected in this Strategic Plan, whether big or small, low hanging fruit or high driven visions. Now, we continue our promise to ensure that those ideas will drive our actions through the Council term.

When you read through the 2020 Progress Report on our actions to-date, you'll see how we are putting our strategic plan into practice. We've outlined the action items, how far along we've come to-date while providing operating costs and who is responsible within our senior leadership team. This annual progress report serves to measure and report on our efforts as well as highlight our successes along the way.

It is my promise to you that the 2019-2022 Strategic Plan will not gather dust, it will be our roadmap for the Town of Cobourg as we continue to move forward, make decisions, plan for business and set our budgets responsibly.

On behalf of the Town of Cobourg's Senior Leadership Team, I would like to thank everyone, our Council, our community and our Town staff for working together to create a Strategic Plan that will help map Cobourg's transformation into a Town of the 21st century.

Tracey Vaughan
Chief Administrative Officer
Town of Cobourg

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tvaughan@cobourg.ca

Our Five Supporting Pillars



PEOPLE

DIRECTION - The Town of Cobourg supports and cares for the social and physical well-being of its citizens.

STRATEGIC ACTIONS - Create a housing strategy that is in alignment with Northumberland County's housing strategy, implement a municipal youth program, encourage healthy lifestyles, continue to pursue the Age-Friendly Communities designation and invest in programs, services and infrastructure to make Cobourg more accessible.



PLACES

DIRECTION - The Town of Cobourg protects, preserves and promotes its natural assets, heritage, arts, culture and tourism.

STRATEGIC ACTIONS - Investigate the creation of additional heritage conservation districts as outlined in the Heritage Master Plan, create a Climate Change Action Plan, review the expansion of boat slips into the west harbour recommendation contained in the Waterfront Master Plan, repair and rejuvenate the East Pier, consider the creation of an Arts, Culture and Tourism Division, continue implementation of the Downtown Vitalization Plan and review and improve the financial performance of Town-operated facilities.



PARTNERSHIPS

DIRECTION - The Town of Cobourg engages in strong, sustainable public private partnerships to improve the quality of life for everyone.

STRATEGIC ACTIONS - 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, explore future partnerships with Venture13 to promote innovation, education and entrepreneurial opportunities, facilitate meaningful collaboration with Cobourg citizens, continue to work with Sustainable Cobourg and other stakeholders on green initiatives and work with transit authorities in the area to integrate transit services.



PROGRAMS

DIRECTION - The Town of Cobourg provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors.

STRATEGIC ACTIONS - Develop an Information Technology Strategic Plan, develop an Integrated Records Management System, implement a comprehensive management plan for all of the Town's assets, explore the feasibility of enhanced sidewalk snow clearing program, review and assess appropriateness of agreements with third party contracts and continue to explore communications priorities including social media and public engagement tools.



PROSPERITY

DIRECTION - The Town of Cobourg plans for, markets and develops assets for economic growth and financial security.

STRATEGIC ACTIONS - Develop a policy for establishing shovel-ready development lands, coordinate funding opportunities to optimize community development funding, review the feasibility of expanding the Northam Industrial Park, explore innovative solutions to improve the connectivity between the beach/waterfront and Downtown Cobourg, develop resources to support small businesses and review the mandate of the Economic Development Department.

LEGEND

 COMPLETE

 IN PROGRESS

 NOT YET STARTED

CAO
TREAS
DPD
DPW

Chief Administrative Officer
Director of Corporate Services
Director of Planning & Development Services
Director of Public Works

DCS
CM
TBD
RFP

Director of Community Services
Communications Manager
To be Determined
Request for Proposal



PEOPLE

Direction: The Town of Cobourg supports and cares for the social and physical well-being of its citizens.

Strategic Actions: Create a housing strategy that is in alignment with Northumberland County's housing strategy, implement a municipal youth program, encourage healthy lifestyles, continue to pursue the Age-Friendly Communities designation and invest in programs, services and infrastructure to make Cobourg more accessible.

Desired Outcomes:

- ✓ People are able to find **attainable housing**.
- ✓ 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**.
- ✓ A **barrier-free** Cobourg that is accessible to citizens of all abilities.
- ✓ 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.





2019-2022 Strategic Plan Progress Report

PEOPLE

“The Town of Cobourg supports and cares for the social and physical well-being of its citizens.”



PILLAR PROGRESS TO-DATE

Strategic Actions

1. Create a housing strategy that is in alignment with Northumberland’s housing strategy.

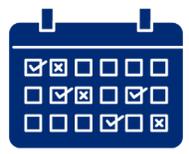
77% COMPLETE
2. Implement a municipal youth program.

40% COMPLETE
3. Encourage healthy lifestyles across all age groups by promoting public health and active transportation.

33% COMPLETE
4. Continue to pursue Age-Friendly Communities designation.

IN PROGRESS
5. Invest in programs, services and infrastructure to make Cobourg more accessible.

83% COMPLETE



2020 ACHIEVEMENTS

- ✓ Review and update the Town of Cobourg’s Accessibility Policy.
- ✓ Execute Town-wide Affordable & Rental Housing Community Improvement Plan.
- ✓ Ensure inclusion in Cultural Master Plan.
- ✓ Hire a short-term contract Accessibility Coordinator to identify initiatives to achieve AODA compliancy by 2025.

WORK	STATUS	BUDGET	STAFF RESPONSIBLE
ACTION #1: Create a housing strategy that is in line with Northumberland's Housing Strategy.			
Report to Council on options for developer assistance.	✓	Operating	CAO / TREAS / DPD / Clerk
Obtain legal opinion on options.	✓	Operating	Clerk
Framework on Affordable Housing.	✓	Operating	CAO / TREAS / DPD / Clerk
Execute Town-wide Affordable & Rental Housing Community Improvement Plan (CIP).	✓	\$65,000	DPD
Amend Parkland Dedication Bylaw.	✓	Operating	DPD
Amend Planning and Building Fees Bylaws.	✓	Operating	DPD
Prepare standard agreements in consultation with Northumberland County.	→	Operating	CAO / TREAS / DPD / Clerk / County
Evaluate requests and provide recommendations to Council.	...	Operating	DPD
Initiate Town of Cobourg Official Plan Update.	→	TBD	DPD
ACTION #2: Implement a Municipal Youth Program.			
Involve youth in Town Council/outreach to local schools.	...	N/A	Clerk / Council
As recommended in the Recreation Strategy and Implementation Plan, develop a Youth Strategy that involves youth in their program planning and the future delivery of activities that engage them in various roles.	→	TBD	DCS
The new Cultural Master Plan will include considerations and recommendations for youth.	✓	TBD	DCS
Create a Youth Advisory Committee.	→	N/A	Clerk / Council
Incorporate youth into Local Government Week/Cobourg Day.	...	N/A	Clerk / Council
ACTION #3: Encourage healthy lifestyles across all age groups by promoting and raising awareness about public health and active transportation.			
Ensure inclusion in Cultural Master Plan.	✓	TBD	DCS
Update Transportation Master Plan to incorporate active transportation PR Strategy.	→	TBD	CM / DPW
Create Healthy Lifestyle Strategy including outreach awareness program.	→	TBD	CAO / Directors / CM
ACTION #4: Continue to pursue Age-Friendly Communities designation.			
Pursue designation while following program requirements.	...	N/A	DCS
ACTION #5: Invest in programs, services and infrastructure to make Cobourg more accessible.			
Update plan in consultation with Accessibility Committee on Accessible Audit as part of the Asset Management Plan.	→	N/A	All Divisions
Hire a short-term contract Accessibility Coordinator for corporate-wide accessibility initiatives for AODA compliance by 2025 including completion of Building Audits.	✓	\$55,000	Legislative Services
Review and update the Accessibility Policy.	✓	N/A	Legislative Services
Draft an updated Multi-Year Accessibility Plan and present to Council for adoption.	✓	N/A	Legislative Services
Implement the Multi-Year Accessibility Plan and provide an annual report to Council on progress.	...	N/A	Legislative Services



PLACES

Direction: The Town of Cobourg protects, preserves and promotes its natural assets, heritage, arts, culture and tourism.

Strategic Actions: Investigate the creation of additional heritage conservation districts as outlined in the Heritage Master Plan, create a Climate Change Action Plan, review the expansion of boat slips into the west harbour recommendation contained in the Waterfront Master Plan, repair and rejuvenate the East Pier, consider the creation of an Arts, Culture and Tourism Division, continue implementation of the Downtown Vitalization Plan and review and improve the financial performance of Town-operated facilities.

Desired Outcomes:

- ✓ Arts, culture and heritage are key defining characteristics of the Cobourg community.
- ✓ The Town of Cobourg will be good stewards and practice sustainable actions.
- ✓ Daily lives of residents are enriched.
- ✓ A community that prioritizes biking, walking and public transportation as a means to mitigate the effects of climate change.
- ✓ Cobourg's natural environment will be safeguarded and protected.



PLACES

“The Town of Cobourg protects, preserves and promotes its natural assets, heritage, arts, culture and tourism.”



PILLAR PROGRESS TO-DATE

Strategic Actions

1. Investigate the creation of additional heritage conservation districts as outlined in the Heritage Master Plan.

0% COMPLETE
2. Create a Climate Change Action Plan.

100% COMPLETE
3. Upon completion of Cultural Master Plan, consider creation of a Town of Cobourg Arts, Culture and Tourism Division.
4. Continue implementing Downtown Vitalization Action Plan.

100% COMPLETE
5. Review and improve the financial performance of facilities.
6. Repair and rejuvenate the East Pier.
7. No expansion of boat slips at the Cobourg Marina will be considered and the natural environment of the West Harbour will be safeguarded and protected.

100% COMPLETE

2020 ACHIEVEMENTS

- Corporate-wide Service Delivery Review.
- Procure engineers and landscape architects for the East Pier Revitalization.

WORK	STATUS	BUDGET	STAFF RESPONSIBLE
ACTION #1: Investigate the creation of additional heritage conservation districts as outlined in the Heritage Master Plan.			
Heritage Conservation District Study.	→	\$80,000	DPD
Report to Council on Heritage Study options.	→	Operating	DPD
Initiate and carry-out studies - RFP	→	Operating	DPD
Council approval of Heritage Conservation District.	→	N/A	Council
ACTION #2: Create a Climate Action Plan.			
Form sustainability and climate action plan committee.	✓	N/A	Council / Clerk
Hire a Climate Change/Environment Consultant to prepare Climate Change Action Plan.	✓	TBD	County
Implement Climate Action Plan.	✓	TBD	CAO / Directors
ACTION #3: Upon completion of Cultural Master Plan, consider creation of Town of Cobourg Arts, Culture and Tourism Division.			
Corporate-Wide Service Delivery Review - Building Efficiencies Fund.	✓	\$100,000	CAO
Implement organizational adjustments based on Service Delivery Review outcome.	...	TBD	CAO
ACTION #4: Continue implementation of Downtown Vitalization Action Plan (DVAP).			
Update DVAP action table and develop implementation plan.	✓	Operating	CAO / DPW / DCS / DPD / CM
Implement the plan as ongoing reports to Council.	✓	TBD	CAO / DPW / DCS / DPD / CM
Implement Downtown Master Plan, Downtown Vitalization CIP in conjunction with Downtown Coalition Report.	✓	TBD	DPD
ACTION #5: Review and improve the financial performance of Town operated facilities.			
Complete facility condition assessments as part of the Asset Management Plan.	→	N/A	CAO / DPW / DCS / TREAS
Decommission Memorial Arena (future use of building to be determined at a later date).	✓	N/A	DCS
Regular review of fee schedule.	✓	N/A	All Divisions
ACTION #6: Repair and rejuvenate the East Pier.			
Initiate public engagement plan.	✓	N/A	DCS
Procure engineers and landscape architects.	✓	TBD	DCS / DPW
Prepare designs, engineering drawings and tender documents.	...	TBD	DCS / DPW
2021 budget deliberations and obtain all necessary permits.	...	TBD	DCS
Project tender and construction.	→	TBD	DCS / DPW
ACTION #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.			
Policy item for Council's action.	✓	N/A	N/A



PARTNERSHIPS

Direction: The Town of Cobourg engages in strong, sustainable public private partnerships to improve the quality of life for everyone.

Strategic Actions: 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, explore future partnerships with Venture13 to promote innovation, education and entrepreneurial opportunities, facilitate meaningful collaboration with Cobourg citizens, continue to work with Sustainable Cobourg and other stakeholders on green initiatives and work with transit authorities in the area to integrate transit services.

Desired Outcomes:

- ✔ **Partnerships** will be a key component of how the Town works and does business.
- ✔ **Resources** will be maximized.
- ✔ Cobourg will be a **strong community**.
- ✔ The Town will be able to realize **initiatives** it undertakes.



PARTNERSHIPS

The Town engages in strong, sustainable public-private partnerships to improve the quality of life for everyone.



Strategic Actions

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 Venture13 to promote innovation, education and entrepreneurial opportunities.



3. Continue to work with Sustainable Cobourg and other stakeholders on Cobourg green 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.



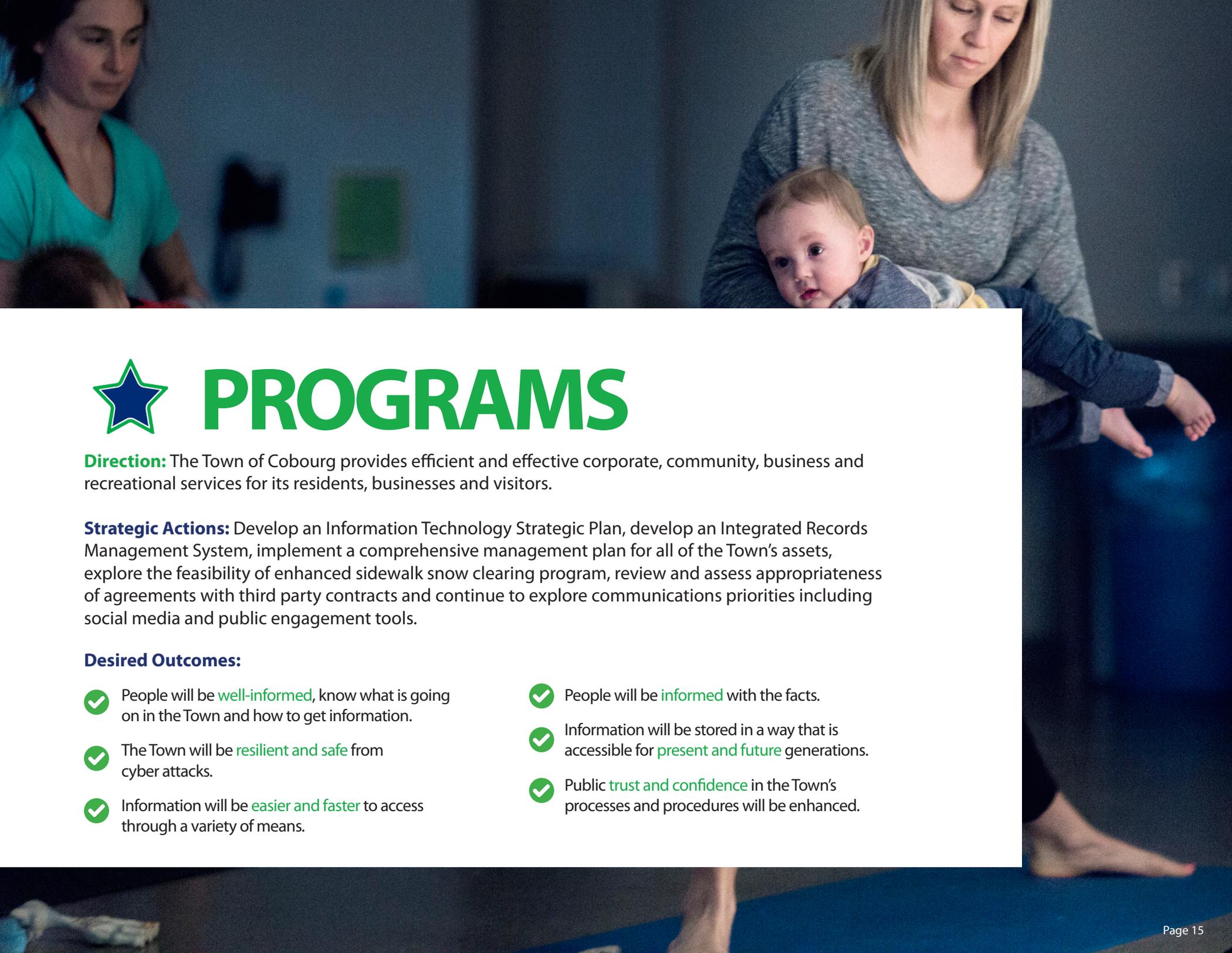
2020 ACHIEVEMENTS

- ✓ Engage with citizens through Bang the Table.
- ✓ Form a Sustainability and Climate Change Advisory Committee.



WORK	STATUS	BUDGET	STAFF RESPONSIBLE
ACTION #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.			
Work with partners to develop a Community Safety Plan.	→	TBD	County / Police
Execute the Community Safety Plan.	→	TBD	Council / County / Clerk
ACTION #2: Explore future partnerships with Venture13 to promote innovation, education and entrepreneurial opportunities.			
Complete Venture13 Strategic Plan.	→	N/A	CAO
Execute Strategic Plan.	→	TBD	CAO
ACTION #3: Continue to work with Sustainable Cobourg and other stakeholders on Cobourg green initiatives.			
Form a Sustainability and Climate Change Advisory Committee.	✓	N/A	Council / Clerk
Hire a consultant to prepare a Sustainability Plan including Green Building Design Standards.	→	TBD	DPD
Prepare a Town-wide Community Sustainability Plan and Green Development Standards.	→	\$257,000	DPD / CAO / DPW / Clerk
Complete Community Sustainability Plan.	→	N/A	DPD / CAO / DPW / Clerk
Execute plans and ongoing projects.	→	TBD	Council / Staff
ACTION #4: Work with transit authorities in the area to integrate transit services, including accessible and active transportation services.			
Convene stakeholders meetings.	...	N/A	DPW
Prepare west Northumberland Integrated Transit Study RFP following completion of Northumberland County's GO Transit Expansion Business Case.	→	N/A	DPW
Tender and conduct West Northumberland Integrated Transit Study RFP.	→	N/A	DPW
Execute West Northumberland Integrated Transit Study.	→	TBD	DPW
Execute study recommendations.	→	TBD	DPW
ACTION #5: Facilitate meaningful collaboration with Cobourg citizens.			
Corporate Communication initiatives.	...	TBD	CM / Directors
Continue to utilize public engagement opportunities through the Bang the Table platform.	✓	TBD	CM / Directors

COMPLETE
 IN PROGRESS
 NOT YET STARTED



PROGRAMS

Direction: The Town of Cobourg provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors.

Strategic Actions: Develop an Information Technology Strategic Plan, develop an Integrated Records Management System, implement a comprehensive management plan for all of the Town's assets, explore the feasibility of enhanced sidewalk snow clearing program, review and assess appropriateness of agreements with third party contracts and continue to explore communications priorities including social media and public engagement tools.

Desired Outcomes:

- ✓ 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.



PROGRAMS

The Town of Cobourg provides efficient and effective corporate, community and business and recreational services for its residents, businesses and visitors.



PILLAR PROGRESS TO-DATE

Strategic Actions

1. Develop an Information Technology Strategic Plan.

0% COMPLETE
2. Develop an Integrated Records Management System.

50% COMPLETE
3. Implement a comprehensive management plan for all assets.

50% COMPLETE
4. Explore enhanced sidewalk snow clearing including the clearing of arterial bike lanes and multi-use paths.

50% COMPLETE
5. Review and assess appropriateness of agreements with third party contracts.

100% COMPLETE
6. Continue to explore communication priorities including social media and public engagement tools.

66% COMPLETE



2020 ACHIEVEMENTS

- Onboard Bang The Table online public engagement platform.
- Create a Records Management Plan.
- Develop a spreadsheet outlining all facility user-group contracts/agreements.

WORK	STATUS	BUDGET	STAFF RESPONSIBLE
ACTION #1: Develop an Information Technology Strategic Plan.			
Tender work.	→	N/A	DCS
Complete work.	→	\$40,000	DCS
Execute Information Technology Strategic Plan.	→	TBD	DCS
ACTION #2: Develop an Integrated Records Management System.			
Complete record management inventory.	...	N/A	Clerk / All Divisions
Create Records Management Plan.	✓	\$25,000	Clerk / All Divisions
Execute Records Management Plan/Electronic Records.	→	TBD	Clerk / All Divisions
Open Governance Records Model System.	→	TBD	Clerk / All Divisions
ACTION #3: Implement a comprehensive management plan for all Town assets.			
Create Asset Management Plan policy (provincial requirement).	✓	N/A	DPW
Develop a corporate-wide asset management system that includes condition assessments for all municipal assets to create fully integrated Asset Management Software.	...	TBD	TREAS / All Divisions
ACTION #4: Explore enhanced sidewalk snow clearing including the clearing of arterial bike lanes and multi-use paths.			
Complete study regarding additional snow clearing with costs.	...	N/A	DPW
ACTION #5: Review and assess appropriateness of agreements with third party contracts.			
Provide Council with a spreadsheet outlining all facility user-group contracts/agreements.	✓	N/A	CAO / Clerk
Develop a list of agreements to review.	✓	N/A	CAO / Clerk
Review and provide recommendations to Council.	✓	TBD	CAO / Clerk
ACTION #6: Continue to explore communication priorities including social media and public engagement tools.			
Onboard Bang The Table public engagement platform.	✓	\$10,000	CM / CAO
Update Communications Strategic Plan in-house.	→	N/A	CM / CAO
Execute updated Communications Strategic Plan.	→	N/A	CM / CAO

 **COMPLETE**
 **IN PROGRESS**
 **NOT YET STARTED**



PROSPERITY

Direction: The Town of Cobourg plans for, markets and develops assets for economic growth and financial security.

Strategic Actions - Develop a policy for establishing shovel-ready development lands, coordinate funding opportunities to optimize community development funding, review the feasibility of expanding the Northam Industrial Park, explore innovative solutions to improve the connectivity between the beach/waterfront and Downtown Cobourg, develop resources to support small businesses and review the mandate of the Economic Development department.

Desired Outcomes:

- ✔ 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.



PROSPERITY

The Town of Cobourg plans for markets and develops assets for economic growth and financial security.



PILLAR PROGRESS TO-DATE

Strategic Actions

1. Develop a policy for establishing shovel-ready development lands.
2. Coordinate funding opportunities to optimize community development capital and special project funding opportunities.



3. Review feasibility of expanding Northam Industrial Park.



4. Explore innovative solutions to improve connectivity between beach/waterfront and Downtown Cobourg.



5. Develop resources to support small businesses coming to Cobourg.



6. Review the mandate of the Economic Development Department.



2020 ACHIEVEMENTS

- ✓ Ongoing work to develop a Future Utilization Plan of Northam Industrial Park.
- ✓ Ongoing work to collaborate with Cobourg's DBIA and special events.

WORK	STATUS	BUDGET	STAFF RESPONSIBLE
ACTION #1: Develop a policy for establishing shovel-ready development lands.			
Develop policy.	✓	N/A	CAO
Provide work plan to Council.	✓	TBD	CAO
Execute work plan.	→	TBD	CAO
ACTION #2: Coordinate funding opportunities to optimize community development capital and special project funding opportunities.			
Create Funding Opportunities Officer/coordinate with Northumberland County.	✓	N/A	CAO
Execute plan.	→	TBD	CAO
ACTION #3: Review feasibility of expanding Northam Industrial Park.			
Develop a Future Utilization Plan for Northam Industrial Park.	...	N/A	CAO / TREAS / DPD / DPW
ACTION #4: Explore innovative solutions to improve connectivity between beach/waterfront and Downtown Cobourg.			
Victoria Square Connection Phase 4.	→	N/A	DPW / DCS
Special event integration and implementation of experience partner programs.	✓	N/A	DCS
DBIA Collaboration.	✓	N/A	All Divisions
Implement recommendations of all Master Plans.	✓	TBD	All Divisions
ACTION #5: Develop resources to support small businesses coming to Cobourg.			
Complete gap analysis to identify supports not in place.	✓	N/A	CAO
Develop required supports.	→	TBD	CAO
ACTION #6: Review the mandate of the Town's Economic Development Department.			
Service Delivery Review - Building Efficiencies Funding.	✓	\$100,000	CAO

 **COMPLETE**
 **IN PROGRESS**
 **NOT YET STARTED**



2019-2022 Strategic Plan

Progress Report

For more information contact:

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