

Strategic Plan 2023-2026 Work Plan

Strategic Goal	Objective	Initiatives	Action Plan	Timeline
Service Excellence	Be an Employer of choice	<ul style="list-style-type: none"> • Develop a human resources strategy to ensure we have the right people with the right skills 	<ul style="list-style-type: none"> • Investigate competitive benefits and employment trends. • Create a focus on wellness, growth, professional development and flexible work arrangements. • Continue to offer mentoring programs with succession plans and adequate performance and recognition programs. • Continue our commitment to awareness and resources for mental health, health and safety. 	2024 - 2026
		<ul style="list-style-type: none"> • Continue to focus on our organizational culture and ensure fresh and innovative attraction and retention strategies are being implemented. 	<ul style="list-style-type: none"> • Develop a marketing and communications plan that will showcase the various jobs at the township and the features of Ramara that make it a great place to live, work and play. • Through effective processes and strategies, ensure that skilled, diverse candidates are reached. 	2024-2026
		<ul style="list-style-type: none"> • Continue to offer new, exciting and relevant training and development opportunities to staff. 	<ul style="list-style-type: none"> • Emphasis on learning and skill building: Expand employee capabilities through training. • Base employee training opportunities on the organization's needs and the employee's interests. • Provide employees with development opportunities and recognize employee contributions to the organization and community. 	2023-2026
		<ul style="list-style-type: none"> • Create a staff and volunteer succession plan that ensures departments, boards, and committees are servicing the needs and expectations of the community. 	<ul style="list-style-type: none"> • Provide employees with support for career growth and development and succession planning. • Develop a fluid succession plan for current staffing needs and staffing needs based on future Township growth projections. • Connect with local boards and committees and determine their ability to be prepared for the future in terms of volunteerism. 	2023-2026

			<ul style="list-style-type: none"> Develop a strategy for attracting and retaining new volunteers. Develop strategy for attracting and retaining new volunteers. 	
	Use data-driven decision making to improve organizational performance	<ul style="list-style-type: none"> Complete an organizational review and assess current services, service delivery models and processes. 	<ul style="list-style-type: none"> Initiate organizational review. Present Draft and Final Review Create an implementation plan with forecast budgeting. Refine processes within departments. 	2023-2025
		<ul style="list-style-type: none"> Complete a Financial Data Comparative Study. 	<ul style="list-style-type: none"> Initiate and complete a Financial Data Comparative Study. 	2023-2026
		<ul style="list-style-type: none"> Investigate a software systems to create efficiencies, improve security and the quality of service delivery across all departments. 	<ul style="list-style-type: none"> Initiate financial software review by implementing a budgeting software system and fully replacing our current financial system. Implementation of Office 365 	
	Enhance customer service experiences	<ul style="list-style-type: none"> Update Customer Service Strategy that enhances Ramara's current service delivery with data driven, customer focused decision making. 	<ul style="list-style-type: none"> Continue to consult with the community on current customer service initiatives and communication and acquire statistical data, including walk-ins, phone calls, emails, websites, and complaint system data. Initiate consultation and develop a 2026-2030 customer service strategy with an implementation plan. 	2024-2026
		<ul style="list-style-type: none"> Continue to grow access for residents to access more information online related to their bills, payments, complaints and other information. 	<ul style="list-style-type: none"> Investigate expanding pre-authorized payments with other township services. Investigate the expansion of online forms and payment. 	
		<ul style="list-style-type: none"> Support open and transparent local government through promotion, organization, and administration of the 2026 Municipal and School Board Elections. 	<ul style="list-style-type: none"> Secure vendor and order supplies and resources as required. Work with the province on the new Voter's List rollout. Follow the legislated deadlines within the Elections Act. 	2024-2026
Sustainable Infrastructure	Aging infrastructure is planned to meet new regulatory requirements and position the municipality to provide fiscally	<ul style="list-style-type: none"> Develop and maintain an asset management plan that will focus on all municipal infrastructure assets and identifies current levels of service and the cost of maintaining those service levels. 	<ul style="list-style-type: none"> Develop and follow a work plan to meet provincial asset management plan requirements. Update plans as required. Complete the Asset Retirement Obligations (ARO). 	2024-2026

	responsible and sustainable services		<ul style="list-style-type: none"> Identify and manage our natural assets 	
		<ul style="list-style-type: none"> Update the Road Needs Study to determine the priority of future road improvements and provide insight on budgets and capital plans. 	<ul style="list-style-type: none"> Initiate a Road Needs Study in consultation with township engineers. 	2025-2026
			<ul style="list-style-type: none"> Update 10-year Capital plan, as required. 	2024-2026
		<ul style="list-style-type: none"> Update the Engineer Design Guidelines to ensure engineering requirements, guidelines, specifications, and standards meet current and future infrastructure requirements, policies and best practices. 	<ul style="list-style-type: none"> Initiate an Engineer Design Guideline review. Present updated guidelines and implement them as required. 	2024-2025
	Long-term infrastructure plans are created and developed to accommodate future growth and development and meet the needs of current and future generations	<ul style="list-style-type: none"> Develop a Transportation Master plan in partnership with Simcoe County's existing plans and infrastructure and identify transportation infrastructure requirements to service Ramara and future development. 	<ul style="list-style-type: none"> Investigate current and future transportation needs in the settlement areas of Atherley and Brechin. Initiate transportation study for the Atherley and Brechin areas. Implement policy into the Official Plan. 	2023-2024
		<ul style="list-style-type: none"> Develop a Water and Sewer servicing plan that provides a long-range overview to connect water and wastewater services to our growing communities. 	<ul style="list-style-type: none"> Investigate servicing needs for the Brechin and South Ramara areas. Investigate servicing needs for the Atherley and Rama Road areas. Forecast and budget for servicing needs and requirements. Complete a water and wastewater rate review 	2023-2025
Community Connection	Strengthen community connection and foster engagement through enhanced communications, investment in arts and culture and partnerships with community organizations, committees and surrounding municipal partners.	<ul style="list-style-type: none"> Develop and implement a communications strategy that will offer a diverse range of communication methods create a well-informed and engaged community. 	<ul style="list-style-type: none"> Continue to acquire communications data, including employee and community participation and engagement. Investigate new communication systems, including target population, reach, access and more. Increase paid advertising and promotions to increase access and reach of information. Proactively communicate with members of council participation in the community. Initiate, develop and present an updated Communications Strategy. 	2024-2026

		<ul style="list-style-type: none"> Continue to grow strategic partnerships with community members, businesses, user groups and other government organizations to deliver services, programs and events for residents of all ages. 	<ul style="list-style-type: none"> Develop partnerships to revive, develop and promote events around Ramara Continue to increase public awareness around the community calendar and promoting how organizations and the public can add to the calendar. 	2024-2026
		<ul style="list-style-type: none"> Investigate and develop a Special Events Strategy and Policy that will identify current and future opportunities to offer inclusive and safe events for the community. 	<ul style="list-style-type: none"> Put together a working committee to Draft a Special Events policy and meet with user groups and community centres on the interests and types of special events held in the area. Develop partnerships to revive, develop and promote events around Ramara. Continue to increase public awareness around the community calendar and promote how organizations and the public can add to the calendar. Investigate financial opportunities to assist in new and revived community events in Ramara. 	2024-2026
		<ul style="list-style-type: none"> Support Provincial and regional Healthcare initiatives while advocating locally for accessible healthcare for our residents. 	<ul style="list-style-type: none"> Investigate the expansion of Good Doctors locally and with partners. Work with healthcare agencies and committees to proactively advocate for accessible and local healthcare. 	2023-2026
	<p>Build and grow connected communities that promote safe and healthy lifestyles.</p>	<ul style="list-style-type: none"> Update the Parks and Recreation Master plan that will provide the Township with a framework to enhance existing services and infrastructure. 	<ul style="list-style-type: none"> Put together a working committee to Draft a Special Events policy and meet with user groups and community centres on the interests and types of special events held in the area. Develop partnerships to revive, develop and promote events around Ramara. Continue to increase public awareness around the community calendar and promote how organizations and the public can add to the calendar. Investigate financial opportunities to assist in new and revived community events in Ramara. 	2023-2026

		<ul style="list-style-type: none"> Update the Active Transportation plan that sets the foundation for developing well-connected and safe trails and routes for non-motorized vehicles. 	<ul style="list-style-type: none"> Consult with the community, visitors, committee and board members, members of the council and others on the current and future needs of the community. Continue to work proactively with the Trails Committee to maintain and develop trails. Continue to work with partners and organizations to connect trails between communities. Monitor for grants and budget for infrastructure and improvements. 	2023-2026
		<ul style="list-style-type: none"> Continue to invest in emergency and enforcement services and programming. 	<ul style="list-style-type: none"> Continue to monitor the organization's and the community's needs and adjust recruitment timelines as required. Continue to work on attraction and retention initiatives to ensure a full complement of volunteer firefighters. Implement a full-time training and fire prevention officer to meet legislation and community needs. Continue to proactively communicate with the community to increase public awareness around emergency preparedness and safety. Continue to monitor the needs of the organization and the community regarding enforcement services and policies that will meet the needs of the community. 	2023-2026
		<ul style="list-style-type: none"> Work with partners to create a Program Outreach plan to increase awareness and access to social services and programs. 	<ul style="list-style-type: none"> Consult with partners, organizations and committees to learn about various social services and programs. Create a Program Outreach plan developed from research and partnerships with organizations, committees, partners and outreach services. 	
Strategic Growth	Strategically plan for responsible growth and development that will enhance the features of the community, protect the environment and make it a	<ul style="list-style-type: none"> Develop and implement an Official Plan that strategically plans sustainable and responsible growth and development to create a progressive and vibrant township where you can live work and play. 	<ul style="list-style-type: none"> Consult with community, visitors, committee and board members, members of council and others on the current and future needs of the community. Create and present Draft Official Plan to the community and members of Council. 	2023 - 2025

	place where you can live, work and play.		<ul style="list-style-type: none"> • Complete Lake St. John Flood Mapping program to be implemented in the Official Plan. • Implement Final Official Plan. 	
		<ul style="list-style-type: none"> • Update current Zoning Bylaw that will conform to the principles of the Official Plan and current Provincial Policies. 	<ul style="list-style-type: none"> • Initiate review of Zoning Bylaw after Official Plan is approved. • Complete update of Zoning Bylaw with community and Council consultation. 	2024 - 2026
	Create an environment that supports tourism and business attraction, expansion and retention initiatives.	<ul style="list-style-type: none"> • Creating and implementing a Community Improvement Plan with Urban Design Guidelines for the Brechin settlement area that will enhance economic development opportunities and business investment. 	<ul style="list-style-type: none"> • Complete consultation with community, visitors, businesses and organizations. • Create Community Design • Present and Implement Community Improvement Plan with enhanced marketing. • Track success of Community Improvement Plan program. 	2023 - 2026
		<ul style="list-style-type: none"> • Update the current Economic Development Strategy that builds on prior initiatives and plans to enhance development, business opportunities, and success. 	<ul style="list-style-type: none"> • Initiate consultation of the community, businesses and organizations with interviews and surveys. • Develop and Present Economic Development Strategy. 	2025-2026
		<ul style="list-style-type: none"> • Work with partners to identify opportunities to enhance tourism and business attraction. 	<ul style="list-style-type: none"> • Continue to build positive, collaborative partnerships with community organizations, indigenous communities and government agencies. • Continue to increase public awareness of resources and events that will enhance tourism and business attraction with local organizations and businesses. 	2023-2026