



Strategic Plan

2024-2025

Midyear Review



Presented November 12, 2025

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INTRODUCTION

The Strategic Plan serves as a foundational document that guides the decisions and actions of Council and municipal administration. It sets the overall direction for the Township, aligning governance and operations with the community's long-term vision and values. This Plan is designed to address the evolving needs of Cramahe's residents by establishing clear goals, identifying strategic priorities, and outlining the allocation of staff, physical, and financial resources to achieve them.

ADOPTION

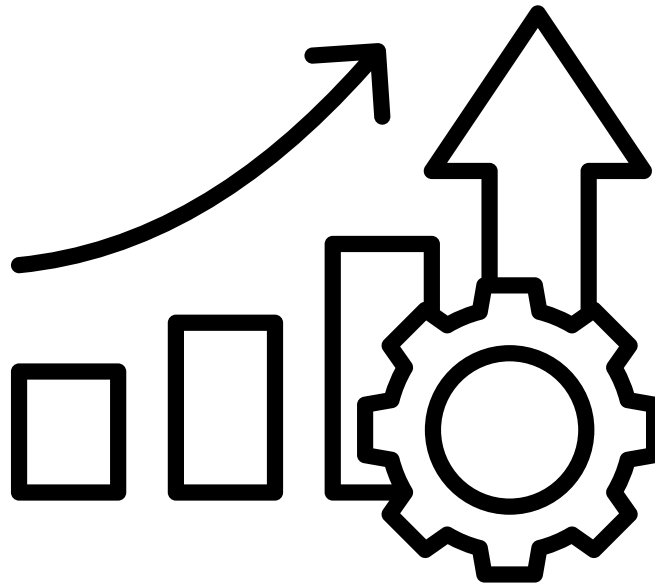
On October 22, 2024, Council formally adopted the 2023-2026 Strategic Plan. This plan outlines a forward-looking framework built on the Township's core mission, vision, values and priorities. It provides a roadmap for initiatives and projects that align with our strategic direction, while maintaining flexibility to adapt to changing circumstances, including economic shifts, environmental factors, and the lifecycle of municipal assets.



MIDTERM PROGRESS & ACHIEVEMENTS

This midterm review highlights the Township's progress as we reach past the halfway mark of the Strategic Plan's lifecycle. The period from late 2024 through to mid 2025 has been marked by both notable achievements and emerging challenges. Cramahe Township has made significant strides in several key areas, including infrastructure enhancements, community engagement, and service delivery improvements.

These accomplishments reflect the dedication, collaboration and commitment of Township staff, Council members, community volunteers and residents. Their collective efforts have reinforced our shared goal of building a resilient, inclusive and thriving community.



STRATEGIC IMPLEMENTATION & ONGOING ADAPTATION

Throughout this period, the Township has demonstrated a capacity for adaptability and strategic foresight. We have initiated and advanced several projects aligned with the Strategic Plan, prioritizing those feasible within existing resource and timing constraints, such as seasonal factors and asset lifecycle requirements.

As is inherent in any strategic framework, the need for refinement and responsiveness to new challenges remains critical. The Township recognizes that flexibility is essential to addressing unexpected developments and shifting priorities and will continue to evaluate and adjust the Plan accordingly.



LOOKING AHEAD

As we move forward, Cramahe Township remains committed to the strategic priorities outlined in the 2023–2026 Strategic Plan. We acknowledge ongoing and future challenges, including economic uncertainty, evolving community needs, and the realities of climate change. Addressing these issues requires thoughtful planning, innovative solutions, and continued collaboration across all levels of the municipality.

The principles and priorities established in the Strategic Plan will continue to inform annual budget development and project planning, ensuring consistency in decision-making and alignment with the Township's long-term goals.

VISION, MISSION & VALUES



VISION

A cohesive community focused on balanced growth and heritage preservation while protecting the traditions of rural lifestyle.

MISSION



It's in our nature to be a welcoming community that provides quality services to its residents.

VALUES



- ❖ Safe, inclusive and enjoyable place for residents to live.
- ❖ To be the voice of our residents.
- ❖ To instill trust between the Township and residents.
- ❖ Accountability and transparency.
- ❖ High standards of municipal services.
- ❖ Supporting growth and change.

STRATEGIC PRIORITIES

Guiding Principles

Growth Through Diversity



Balanced growth is essential to thrive and prosper in the face of changing demographics while protecting the heritage and rural lifestyle of Cramahe.



Effective Governance

Effective governance ensures resources are allocated efficiently, decisions are both transparent and accountable, while services are delivered reliably.



Environmental Resilience

Cramahe will support environmental sustainability through the enhancement and well-being of our natural resources for generations to come.

Community Engagement



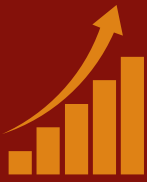
Engaging and educating residents fosters a stronger sense of unity and empowers individuals to actively contribute to the well-being of our community.



Key Accomplishments

2024-2025

*The following sections highlight the key accomplishments
achieved under each strategic priority for 2024 -2025.*



GROWTH THROUGH DIVERSITY

- 1 -

- The Municipal Housing Infrastructure Program: Health and Safety Water Stream (MHIP-HSWS) Grant application – third intake for addressing aging water, flood and erosion infrastructure.
- The Building Department completed all inspections and plan reviews well within the regulated timeframes for all proposed development.
- Participated in and contributed to the Northumberland Housing Solutions Workshops.
- Partnering with the 6 Fire Services in Northumberland County, working on the final stages of the radio communications transition to digital system.
- The library provides access to local historical resources, adding resources with a focus on information specific to the Township as they become available. (Digital Archives)
- Heritage Designation Process with 45 Parliament Street designated in 2025.
- Heritage Committee is working towards a taxation incentive program for Heritage properties/housing.
- Updating the Township Official Plan to align with growth, development and the unique natural heritage and rural setting of our community. The updated plan will align the goals and objectives of the Township and bring it into conformity with the Planning Act.

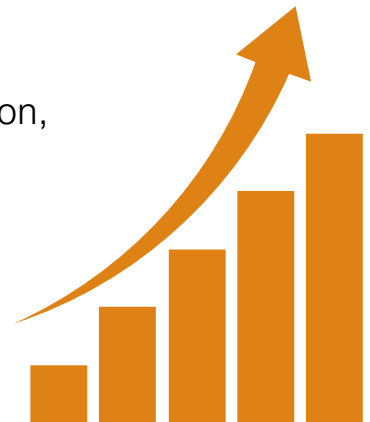
GROWTH THROUGH DIVERSITY

-2-

- Colborne Townhall clock repair – historical monument feature.
- Brick work at Castleton Townhall and floor repair.
- Castleton Cenotaph Restoration support.
- Cemetery Management Software - \$5000.00 into reserves for purchase.
- Enhancement of current park assets such as playground resurfacing, structure repair and paint, replacement of diamond bleachers and several fence and lighting repairs.
- EDR Route added to Northumberland County CAO top list of properties.
- Mainstreet Cross walk replacement scheduled for fall of 2025.
- Affordable Housing initiative supported with County for 123 King Street East.

2025 Road Work Summary:

- Double Layer Surface Treatment: 6.8 km.
- Pulverization & Double Layer Surface Treatment: 0.915km.
- Pulverization/Base Repairs (prep for 2026): 8.65 km, including surface pulverization, base and drainage.
- improvements, tree removal, and ditching.





EFFECTIVE GOVERNANCE

-1-

- Provided Council with ongoing guidance, advice and support on overall direction of the municipality – through over 35 meetings, including several Council education initiatives, presentations and various discussions and memos during the year.
- Provided leadership to Senior Management Team and the Management Team through regular meetings, one on one and through the active alignment and monitoring of 2024/2025/2026 Priorities, Budget and Projects.
- Completed a thorough review of existing policies and procedures, led by HR to develop a policy framework to streamline and provide improved effective and efficient governance, updating 20% of existing policies and regulations, including health and safety organizational policies as well as recruitment, scheduling, overtime and attendance for ESA/union compliance.
- Pursued installation with partnership of County of Northumberland for Broadband - high-speed internet connections at several facilities to improve productivity, reliability and accuracy of our systems.
- Continued regulation of Cemetery and developed processes according to legislation while also exploring expansion of current active site.
- Worked with staff and Council to obtain a timely, approved Budget that met the needs of the organization in 2024/2025/2026 and managed costs and expenditure throughout the year.
- Completed a full website redesign and platform migration to enhance, user navigation and experience while supporting the Township's goal to strengthen communication.
- Staff continue to improve our Public GIS portal and with the help of Northumberland County, several improvements were made including a brand-new street view option.

EFFECTIVE GOVERNANCE

-2-

- Prioritized an organization-wide commitment to customer service, improving our outreach through social media, websites and surveys, as well as resolving service requests submitted to the Township.
- Collaborated with surrounding municipalities to ensure ongoing discussions on issues of mutual interest and shared services.
- Ensure training opportunities at all levels are being achieved across the organization using various methods including educational programs.
- Successfully hired for the Accounting Clerk & Fire admin support approved during 2025 budget deliberation.
- Re-established the vacant Customer Service Coordinator position and successfully recruited a candidate positioned to assume a future dual role capacity with the building department.
- Preparation for the 2026-2030 Multi-Year Accessibility Plan.
- Successfully complied with Ministry for Seniors and Accessibility transportation audit with cooperation of Community Care.
- Procedural by-law update ensuring that meetings are fair, organized, and transparent, providing a consistent framework for decision-making and governance within the municipality. (BL-2025-24)





ENVIRONMENTAL RESILIENCE

- Received 100% rating for both the Water & Wastewater Treatment Systems Annual Ministry of Environment Inspections.
- Continuous participation and contribution to the Northumberland Adaptation and Resiliency Working Group.
- Council support on new Manager of Environmental Services position, recruitment underway.
- Application to the Provincial Fire Protection Grant focusing on cancer prevention for Firefighters.
- Water meter upgrade program – Colborne.
- Water Treatment Plant Electrical & SCADA System Upgrades.
- Upgrade of Wastewater Plant to UV system.
- Water studies - Approval for water master plan.
- Cramahe Forest Timber - Care and Maintenance – Tender awarded, harvest work set for completion in 2026.
- New parks through the approval of new Subdivisions – supporting green space and promoting active lifestyles.
- Fire Protection with Burn permit fee implementation and enforcement.
- Downtown Revitalization and upgrade of sidewalks, front scape and green space.
- Ice Storm grant application to support strained resources.
- Tree removal along Colborne Creek, to support ongoing Inflow and Infiltration (I&I) of unwanted clean water (groundwater and stormwater) entering the sanitary sewer system, leading to overflows, increased treatment costs, and potential environmental contamination.
- Moved to digital based internal documents including payroll, e-learning, and scheduling software to cut waste.



COMMUNITY ENGAGEMENT

- 1 -

- Established a Health care needs advisory committee which completed a Health Care Needs Survey to better understand community strengths, challenges, and priorities, supporting ongoing efforts to assess and address local health care needs.
- Continuous support and collaboration for the OHT-N Rural Outreach clinic.
- Continuous revisions to the business directory.
- Free Business-Building Workshop Event for Cramahe Township Employers and Entrepreneurs, partnering with the Workplace Development Board (WDB) to provide this unique opportunity to strengthen and support local businesses.
- A free four-hour business-building workshop for Northumberland County and local Cramahe Township employers and entrepreneurs.
- Annual Canada Day Celebration supported by volunteer staff.
- Revamping of tax flyers, new layout and increased information, continual council highlights and notices through virtual channels as well as physical signs and communication boards.
- Records management Filing and Storage. \$10,000.00 budgeted - quotes and stock options to move forward.
- Engaged community in showing Canadian pride with Free flags available at Townhall for limited time.
- Supported the 31 Canadian Brigade Group of the Canadian Army Reserve from London, Ontario and the Canadian Armed Forces (CAF) as they expanded their training efforts to ensure operational readiness.
- Coordination of annual Community Yard Sale Event.
- Annual Fire PTSD Hockey tournament.

COMMUNITY ENGAGEMENT

-2-

- Drum line competition.
- Leading Dance Competition – 2 years returning.
- Partnership with P&R committee on grant application for Elgin Street Sports Park.
- Partnership with funding resources Community Foundation of Campbellford/Seymour & Northumberland.
- Free Holiday and March break skating thanks to sponsorship collaborations with local businesses.
- Free public events held by the P&R Committee including Touch a Truck 2024/2025, Skate & Breakfast with Santa 2024, participation in the Santa Claus Parade and the Summer Kick-off 2025.
- Supported community initiatives such as Music in the square, festival of trees, memorial fundraising events, Easter egg hunt and the Castleton pet parade.
- Collaborated with County to host Canadian Citizenship Ceremony.



CONCLUDING COMMENTS

This midterm review reaffirms Cramahe Township's commitment to responsible governance, strategic leadership, and continuous improvement. The progress made to date is a testament to the strength and resilience of our community. As we continue to evolve through the 2023–2026 Strategic Plan and onward, we do so with optimism, accountability, and a shared vision for a sustainable and prosperous future.

