



STRATEGIC PLAN

2023 - 2026



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MAYOR'S MESSAGE

On behalf of the Council of the Township of Ramara, I am excited to present our municipal Strategic Plan for 2023-2026. Our Plan is a road map for Council, staff and community that outlines the goals and action items for Ramara and the vision of where we want to be in the coming years.

The creation of this Plan is based on significant community engagement and input that included an online survey, a series of public engagement meetings, and interviews. Through this exciting process, common themes and interests emerged, and with that feedback and input, Council and staff developed a plan shaped by the community for the community. I want to thank each of the residents, businesses and organizations for providing feedback on the future of Ramara as this Plan will help steer the Township in a new direction.

Over the next four years, it is the Council's job to ensure that the vision and mission of the Township are met with clear and attainable priorities, goals and objectives. As staff manage the implementation of projects, programs and initiatives, we will continue to engage with the community and our partners to achieve our vision for Ramara.

Thank you to all those who contributed their time and expertise in developing this critical document that will guide Council and Staff in the decision-making and budget process over the next four years.



MEMBERS OF COUNCIL



Basil Clarke
Mayor



Keith Bell
Deputy Mayor



David Snutch
Ward 1 Councillor



Jennifer Fisher
Ward 2 Councillor



Dana Tuju
Ward 3 Councillor



Joe Gough
Ward 4 Councillor



Sherri Bell
Ward 5 Councillor

CAO'S MESSAGE

On behalf of our team here at Ramara, we are incredibly proud to present our Strategic Plan, which will help guide the direction of our community and organization for the next four years.

In our previous strategic strategy, we focused on improving our services to our ratepayers, connecting our Township, and working on the livability of our beautiful Township. We implemented these strategies by working on a customer services strategy, working with internet providers to bring internet to underserved areas, and adding technologies to modernize our front-end services. While these initiatives are still top priorities for the Township, our new strategic plan will show a slightly new direction for our Township.

With our 2023 to 2026 strategic plan, we wanted to take the time to develop the strategy with community outreach, internal staff input, and Council's vision. Keeping this in mind, we hosted internal workshops with staff and Council, public workshops and a public survey. I must say this was an enjoyable and exciting process, listening to many of our community members' comments on the Ramara they envisioned. From this feedback and input, we developed our Strategic Plan by compiling the visions and priorities for our community, staff and members of Council.

Our plan will focus on strategic growth, community connection, sustainable infrastructure and service excellence. We want to grow our community in a manageable way that will help meet the demands of our changing population and infrastructure needs with financially viable projects and plans. We also strive to provide excellent services to our community and stay well-connected on the pulse of Ramara.

I thank everyone who had a hand in developing this strategic plan; it is a product that our community, Council, and staff can be proud of.



ABOUT OUR STRATEGIC PLAN

The Township of Ramara commenced the strategic planning process in June 2023 that built on prior strategic plans and initiatives. As community engagement is an imperative element in the development of the strategic plan, the public consultation process consisted of five in-person input sessions held in each ward. This was held by municipal staff and included members of Council.

In addition, an online survey was available for the month of June. All consultation participants, at the in-person sessions and online, were asked to respond to the following type of questions:

- What is your vision for Ramara ?
- What do you value about Ramara?
- What are our strengths, weaknesses, opportunities and threats?
- What are the top priorities for the municipality over the next five years?

All of the comments, suggestions and feedback were collected throughout the consultation process, and Directors participated in a full-day, facilitated strategic planning session that led to the creation of the Draft Strategic Plan document.

The Draft Plan was presented to Council at the August 28, 2023, Committee of the Whole meeting, and further public consultation occurred.

The Final Strategic Plan incorporates all suggestions and feedback heard from the community and members of council.

SWOT ANALYSIS

S

W

O

T

Strengths

- By-laws and enforcement
- Green space and trails
- Programming through recreation and the library
- Proximity to city centres
- Rural living
- Sense of community
- Water access

Weaknesses

- Economic Development
- High water and wastewater rates
- Local access to healthcare and doctors
- Local access to social services and supports
- Transportation
- Wayfinding and other signage
- Utilities (Natural Gas and Internet)

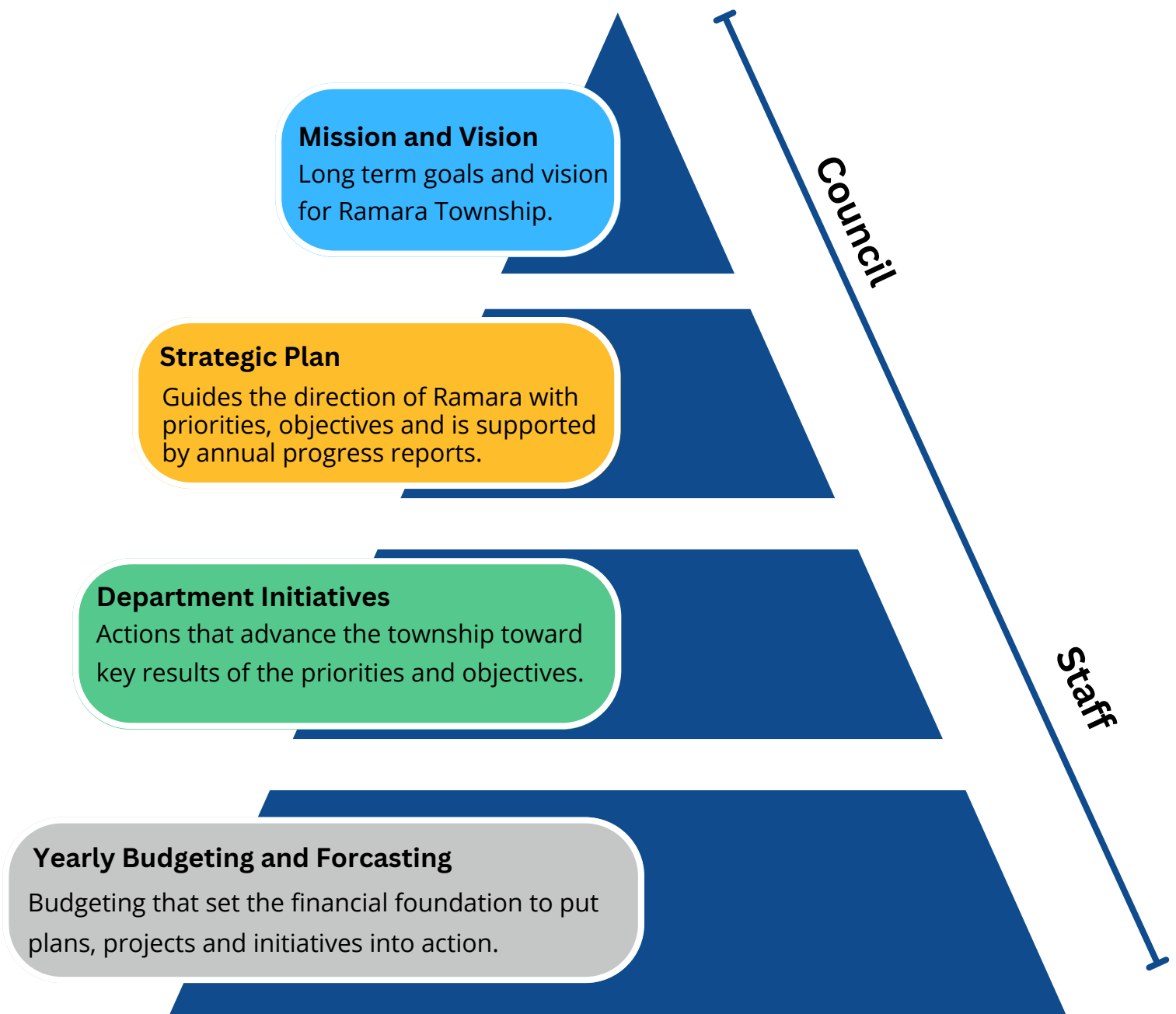
Opportunities

- Economic Development
- Lower taxes and rates
- Recreation (Sports, facilities)
- Residential Development
- Transportation

Threats

- Annexation/Amalgamation
- Aging infrastructure
- Development in the wrong areas/congestion
- Environmental Pollution
- Lake Quality
- Short-Term Rental Accommodations
- Sources of employment

COUNCIL'S GOVERNANCE FRAMEWORK



VISION

A connected community that focuses on responsible and sustainable growth while preserving our rural heritage and unique features.

MISSION

Through innovative partnerships and responsible leadership, the Township of Ramara embraces sustainable growth that enhances our unique and rural landscapes. We are dedicated to providing valuable municipal programs and services that enrich the lives of our current and future generations.



PRIORITIES

Service Excellence

Create a progressive and positive work environment that fosters innovation and continuous improvement, maintains organizational effectiveness and efficiency, and delivers quality services and programs.



Sustainable Infrastructure

Invest in current and future assets that will respond to the long-term sustainability of the municipality, and the evolving needs of the residents and visitors through transparent and accountable decision-making and responsible financial management.



Community Connection

Support a connected community by preserving and promoting our heritage, maintaining open and honest communication, collaborating with partners, and enhancing the health and safety of our community.



Strategic Growth

Create opportunities for sustainable growth that balances the diversity of the community while being responsible environmental stewards.



SERVICE EXCELLENCE



1

Objective

Be an employer of choice.

Initiatives

- Develop a human resources strategy to ensure we have the right people with the right skills in the right positions.
- Continue to focus on our organizational culture and ensure fresh and innovative attraction and retention strategies are being implemented.
- Continue to offer new, exciting and relevant training and development opportunities to staff.
- Create a staff and volunteer succession plan that ensures departments, boards, and committees are servicing the needs and expectations of the community.

2

Objective

Use data-driven decision making to improve organizational performance.

Initiatives

- Complete an organizational review and assess current services and service delivery models.
- Complete a Financial Data Comparative Study and investigate a financial software system with open data to create efficiencies and improve the quality of services within the finance department.

3

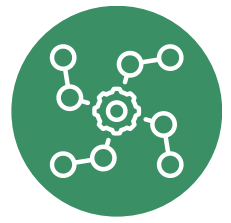
Objective

Enhance customer service experiences.

Initiatives

- Update Customer Service Strategy that enhances Ramara's current service delivery with data driven, customer focused decision making.
- Support open and transparent local government through promotion, organization, and administration of the 2026 Municipal and School Board Elections.

SUSTAINABLE INFRASTRUCTURE



1

Objective

Aging infrastructure is planned to meet new regulatory requirements and position the municipality to provide fiscally responsible and sustainable services.

Initiatives

- Develop an asset management plan that will focus on all municipal infrastructure assets and identify current levels of service and the cost of maintaining those service levels.
- Update the Road Needs Study to determine the priority of future road improvements and provide insight on budgets and capital plans.
- Update the Engineer Design Guidelines to ensure engineering requirements, guidelines, specifications, and standards meet current and future infrastructure requirements, policies and best practices.

2

Objective

Long-term infrastructure plans are created and developed to accommodate future growth and development and meet the needs of current and future generations.

Initiatives

- 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.
- Develop an affordable Water and Sewer servicing plan that provides a long-range overview to connect water and wastewater services to our growing communities.

COMMUNITY CONNECTION



1

Objective

Strengthen community connection and foster engagement through enhanced communications, investment in arts and culture and partnerships with community organizations, committees and surrounding municipal partners.

Initiatives

- Develop and implement a communications strategy that will offer diverse communication methods to create a well-informed and engaged community.
- 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.
- 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.
- Support Provincial and regional Healthcare initiatives while advocating locally for accessible health care for our residents.

2

Objective

Build and grow connected communities that promote safe and healthy lifestyles.

Initiatives

- Update the Parks and Recreation Master plan that will provide the Township with a framework to enhance existing services and infrastructure.
- Update the Active Transportation plan that sets the foundation for developing well-connected and safe trails and routes for non-motorized vehicles.
- Continue to invest in emergency and enforcement services and programming.
- Work with partners to create a Program Outreach plan to increase awareness and access to social services and programs.

STRATEGIC GROWTH



1

Objective

Strategically plan for responsible growth and development that will enhance the features of the community, protect the environment and make it a place where you can live, work and play.

Initiatives

- 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.
- Update the current Zoning Bylaw that will conform to the principles of the Official Plan and current Provincial Policies.
- Investigate sustainable climate action strategies and create and implement a plan that will take systematic and organized action on climate change.

2

Objective

Create an environment that supports tourism and business attraction, expansion and retention initiatives.

Initiatives

- Create and implement a Community Improvement Plan with Urban Design Guidelines for the Brechin settlement area to enhance economic development opportunities and business investment.
- Update the current Economic Develop Strategy that builds on prior initiatives and plans to enhance development, business opportunities, and success.
- Work with partners to identify opportunities to enhance tourism and business attraction.



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