



# STRATEGIC PLAN

[2019 - 2022]



A person wearing blue jeans and white sneakers is walking on a large, weathered log in a forest. The ground is covered with fallen leaves and ferns. The background is a blurred forest scene.

**“WITHOUT STRATEGY,  
EXECUTION IS AIMLESS,  
WITHOUT EXECUTION,  
STRATEGY IS USELESS”**

# THE PURPOSE OF THIS PLAN

This strategic plan was developed by the Township of Cramahe Council, following the 2018 municipal election, where Council and senior staff worked to develop a plan for the 2019-2022 Council term.

Strategic planning is an important step for the Township of Cramahe to set priorities, allocate scarce resources, measure success, guide the work of staff and communicate to citizens. It outlines the priorities of the Township of Cramahe and guides both short and long-term decisions. The strategic plan provides direction, so that the organization can focus on the most important initiatives and manage its resources to their greatest potential.

Strategic planning is a long-term ongoing process. It will take time and effort for the Council and staff to continue to develop the organization's strategic plan, to ensure it is a living and working document and an essential road map for the organization.



# WHERE ARE WE GOING?

# TOWNSHIP OF CRAMAHE STRATEGIC PLAN VISION STATEMENT

The Township of Cramahe is recognized as a vibrant, welcoming and healthy community with a strong municipal government providing cost effective programs and services. We have earned this reputation by having:

1. **Sustainable infrastructure** with a servicing and financing plan in place;
2. **Thriving business community** with enhanced economic development;
3. **Fiscally responsible practices** with reasonable tax rates and a long term financial plan;
4. **Balanced and sustainable growth**;
5. Viable social, cultural and public **gathering places**;
6. Open, transparent and **effective communications**



# IT'S IN OUR NATURE



# TOWNSHIP OF CRAMAHE MISSION STATEMENT

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To continue to enhance the natural, historical, social and economic fabric of our community.

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## TOWNSHIP OF CRAMAHE VALUES

Principles describe enduring, collective beliefs that guide the work of the council and staff, put into action.

**The work of the Township of Cramahe  
is guided by principles of:**

*Accountability and Professional Integrity*

*Collaboration*

*Transparency and Honesty*

*Fiscal Responsibility*

*Respect*

# STRATEGIC PILLARS, GOALS, OBJECTIVES & ACTIONS

THE TOWNSHIP OF CRAMAHE'S  
STRATEGIC PLAN IDENTIFIES  
4 STRATEGIC PILLARS

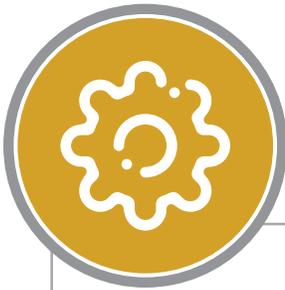
These are areas Council considers as high-level strategic directions for the organization for the near and longer term.

Each of these pillars includes a set of goals, priorities, and timelines that will serve to guide the work of staff and the allocation of resources both financial and human.



**CRAMAHE**  
It's in our nature.

# STRATEGIC PRIORITIES



**LEAD: TREASURER & MANAGER OF PUBLIC WORKS AND ENVIRONMENTAL SERVICES**

	<b>GOAL</b>	<b>KEY INITIATIVES IN 2019-2022</b>
<b>SUSTAINABLE INFRASTRUCTURE</b>	To ensure we can continue to provide effective services and prepare for growth	<ol style="list-style-type: none"> <li>1. Develop and adopt Secondary Plan for industrial park &amp; area</li> <li>2. Update and integrate Asset Management Plan with other Township plans</li> <li>3. Development of asset management related policies</li> <li>4. Partner with other levels of government to finance infrastructure</li> <li>5. Bring closure by making decision on the sewer debate.</li> </ol>



**LEAD: MANAGER OF PLANNING AND DEVELOPMENT**

	<b>GOAL</b>	<b>KEY INITIATIVES IN 2019-2022</b>
<b>STRONG ECONOMIC DEVELOPMENT</b>	To provide a balanced community and set the conditions for sustainable employment	<ol style="list-style-type: none"> <li>1. Establish an Economic Development Committee</li> <li>2. Complete Secondary Plan followed by Official Plan</li> <li>3. Review existing economic development strategies for effectiveness</li> <li>4. Create business attraction and retention strategy</li> <li>5. Ensure that all supporting resources are current</li> <li>6. Update zoning by-law</li> </ol>

# STRATEGIC PRIORITIES



**LEAD: CHIEF ADMINISTRATIVE OFFICER**

	GOAL	KEY INITIATIVES IN 2019-2022
<b>ORGANIZATIONAL EFFECTIVENESS</b>	To be an efficient and effective organization that is responsive to the community	<ol style="list-style-type: none"> <li>1. Gap analysis: Service level delivery review, Organizational review</li> <li>2. Facilitate the set up of committee structures</li> <li>3. Facilitate the development of township policies and ensuring they are current</li> <li>4. Facilitate the development of departmental business plans that correspond to the Strategic Plan</li> <li>5. Develop performance management system</li> </ol>



**LEAD: CLERK**

	GOAL	KEY INITIATIVES IN 2019-2022
<b>OPEN &amp; TRANSPARENT COMMUNICATIONS</b>	To provide the right info to ensure transparency, clarity, alignment, effective decision-making and efficient resource utilization	<ol style="list-style-type: none"> <li>1. Develop a communications strategy for the municipality</li> <li>2. Provide Council, staff and the public a Website that provides better information and is easier to navigate</li> <li>3. Conduct communication and public relations training for Council and staff</li> <li>4. Establish new tools to communicate and engage</li> </ol>



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