

TOWN OF HANOVER
STRATEGIC ACTION PLAN

BUILDING OUR FUTURE TOGETHER.

2023 - 2027



A MESSAGE FROM OUR MAYOR



It is my pleasure to present our Strategic Action Plan! This is our roadmap to achieve positive results for our community within this term of Council and beyond.

Hanover is a progressive and vibrant Town providing a great quality of life to our residents! My Council colleagues and I are committed to working hard with our professional staff to make our community an even better

place to live, work, play, and raise a family. That is what this Strategic Action Plan is all about.

We know that delivering exceptional services depends on spending our time, energy and money on the things that matter most to our residents. The input received from the citizen questionnaire and the in-person focus group sessions were extremely valuable to us. You told us how important outdoor spaces, parks and trails are to you and your family. You let us know that we need to work hard to improve the quality of our roads and sidewalks and take good care of our municipal infrastructure, buildings and equipment. You want us to make our community even more welcoming to newcomers, and you want us to take the actions necessary to bring new local jobs and investment to Hanover.

On behalf of myself, Members of Council, our Senior Management Team and our entire Hanover staff team, we are committed to working together to achieve positive results for our community.

A handwritten signature in black ink that reads "Susan Paterson". The signature is fluid and cursive.

Mayor Sue Paterson





**WORKING TOGETHER
TO MAKE HANOVER
EVEN BETTER!**



WHAT WE HEARD FROM YOU

This project began with an invitation to our residents to tell us why Hanover is a great place and what we can do to make it even better. Between May 1 – June 12, 2023, residents had the opportunity to provide their responses to an online questionnaire. We thank the 457 residents who provided valuable input that helped shape this Plan.

We asked you which local government services were most important to you and your household. You told us: >>

1 POLICE, FIRE & EMERGENCY SERVICES

The most popular selection, with an average score of 4.6/5.

2 SAFE & WELL-MAINTAINED ROADS & SIDEWALKS

Average score of 4.4/5.

3 PARKS, PLAYGROUNDS, TRAILS, & OPEN SPACES

Average score of 4.3/5.

4 MUNICIPAL WATER & SEWERS

Average score of 4.3/5.

5 GARBAGE & RECYCLING

Average score of 4.3/5.

OUR STRATEGIC ACTION PLAN GOALS



**SAFE AND RELIABLE
INFRASTRUCTURE**



**HEALTHY AND
WELCOMING COMMUNITY**



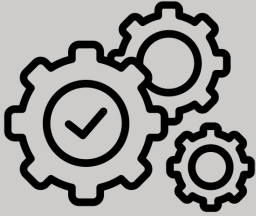
**STRONG AND
VIBRANT ECONOMY**



BALANCED GROWTH



**OPEN AND RESPONSIBLE
GOVERNMENT**



SAFE AND RELIABLE INFRASTRUCTURE

GOAL: Build, maintain and continuously improve municipally owned properties, buildings, and equipment.

STRATEGIC PRIORITIES AND ACTIONS

1.1 Taking an evidence-based approach to infrastructure renewal projects.

- a. Create a 10-year and a 5-year Council-approved capital forecast that prioritizes major infrastructure projects based on the asset management plan and growth projections; integrate these projects into annual budgets. Ensure that Year 1 priority projects are shovel-ready.
- b. Complete condition assessment and accessibility compliance for all Town-owned buildings, including cost estimates and priorities.

1.2 Optimizing the delivery of essential services by maintaining and upgrading our facilities/equipment.

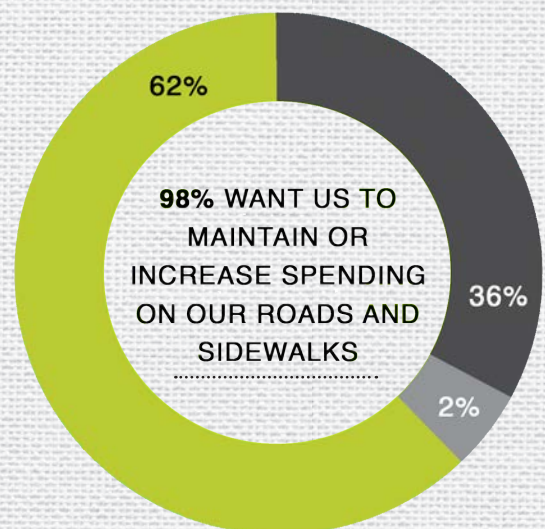
- a. Build new fire hall.
- b. Complete the environmental assessment for a new water tower and build the new water tower.
- c. Complete the environmental assessment for the expansion of the wastewater treatment facility.
- d. Complete a building condition assessment for the existing firehall and identify future options and costs. Council decision on moving forward with preferred option.
- e. Explore options and costs for upgraded police facility. Council decision on moving forward with preferred option.
- f. Explore options and costs for upgraded library. Council decision on moving forward with preferred option.

WE ASKED YOU:

When it comes to ensuring “safe and well-maintained roads and sidewalks”, how would you like the Town of Hanover to invest?

YOU TOLD US >>

- Maintain spending and maintain level of service.
- Increase spending and improve level of service.
- Reduce spending and reduce level of service.





HEALTHY AND WELCOMING COMMUNITY

.....
GOAL: Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.

STRATEGIC PRIORITIES AND ACTIONS

2.1 Looking after our natural environment.

- a. Establish an Environmental Advisory Committee with membership that includes residents, a staff member and a Councillor. The mandate of this Committee will be providing recommendations to Council to consider practical actions to promote the stewardship, conservation and enhancement of the Town’s natural environment.
- b. Explore partnerships to support clean energy initiatives such as growing our EV network, net zero opportunities and energy savings.
- c. Identify options, costs, and potential service delivery partners for organic waste collection. Council decision on preferred option.
- d. Establish a tree canopy plan/target for downtown Hanover and Town-owned green spaces.

2.2 Expanding opportunities for healthy living, recreation, and culture.

- a. Design and build a splash pad.
- b. Work with Grey County to enhance the active transportation network (ATN) and improve the in-Town network of pathways, walkways, trails, and bike paths.
- c. Promote the community garden initiative.
- d. Continue to support local healthcare by enhancing efforts to attract/recruit healthcare professionals.
- e. Complete neighbourhood park renewal projects.
- f. Partner with local groups/organizations to facilitate an annual community volunteer appreciation initiative(s) encouraging more people to become volunteers.
- g. Refresh the Cultural Plan and incorporate priorities into the 5 and 10 year capital forecasts.

2.3 Encouraging a greater mix of housing options for residents of all ages and income levels.

- a. Revise zoning bylaws and policies and explore Community Improvement Program (CIP) incentives to encourage higher density housing in appropriate locations.
- b. Review/assess Town-owned properties to determine feasible location for more affordable housing options and initial potential partnerships. Advocate to Grey County, Provincial, and Federal Government to financially contribute to potential housing project(s) and participate in working groups.

2.4 Embracing community diversity, equity, and inclusion.

- a. Develop a Welcoming Community Plan leveraging partnerships to advance Grey Bruce Local Immigration Partnership’s (GBLIP) established equity, diversity and inclusion strategy and tools like Western Ontario Warden’s Caucus (WOWC) welcoming communities’ assessment / recommendations.
- b. Work with the Hanover Public Library to create a Newcomer Resource Hub and share Newcomer Welcome Packages that includes a catalogue of Town services, facilities, events and contact information as well as facilitate connections to local resources.
- c. Provide diversity, equity, and inclusion training to Council and Town staff and support implementation with local businesses.



STRONG AND VIBRANT ECONOMY

GOAL: Refresh Downtown Hanover and retain and attract local economic investment and jobs.

STRATEGIC PRIORITIES AND ACTIONS

3.1 Leveraging our location as a regional hub to attract new businesses and local jobs.

- a. Strengthen Launch Pad Youth Skills & Technology Centre program by establishing a defined Town role, financial contribution expectations and relationship along with a clear program mandate, business plan, and performance measures; stabilize long-term funding; and reduce ongoing operational costs.
- b. Enhance the impact of the Community Improvement Program (CIP) by developing annual priorities and leveraging existing programs to encourage brownfield/underutilized property improvements, attainable/affordable housing projects, downtown façade improvements, sector-specific initiatives.
- c. Complete the servicing of the Town-owned property for a new business park. Promote/sell business lots.
- d. Participate in conversations with Grey County and neighbouring municipalities to pursue regional efforts to attract new businesses.
- e. Strengthen the Hanover's Innovative People Program (HIPP) retention and attraction campaign through a targeted awareness/promotion campaign.

3.2 Enhancing the downtown experience for residents and visitors.

- a. Establish an action-oriented downtown plan that includes key stakeholders such as Downtown Improvement Area (DIA), Hanover Chamber of Commerce, Cultural Roundtable, Town Staff & Council representatives and residents.
- b. Explore options for the downtown plan to include recommendations to create an enhanced schedule of downtown events/initiatives including Heritage Square; increase Event Development Fund support.
- c. Explore options and costs for a downtown washroom; invite local businesses to consider sponsorship/naming rights to cover/offset design/construction costs.
- d. Explore options and costs to enhance enforcement and increase downtown parking supply.

3.3 Strengthening relationships with our local businesses.

- a. Complete an updated Business Retention and Expansion Study.
- b. Strengthen relationship with the Hanover Chamber of Commerce and local businesses by meeting, planning and redeveloping business engagement events/initiatives.
- c. Initiate an annual Business Breakfast/Luncheon with the Mayor, Council and staff to demonstrate the Town's commitment to supporting and promoting two-way communication with local businesses.

3.4 Promoting tourism as an economic driver.

- a. Create a Tourism Plan that provides practical recommendations to leverage the Town's features/amenities to enhance and market Hanover as a destination of choice.
- b. Restart discussions with the Hanover, Bentinck & Brant Agricultural Society to partner on a hotel development plan. Support can include engaging an architect to produce a high-level design for a hotel/banquet hall facility on Town-owned racetrack land, estimated costs and timing, as well as a partnership agreement between the Town and the Society. Assist in marketing investment to selected hotel companies and develop a go-forward plan based on the responses received.
- c. Further Cultural Plan recommendations to enhance tourism by partnering with Grey County and other regional associations and tourism stakeholders to create and promote unique visitor experiences.



BALANCED GROWTH

GOAL: Work together to create a community we can all be proud of.

STRATEGIC PRIORITIES AND ACTIONS

4.1 Expanding Town boundaries to accomodate healthy growth.

- a. Establish a Healthy Growth Action Plan and continue the “Prosperity in South Grey” discussions with an enhanced sense of urgency. Establish common ground, mutual benefits, and compromise among stakeholders on regional matters that may include municipal boundary change, non-resident use of Hanover facilities and programs, physician recruitment efforts, more affordable housing, and shared services/resources opportunities.
- b. Advocate with the Province in consultation with the local MP and MPP clarifying the Town’s need for land expansion.

4.2 Ensuring growth pays for growth and encouraging community conversations about healthy, well-planned growth.

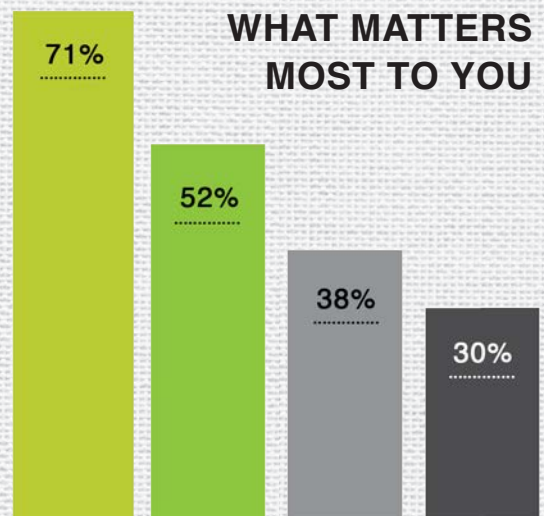
- a. Define what amenities/features/facilities will be paid for through development charges.
- b. Engage a consultant to complete a new Development Charges Bylaw in compliance to Provincial legislation.
- c. Quantify growth impacts on levels of staffing and Town resources to maintain appropriate levels of funding to maintain levels of service.
- d. Mayor, Council and Town staff to host community information sessions with residents and businesses to enhance two-way communication about growth and growth concerns.

WE ASKED YOU:

What types of projects would you like to see the Town of Hanover invest your tax dollars on within this term of Council?

YOU TOLD US >>

- Parks, trails, playgrounds, and open spaces.
- Indoor/Outdoor recreation and culture facilities.
- Improving Municipally owned facilities and equipment.
- Downtown Revitalization.





OPEN AND RESPONSIBLE GOVERNMENT

GOAL: Deliver services in a friendly, efficient, and effective manner while providing an exceptional working environment for our employees.

STRATEGIC PRIORITIES AND ACTIONS

5.1 Improving communication and customer service.

- a. Improve the Town website by simplifying organization, functionality and searchability.
- b. Host a semi-annual Town Hall community information session with Council and senior staff.
- c. Provide a virtual option for residents to participate in all Town committee meetings.
- d. Create a dedicated position responsible for communication and customer service with consideration of other defined Organizational Review recommendations. Establish a Communications Plan clarifying who does what.
- e. Introduce a succinct Post-Council Decision Report (print, social media, website) for a broad audience.

5.2 Demonstrating financial accountability.

- a. Establish a long-term financial plan based on both the Asset Management Plan and growth projections. Ensure that annual budgets are aligned to this Plan.
- b. Create easy-to-understand Annual Budget Highlight that outlines how the Town is investing tax dollars.
- c. Liaise with Grey County and member municipalities to identify opportunities for collaboration and shared services/resources.

5.3 Continuously improve ability to provide essential services and meet community needs.

- a. Complete an organizational review to identify capacity/work-life balance and skillset issues; clarify roles/responsibilities; identify gaps and duplication of effort; enable succession planning; effective career path and professional development; and identify opportunities to achieve enhanced operational effectiveness, including optimizing the use of technology to enhance process efficiency.
- b. Enhance Councillor orientation and training program.

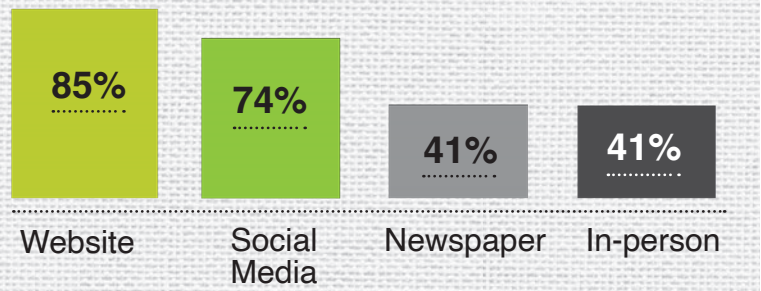
5.4 Providing a positive working environment while recognizing excellence among our employees.

- a. Introduce an annual staff recognition event to be hosted by the Mayor and Council and continue to host informal staff appreciation events throughout the year.
- b. Conduct salary and benefits market review.

WE ASKED YOU:

How would you prefer to learn about Town news, issues, and events?

You told us: >>



WORKING TOGETHER TO MAKE HANOVER EVEN BETTER!



2022 - 2026
TOWN OF
HANOVER
COUNCIL

Councillor Harold Fleet
Deputy Mayor Warren Dickert
Councillor Brandon Koebel
Councillor Dave Hocking

Councillor Carol Hudson
Mayor Sue Paterson
Councillor Susan Sakal
inquiry@hanover.ca

We acknowledge the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. And further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as the traditional keepers of this land.

WORKING TOGETHER TO MAKE HANOVER EVEN BETTER!

hanover.ca



Hanover's Innovative
People Program

Things are HIPP in Hanover!

See our retention and attractions campaign that infuses
creativity, culture and business | hipphanover.ca

Produced in partnership with

LINTON
Consulting Services Inc.

Town of Hanover

Setting Priorities & Achieving Results: Strategic Action Plan 2023-2027

Final Report (REVISED)

August 15, 2023

Linton Consulting Services Inc.
kelly@lintonconsulting.ca / www.lintonconsulting.ca

In partnership with A. Goldie Consulting



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1.0 Introduction

- 1.1 Context & Objectives
- 1.2 Engagement Approach
- 1.3 What We Heard: Highlights

Context

- ❑ With a population of approximately 8,000 residents, the Town of Hanover is also the urban/commercial hub for approximately 40,000 residents. The Town of Hanover is one of nine member municipalities within Grey County, and it is governed by a seven-member Council consisting of a Mayor, Deputy Mayor, and five Councillors.



Project Objectives

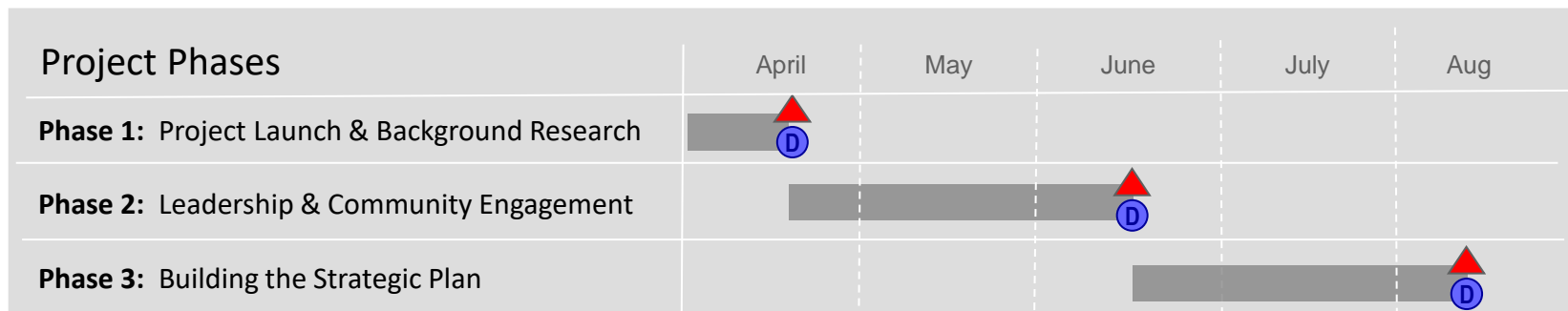
- ❑ In the lifecycle of every organization, there comes a time when you need to discover – or rediscover – your core purpose and strategic goals. In the case of municipal government, this opportunity comes every four years following the election.
- ❑ Establishing an action-oriented and results-focused Strategic Plan is necessary to help Council work with the management team to establish a community-driven common focus; outline priorities; and establish a do-able action plan.
- ❑ It is important that a strategic planning process also provides an opportunity to engage residents and Town staff to gather their input on community priorities.
- ❑ An effective Strategic Plan needs to achieve these outcomes:
 - Findings from Council, staff, and resident engagement efforts;
 - A practical action plan that outlines priorities and actions;
 - Prioritized projects providing direction for budgets and resource allocation; and
 - Achieve widespread support among Members of Council and the senior management team building a shared vision and common ground.



Methodology & Timelines

- ❑ Based on the project objectives, scope and requirements, Linton Consulting facilitated a three-phase process:
 - **Phase 1** focused on establishing clear expectations on our approach, deliverables and timelines.
 - **Phase 2** included information gathering, community engagement, focus groups, and interactive leadership team working sessions.
 - **Phase 3** pulled everything together in an inspirational, attractive and clearly worded document to be used as roadmap for action establishing the necessary foundation for a results-oriented term of council.

 Management Checkpoint
 Project Deliverable



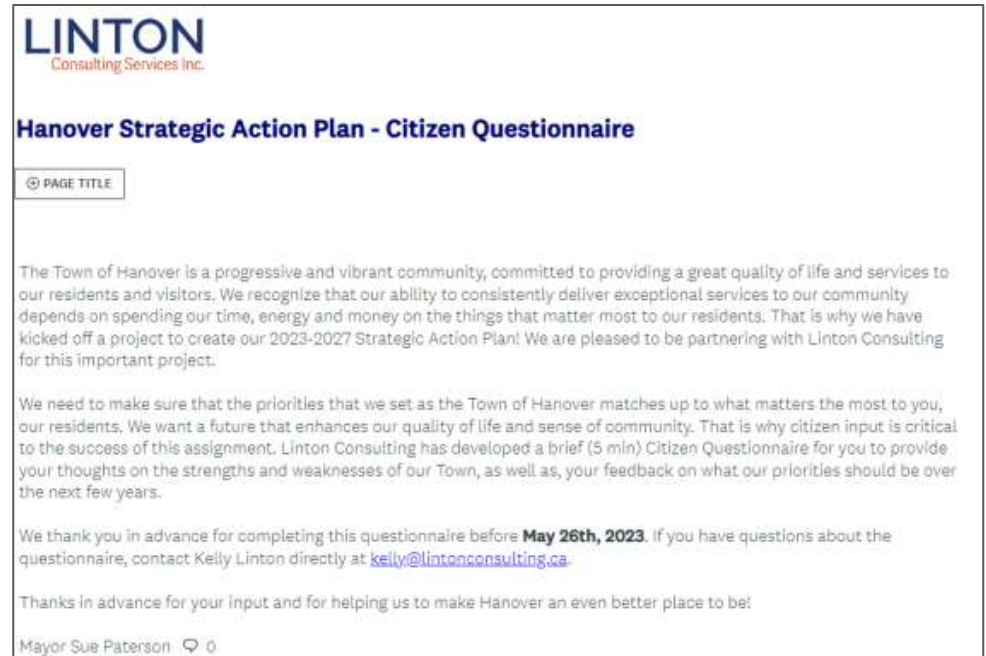
Collaborative Process

- ❑ The Strategic Action Plan is Council's direction to the administration. It is important that staff and Town residents have an opportunity to be involved in this process.
- ❑ Phase 2: Leadership & Community Engagement was focused on collecting and summarizing input from:
 - Leadership Team (Members of Council & Senior Management Team) one-on-one interviews
 - Citizen questionnaire – 457 responses
 - Staff questionnaire – 52 responses
 - Session 1 (May 30): Leadership Team (Members of Council & Senior Management Team)
 - Focus Group Sessions (June 21) – three sessions with 31 total participants
 - Session 2 (July 5): Leadership Team (Members of Council & Senior Management Team)



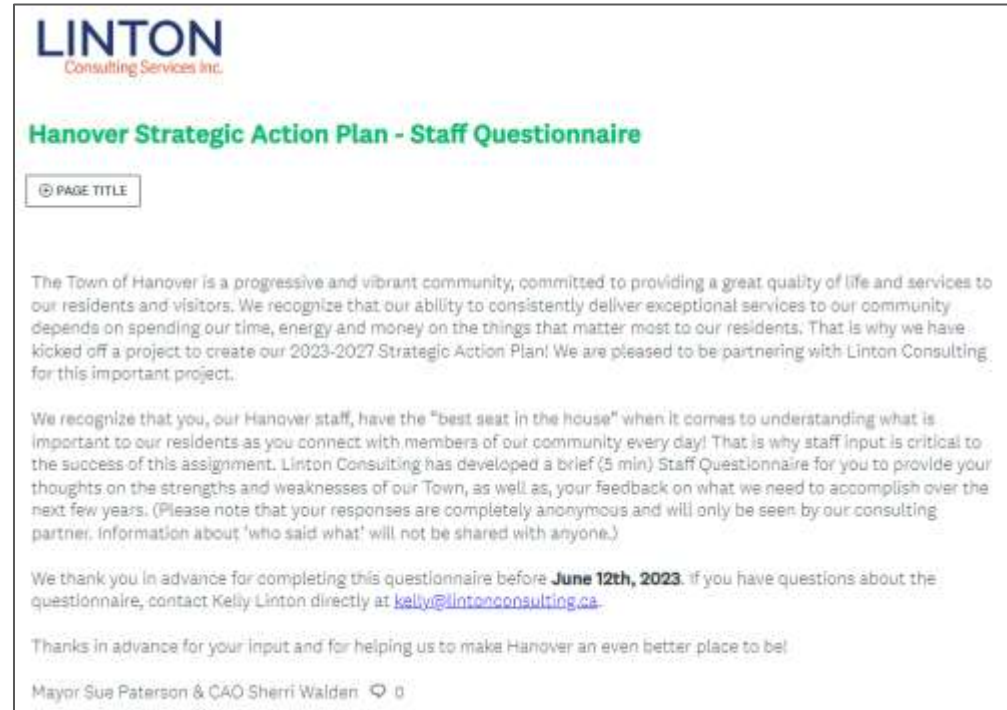
Citizen Questionnaire Highlights

- ❑ An online questionnaire was created to capture valuable input from residents on Town services and future priorities. The link to this questionnaire was shared on the Town website and social media pages.
- ❑ The questionnaire was live between May 1 – June 12, and 457 residents participated.
- ❑ Detailed results are included in the Appendix, however some of the highlights include:
 - To the question “What makes Hanover a great place to live?”, 62% selected “Outdoor open space, parks, trails, and river access” as either their first, second or third preferred choice followed by 50% who selected “Recreation/sports facilities” as either their first, second or third preferred choice.
 - The most important “Local government services to your household” was “Police, fire & emergency services” and “Safe & well-maintained roads and sidewalks”.



Staff Questionnaire Highlights

- ❑ An online questionnaire was created to capture input from Town employees. The link to this questionnaire was emailed to all staff with 52 employees participating.
- ❑ Detailed results are included in the Appendix, however some of the highlights include:
 - The top response to the question “Rank the following challenges that you think require attention during this Council term” was “More land / expand borders to enable growth” followed by “cost of living/housing affordability”.
 - The top response to the question “How effectively does the Municipality manage its employees?” was “good” at 39% while 31% selected “quite good”.
 - When asked the question on what methods of communication are preferred by citizens, the top two responses from staff were “Town website” and “Town social media”.



2.0 Strategic Action Plan 2023-2027

2.1 Introduction

2.2 Goals

- GOAL 1: Safe & Reliable Infrastructure
- GOAL 2: Healthy & Welcoming Community
- GOAL 3: Strong & Vibrant Economy
- GOAL 4: Balanced Growth
- GOAL 5: Open & Responsible Government

Leadership Team (Council & Senior Management Team) Direction

- ❑ At both the Project Launch meeting and the one-on-one interviews with the Leadership Team, we asked about the key success factors for this project. There was widespread agreement that the Strategic Action Plan 2023-2027 needed to accomplish the following outcomes:
 - **Clear and simple language** that would be understood by all readers.
 - **Action-oriented** to enable the effective tracking of progress. Avoid the use of vague and general statements that make measurement difficult/impossible.
 - **Practical/do-able** to set the team up for success rather than failure. Avoid including lofty goals that could not be achieved.
 - **Within the Town's sphere of influence** to appropriately establish community expectations on what the Town could accomplish. Avoid making promises in areas that fall outside the jurisdiction of local government.
 - **Team-building experience** recognizing that Council and staff must play different but complementary roles to effectively achieve positive results for the community.



Goal 1: Safe & Reliable Infrastructure

Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.

Goal 2: Healthy & Welcoming Community

Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.

Goal 3: Strong & Vibrant Economy

Refresh Downtown Hanover and retain and attract local economic investment and jobs.

Goal 4: Balanced Growth

Work together to create a community we can all be proud of.

Goal 5: Open & Responsible Government

Deliver services in a friendly, efficient, and effective manner while providing an exceptional working environment for our employees.

Goal 1: Safe & Reliable Infrastructure

1.1: Taking an evidence-based approach to infrastructure renewal projects.

- a) Create a 10-year and a 5-year Council-approved capital forecast that prioritizes major infrastructure projects based on the asset management plan and growth projections; integrate these projects into annual budgets. Ensure that Year 1 priority projects are shovel-ready. (Summer 2024)
- b) Complete condition assessment and accessibility compliance for all Town-owned buildings, including cost estimates and priorities. (Spring 2025)

1.2: Optimizing the delivery of essential services by maintaining and upgrading our facilities and equipment.

- a) Build new fire hall. (Spring 2024)
- b) Complete the environmental assessment for a new water tower (Spring 2024) and build the new water tower. (Fall 2026)
- c) Complete the environmental assessment for the expansion of the wastewater treatment facility. (Winter 2025)
- d) Complete a building condition assessment for the existing firehall and identify future state options and costs. Council decision on moving forward with preferred option. (Fall 2025)
- e) Explore options and cost for upgraded police facility. Council decision on moving forward with preferred option. (Winter 2024)
- f) Explore options and costs for upgraded library. Council decision on moving forward with preferred option. (Spring 2025)

Goal 2: Healthy & Welcoming Community

2.1: Looking after our natural environment.

- a) Establish an Environmental Advisory Committee with membership that includes residents, a staff member and a Councillor. The mandate of this Committee will be providing recommendations to Council to consider practical actions to promote the stewardship, conservation and enhancement of the Town's natural environment. (Spring 2024)
- b) Explore partnerships to support clean energy initiatives such as growing our EV network, net zero opportunities and energy savings. (Summer 2024)
- c) Identify options, costs, and potential service delivery partners for organic waste collection. Council decision on preferred option. (Spring 2024)
- d) Establish a tree canopy plan/target for downtown Hanover and Town-owned green spaces. (Spring 2024)

2.2: Expanding opportunities for healthy living, recreation, and culture.

- a) Design and build a splash pad. (Spring 2024)
- b) Work with Grey County to enhance the active transportation network (ATN) and improve the in-Town network of pathways, walkways, trails, and bike paths. (Summer 2024)
- c) Promote the community garden initiative. (Spring 2024)
- d) Continue to support local healthcare by enhancing efforts to attract/recruit healthcare professionals. (Spring 2024)
- e) Complete neighbourhood park renewal projects. (Summer 2024)
- f) Partner with local groups/organizations to facilitate an annual community volunteer appreciation initiative(s) encouraging more people to become volunteers. (Fall 2024)
- g) Refresh the Cultural Plan and incorporate priorities into the 5 and 10 year capital forecasts. (Fall 2025)

Goal 2: Healthy & Welcoming Community (continued)

2.3: Encouraging a greater mix of housing options for residents of all ages and income levels.

- a) Revise zoning bylaws and policies and explore Community Improvement Program (CIP) incentives to encourage higher density housing in appropriate locations. (Winter 2024)
- b) Review/assess Town-owned properties to determine feasible location for more affordable housing options and initial potential partnerships. Advocate to Grey County, Provincial, and Federal Government to financially contribute to potential housing project(s) and participate in working groups. (Summer 2024)

2.4: Embracing community diversity, equity, and inclusion.

- a) Develop a Welcoming Community Plan leveraging partnerships to advance Grey Bruce Local Immigration Partnership's (GBLIP) established equity, diversity and inclusion strategy and tools like Western Ontario Warden's Caucus (WOWC) welcoming communities' assessment / recommendations. (Fall 2025)
- b) Work with the Hanover Public Library to create a Newcomer Resource Hub and share Newcomer Welcome Packages that includes a catalogue of Town services, facilities, events and contact information as well as facilitate connections to local resources. (Winter 2026)
- c) Provide diversity, equity, and inclusion training to Council and Town staff and support implementation with local businesses. (Spring 2024)

Goal 3: Strong & Vibrant Economy

3.1 Leveraging our location as a regional hub to attract new businesses & local jobs.

- a) Strengthen Launch Pad Youth Skills & Technology Centre program by establishing a defined Town role, financial contribution expectations and relationship along with a clear program mandate, business plan, and performance measures; stabilize long-term funding; and reduce ongoing operational costs (e.g. space leasing costs). (Summer 2024)
- b) Enhance the impact of the Community Improvement Program (CIP) by developing annual priorities and leveraging existing programs to encourage brownfield/underutilized property improvements, attainable/affordable housing projects, downtown façade improvements, sector-specific (e.g. accommodations, restaurants, cafes) initiatives. (Fall 2024)
- c) Complete the servicing of the Town-owned property for a new business park. Promote/market and sell business lots. (Fall 2025)
- d) Participate in conversations with Grey County and neighbouring municipalities to pursue regional efforts to attract new businesses. (Summer 2025)
- e) Strengthen the Hanover's Innovative People Program (HIPP) retention and attraction campaign through a targeted awareness/promotion campaign. (Fall 2024)

3.2: Enhancing the downtown experience for residents and visitors.

- a) Establish an action-oriented downtown plan that includes key stakeholders such as Downtown Improvement Area (DIA), Hanover Chamber of Commerce, Cultural Roundtable, Town Staff and Council representatives and residents. (Winter 2025)
- b) Explore options for the downtown plan to include recommendations to create an enhanced schedule of downtown events/initiatives including Heritage Square; increase Event Development Fund to financially support these downtown efforts. (Summer 2025)
- c) Explore options and costs for a downtown washroom; invite local businesses to consider sponsorship/naming rights to cover/offset design/construction costs. (Fall 2025)
- d) Explore options and costs to enhance enforcement and increase downtown parking supply. (Summer 2025)

Goal 3: Strong & Vibrant Economy (continued)

3.3 Strengthening relationship with our local businesses.

- a) Complete an updated Business Retention & Expansion Study (Spring 2025)
- b) Strengthen relationship with the Hanover Chamber of Commerce and local businesses by meeting, planning and redeveloping business engagement events/initiatives. (Winter 2025)
- c) Initiate an annual Business Breakfast/Luncheon with the Mayor, Council and staff to demonstrate the Town's commitment to supporting local businesses and promote two-way communication with local businesses. (Spring 2024)

3.4 Promoting tourism as an economic driver.

- a) Create a Tourism Plan that provides practical recommendations to leverage the Town's features/amenities to enhance and market Hanover as a destination of choice. (Fall 2024)
- b) Restart discussions with the Hanover, Bentinck & Brant Agricultural Society to partner on a hotel development plan. Support can include engaging an architect to produce a high-level design for a hotel/banquet hall facility on Town-owned racetrack land, estimated costs and timing, as well as a partnership agreement between the Town and the Society. Assist in marketing investment to selected hotel companies and develop a go-forward plan based on the responses received. (Fall 2023)
- c) Further Cultural Plan recommendations to enhance tourism by partnering with Grey County and other regional associations and tourism stakeholders to create and promote unique visitor experiences. (Ongoing)

Goal 4: Balanced Growth

4.1: Expanding Town boundaries to accommodate healthy growth.

- a) Establish a Healthy Growth Action Plan and continue the “Prosperity in South Grey” discussions with an enhanced sense of urgency. Establish common ground, mutual benefits, and compromise among stakeholders on regional matters that may include municipal boundary change, non-resident use of Hanover facilities and programs, physician recruitment efforts, more affordable housing, and shared services/resources opportunities. (Ongoing)
- b) Advocate with the Province in consultation with the local MP and MPP clarifying the Town’s need for land expansion. (Winter 2024)

4.2: Ensuring growth pays for growth and encouraging community conversations about healthy, well-planned growth.

- a) Define what amenities/features/facilities will be paid for through development charges (Winter 2024). Engage a consultant to complete a new Development Charges Bylaw in compliance to Provincial legislation. (Fall 2024)
- b) Quantify growth impacts on levels of staffing and Town resources to maintain appropriate levels of funding to maintain levels of service. (Fall 2024)
- c) Mayor, Council and Town staff to host community information sessions with residents and businesses to enhance two-way communication about growth and growth concerns. (Spring 2025)

Goal 5: Open & Responsible Government

5.1: Improving communication and customer service.

- a) Improve the Town website by simplifying organization, functionality and searchability. (Fall 2023)
- b) Host a semi-annual Town Hall community information session with Council and senior staff. (Spring 2024)
- c) Provide a virtual option for residents to participate in all Town committee meetings. (Spring 2024)
- d) Create a dedicated position responsible for communication and customer service with consideration of other defined Organizational Review recommendations (Fall 2024). Establish a Communications Plan clarifying who does what. (Winter 2024)
- e) Introduce a succinct and readable Post-Council Decision Report (print, social media website) for a broad audience. (Fall 2024)

5.2: Demonstrating financial accountability.

- a) Establish a long-term financial plan based on both the Asset Management Plan and growth projections. Ensure that annual budgets are aligned to this Plan. (Spring 2024)
- b) Create easy-to-understand Annual Budget Highlights that outlines how the Town is investing tax dollars. (Winter 2024)
- c) Liaise with Grey County and member municipalities to identify opportunities for collaboration and shared services/resources. (Fall 2025)

Goal 5: Open & Responsible Government (continued)

5.3: Continuously improve ability to provide essential services and meet community needs.

- a) Complete an Organizational Review to identify capacity/work-life balance and skillset issues; clarify roles/responsibilities; identify gaps and duplication of effort; enable succession planning; effective career path and professional development; and identify opportunities to achieve enhanced operational effectiveness, including optimizing the use of technology to enhance process efficiency. (Spring 2024)
- b) Enhance Councillor orientation and training program. (Fall 2026)

5.4: Providing a positive working environment while recognizing excellence among our employees.

- a) Introduce an annual staff recognition event to be hosted by the Mayor and Council and continue to host informal staff appreciation events throughout the year (Spring 2024)
- b) Conduct salary and benefits market review. (Summer 2024)

3.0 Next Steps

- 3.1 Towards the Final Product
- 3.2 Tracking Progress

Final Strategic Action Plan Deliverable


- ❑ Once Hanover Council has approved the content of the Strategic Action Plan, Linton Consulting will work with our in-house designers to develop a final Strategic Action Plan designed to be read by the entire community.
- ❑ This Plan will include word-for-word content approved by Council.
- ❑ This final document is expected to be completed within a couple weeks of Council approval of Strategic Action Plan content.

Samples of Recent Linton Deliverables



Strategic Action Plan Progress Tracker

- Establishing goals, priorities and actions is important. Being able to monitor and track progress is equally as important. A Strategic Action Plan Progress Tracker (sample page below) has been created to assist the CAO/Senior Team demonstrate progress to Council and the community on a regular basis. Target dates, lead department, percentage complete, and relevant comments provide a simple tool for ongoing monitoring and tracking for every action included in the Strategic Action Plan.



GOAL 1: Safe & Reliable Infrastructure

1.1 Taking an evidence-based approach to infrastructure renewal projects.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	COMMENTS
a) Create a 10-year and a 5-year Council-approved capital forecast that prioritizes major infrastructure projects based on the asset management plan and growth projections; integrate these projects into annual budgets. Ensure that Year 1 priority projects are shovel-ready.	Summer 2024	Corporate Services	0%	
b) Complete condition assessment and accessibility compliance for all Town-owned buildings, including cost estimates and priorities.	Spring 2024	Public Works	0%	

no progress
 in progress
 complete

Appendix: Strategic Plan Input Summary

- Consultation Approach & Activities
- Council & Senior Management Team Interviews
- Citizen Questionnaire
- Staff Questionnaire

Consultation Approach & Activities

- Introduction

Council & Senior Management Team Interviews

- Introduction
- Input Summary

Citizen Questionnaire

- Introduction
- Findings Summary

Staff Questionnaire

- Introduction
- Findings Summary

Focus Group Sessions

- Introduction
- Findings Summary

Introduction

- ❑ While we recognize that a strategic plan is primarily Council's direction to the administration, Municipal staff and Town residents also provided valuable input to this process.
- ❑ Phase 2: Leadership & Community Engagement was focused on collecting and summarizing input from:
 - Members of Council – one-on-one interviews;
 - Senior Management Team - one-on-one interviews;
 - Municipal Staff – online questionnaire; and
 - Residents – online questionnaire and focus group sessions.
- ❑ This input was summarized and presented to the Leadership Team (Members of Council and Senior Management Team) at the 2nd Leadership Team Session. These findings were valuable and contributed to the strategic goals, priorities and action items to be included in the 2023-2026 Strategic Action Plan.



Introduction

- ❑ Following the Project Launch meeting on April 17, 2023, virtual interviews were conducted with each Member of Council and the Senior Management Team.
- ❑ Interviews included the following questions:
 - *What makes Hanover unique/special? What is the Town’s competitive advantages?*
 - *What are the top 2-3 issues/challenges facing the Municipality?*
 - *What 2-3 things need to be accomplished in this term of Council?*
 - *On a scale of 1 to 5 (with “1” being “very poor” to “5” being “excellent”), how healthy is the relationship between Council and Staff? Explain.*
 - *On a scale of 1 to 5 (with “1” being “very poor” to “5” being “excellent”), how effectively does the Municipality communicate with the community? Explain.*
 - *What can we do to ensure this project is successful?*
- ❑ Senior Management Team members were also asked “*Are there any recommendations from previous Council-approved studies/plans that absolutely need to be included in the 2022-2027 Strategic Plan?*”



Question 1: What makes Hanover unique/special? What is the Town’s competitive advantage?

Most Common Responses	
Prime location / regional centre / hub	10
Urban / retail / shopping / amenities	9
Small town feel / sense of community / friendly	8
Progressive / solution-focused	8

Question 2: What do you see as the top 2-3 issues/challenges facing the Municipality?

Most Common Responses	
Growth limitations / land & boundary expansion	11
Housing affordability / homelessness	6
Financial resources / paying for infrastructure needs	5
Recruiting more staff / staff burnout	5



Question 3: What 2-3 things need to be accomplished in this term of Council?

Most Common Responses	
Expand borders / more land for growth	10
Environmental / green initiatives	4
Address cost of living / housing	3
Complete new fire hall build	3
Complete study for new water tower	3

Question 5: On a scale of 1 to 5 (with “1” being “very poor” to “5” being “excellent”), how healthy is the relationship between Council and Staff?

Average – 4.0 (Council – 4.1 / senior staff – 4.0)

Comments:

- “staff have been amazing”
- “I’d match Hanover staff against anyone!”
- “Councillors very receptive”
- “Councillors supportive but not in the weeds”



Question 6: On a scale of 1 to 5 (with “1” being “very poor” to “5” being “excellent”), how effectively does the Municipality communicate with the community?

Average – 3.6 (Council – 3.6 / senior staff – 3.5)

Comments:

- “website and social media are good”
- “improved over the last couple years”
- “not great with seniors”
- “need more resources – being done on the sides of desks”

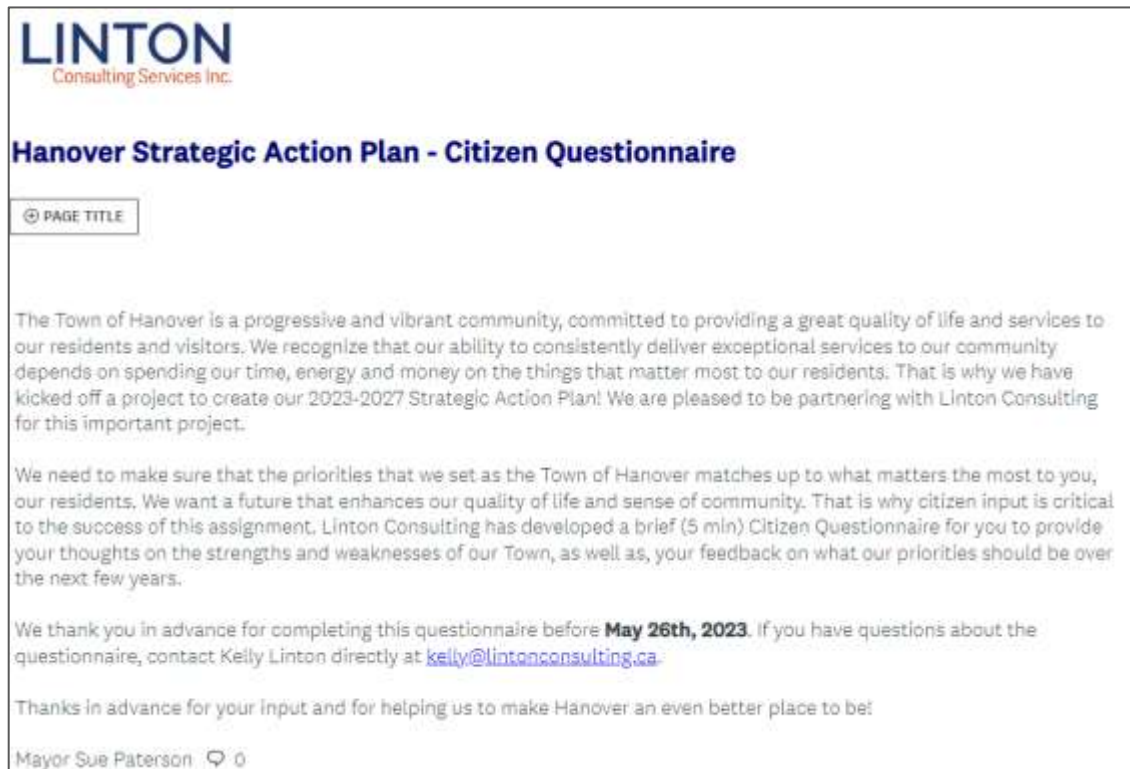
Question 7: What can we do to ensure this project is successful

Most Common Responses

Do-able / achievable / realistic	5
Simple / easy to understand / common language	4
Clear direction / goals / priorities	4
Open-minded facilitation approach	4
Listening to each other	2

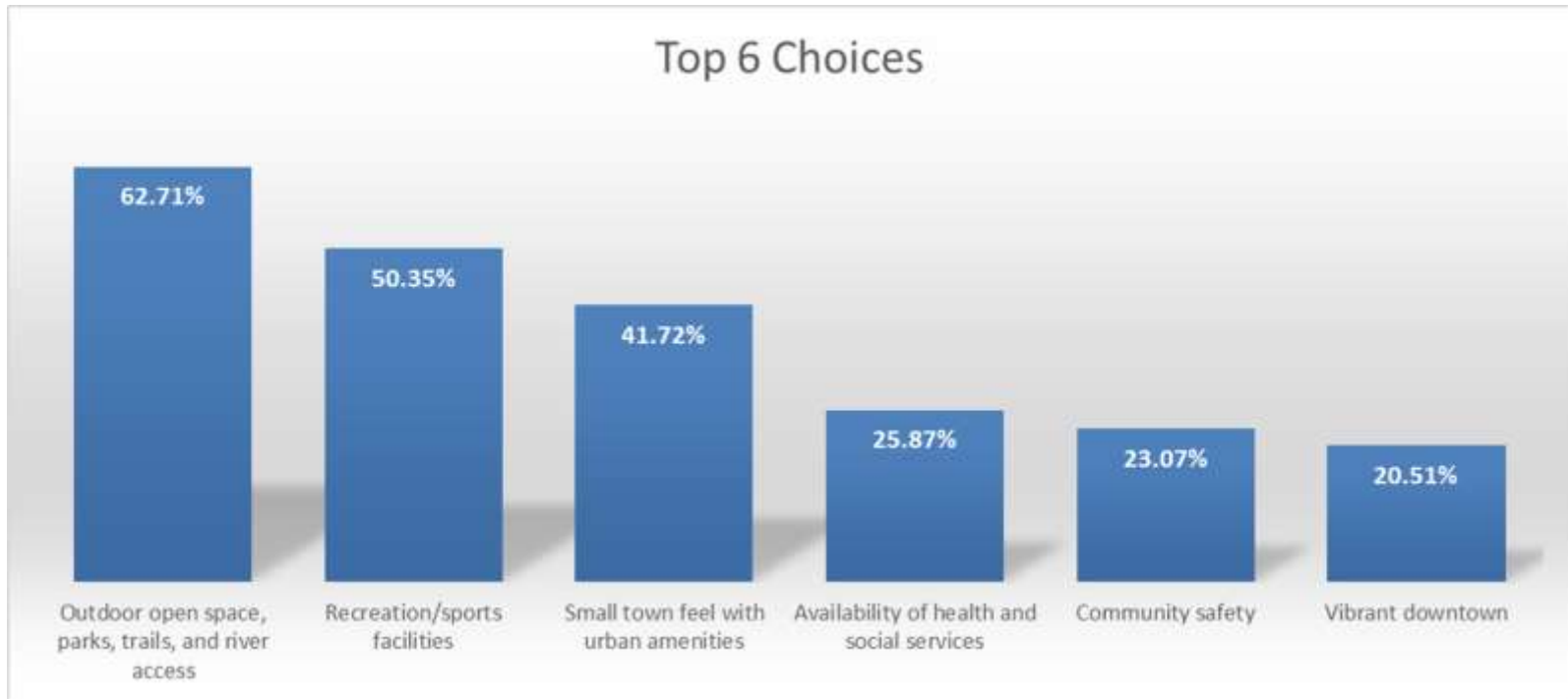
Introduction

- ❑ An online questionnaire was created to capture basic input/feedback from Town residents on services and future priorities. The link to this questionnaire was shared on the home page on the Town website and promoted through social media.
- ❑ The questionnaire was publicly available between May 1 – June 12, and 457 residents participated.



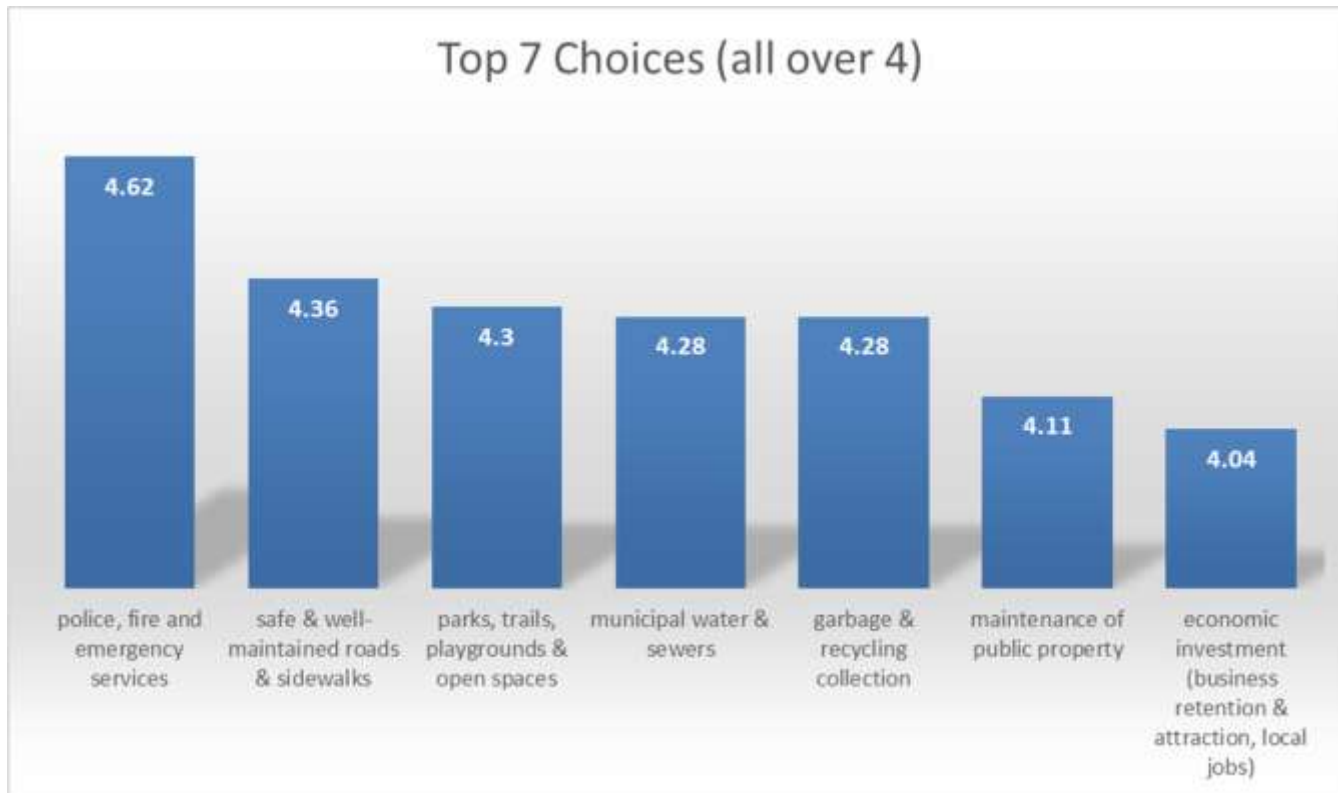
Question 1: Rank the below features that you think make Hanover a great place to live?

Note: Below graph shows the top choices from participants – 62% selected “Outdoor open space, parks, trails, and river access” as either their first, second or third preferred choice followed by 50% who selected “Recreation/sports facilities” as either their first, second or third preferred choice.



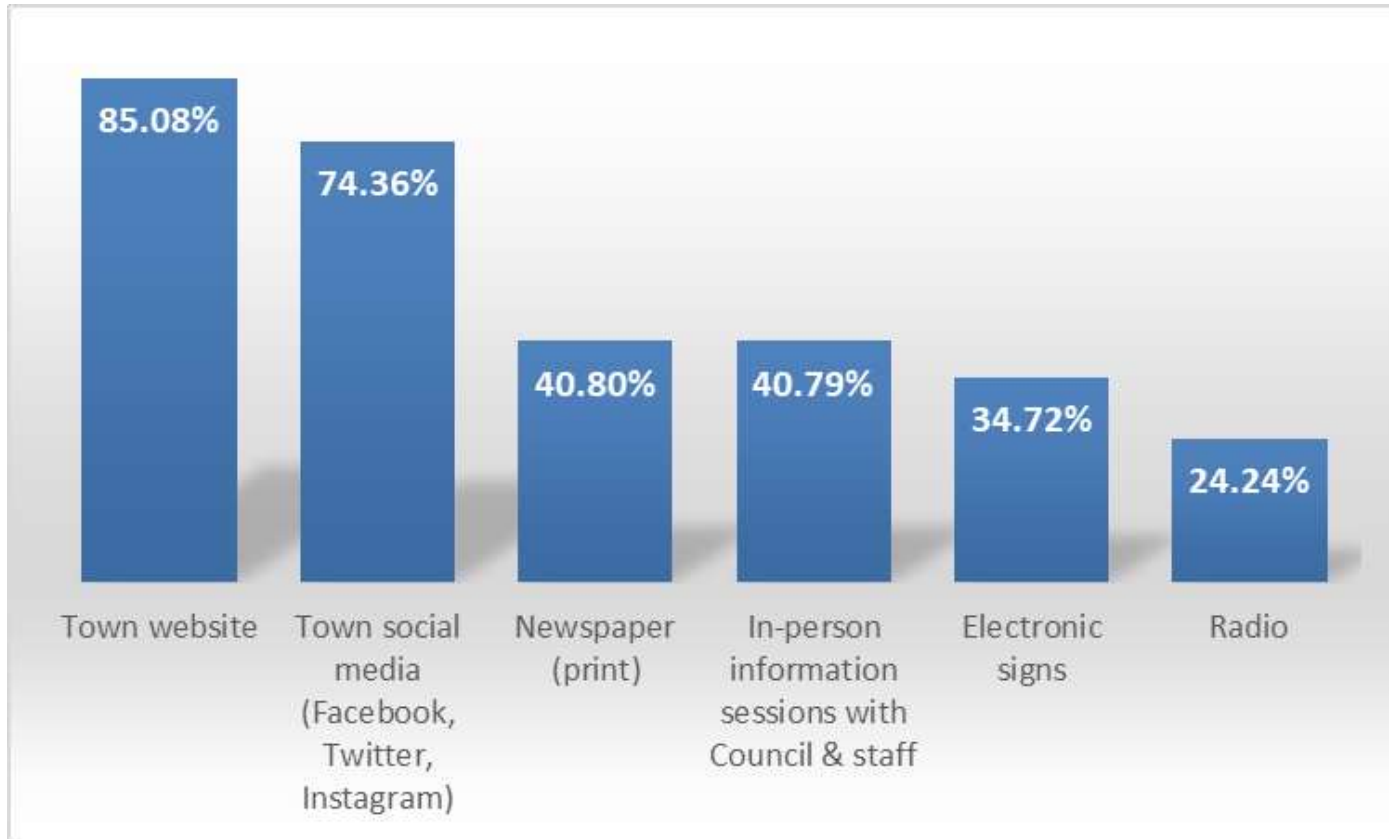
Question 2: How important are the following local government service to your household (with 1 being “not important at all” and 5 being “extremely important”)?

Note: The top response was “Police, fire & emergency services” with an average score of 4.6 out of 5. “Safe & well-maintained roads & sidewalks” was second with average score of 4.4 out of 5. The third top response was “Parks, trails, playgrounds & open spaces” with an average score of 4.3 out of 5.



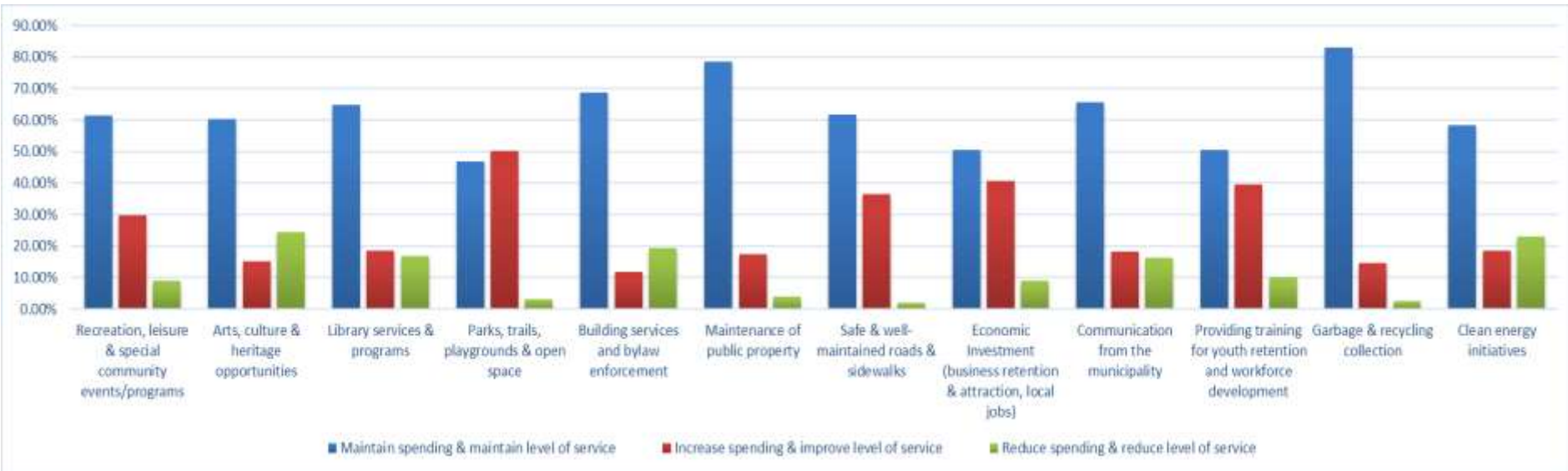
Question 3: Rank the below communication methods based on how you would prefer to learn about Town issues/events/initiatives.

Note: Below graph shows the top three choices from participants – 85% selected “Town website” as either their first, second or third preferred choice and 74% selected “Town social media” as either their first, second or third preferred choice.

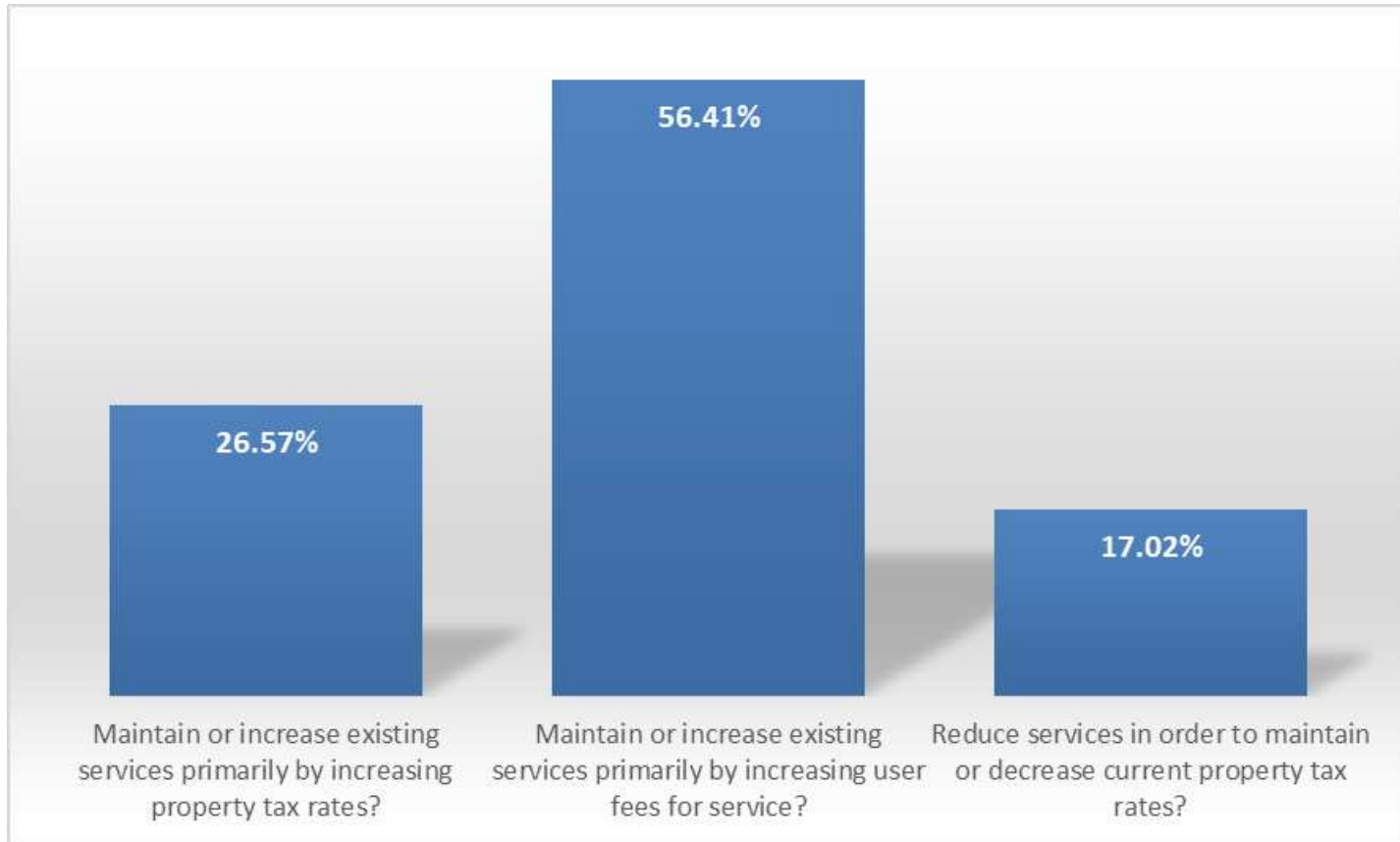


Question 4: Considering that the Town of Hanover receives about 63¢ of every dollar of property tax paid by a resident (County and school boards receive the remainder), for each of the following services, identify what you would like to see happen: i) Maintain spending & maintain level of service , ii) Increase spending & improve level of service, or iii) Reduce spending & reduce level of service?

Note: Most respondents selected “Maintain spending & maintain level of services” for each of the below categories.

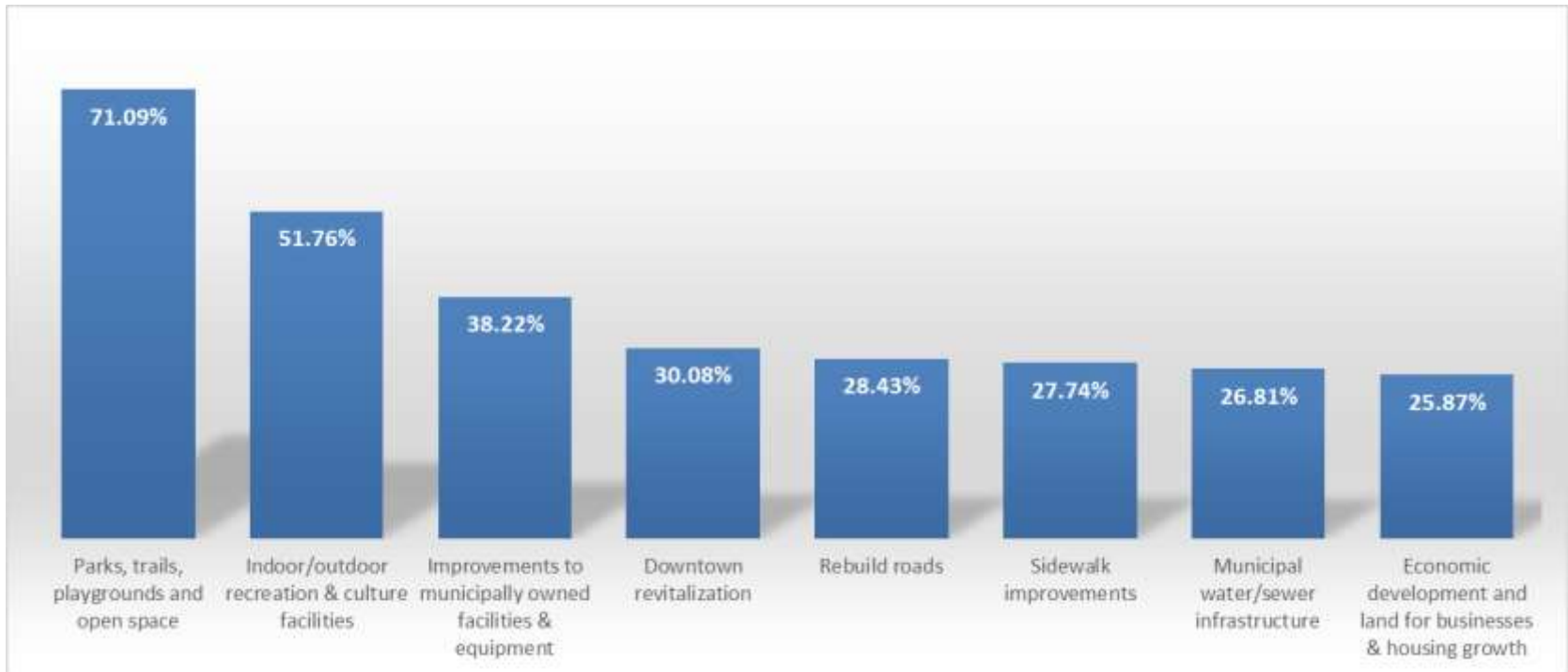


Question 5: If faced with the following choices, what would you prefer? i) Maintain or increase existing services primarily by increasing property tax rates?, ii) Maintain or increase existing services primarily by increasing user fees for service?, or iii) Reduce services in order to maintain or decrease current property tax rates?



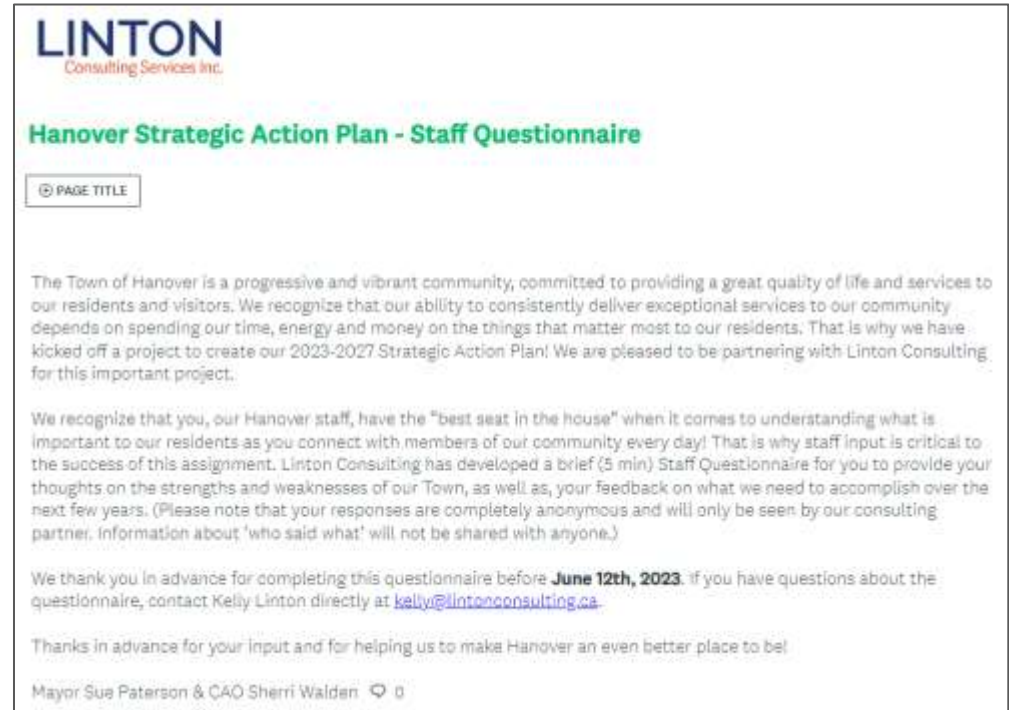
Question 6: Rank the type of projects that you would like to see the Town invest your tax dollars on in this term of Council?

Note: Below graph shows the top three choices from participants – 71% selected “Parks, trails, playgrounds and open spaces” as either their first, second or third preferred choice followed by 52% who selected “Indoor, outdoor recreation & culture facilities” and 38% who selected “Improvements to municipally owned facilities & equipment” as either their first, second or third preferred choices.



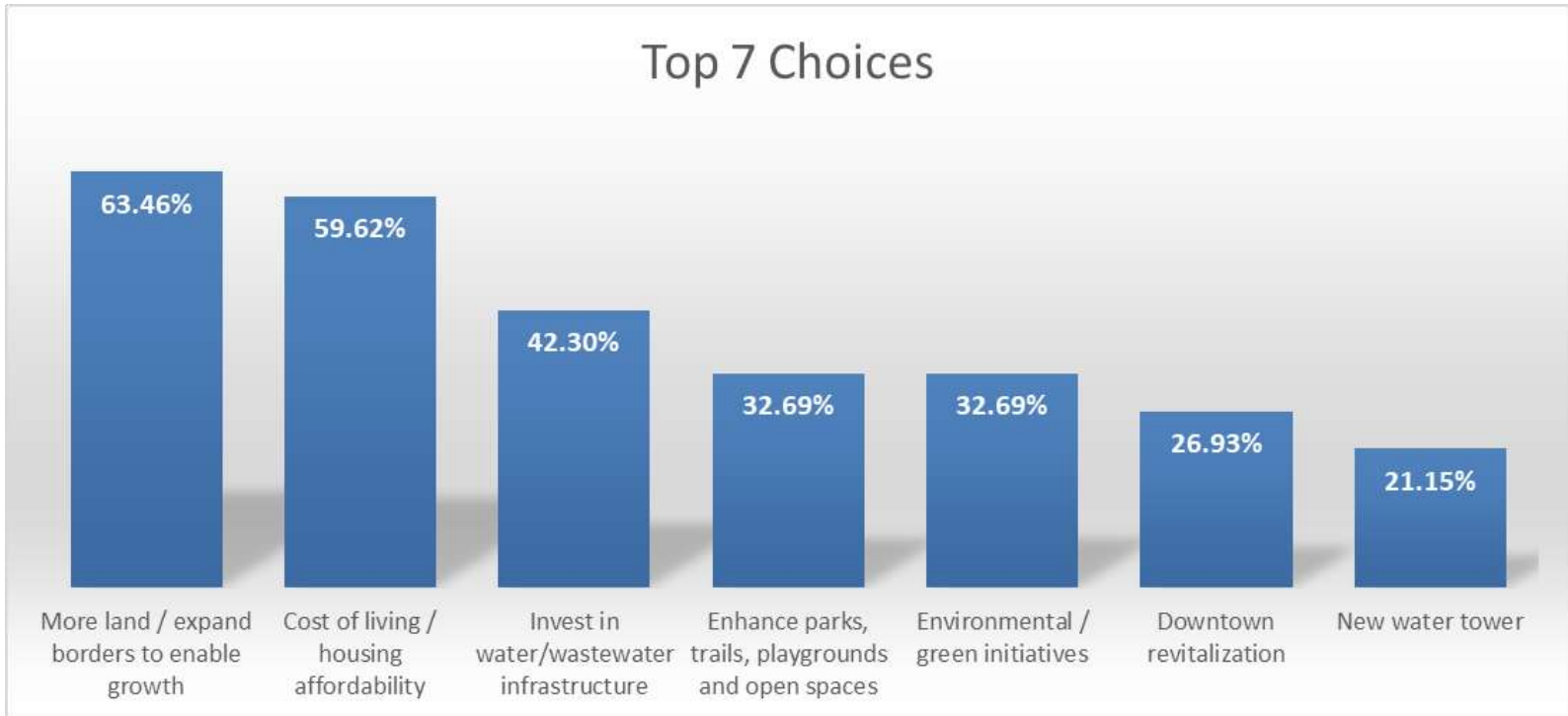
Staff Questionnaire Highlights

- ❑ An online questionnaire was created to capture input from Town staff.
- ❑ 52 staff members completed this questionnaire.
- ❑ Detailed results are included in Appendix A, however some of the highlights include:
 - The top response to the question “Rank the following challenges that you think require attention during this Council term” was “More land / expand borders to enable growth” followed by “Cost of living/housing affordability”.
 - The top response to the question “How effectively does the Municipality manage its employees?” was “good” at 39% while 31% selected “quite good” to this question.
 - When asked the question on what methods of communication are preferred by citizens, the top two responses from staff were “Town website” and “Town social media”.



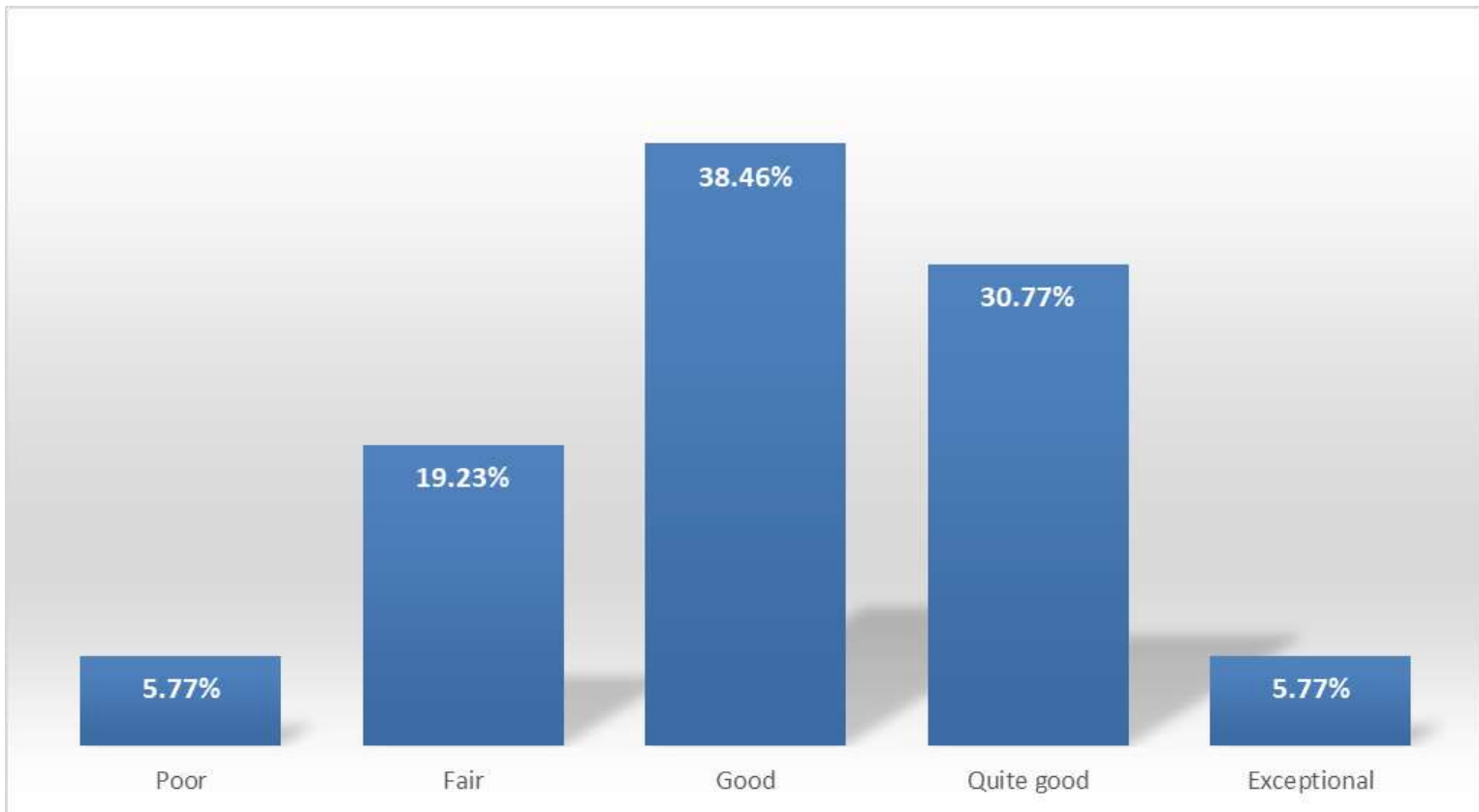
Question: Rank the following challenges that you think require attention during this Council term.

Note: Below graph shows the top choices from staff participants – 64% selected “More land / expand borders to enable growth” as either their first, second or third preferred choice followed by 60% selecting “cost of living/housing affordability” as either their first, second or third preferred choice.



Question: How effectively does the Municipality manage its employees?

Note: Below graph shows the top selection from participants is “Good” at 39%. The second highest score is “Quite good” at 31%.



Question: Our Municipality is committed to attracting and retaining the excellent members of our team. What can we do to ensure that our staff know how much we appreciate them?

Most Common Responses

- Staff recognition / appreciation efforts
- Competitive / appropriate pay and benefits
- Already doing a good job
- Promote work/life balance / flex arrangements
- Listen to employee concerns / requests / ideas

Session Highlights

- ❑ 3 Sessions on June 21, 2023 (1 business-focused, 2 community-focused sessions)
- ❑ 31 participants – representing business, culture, arts, recreation, sports, heritage, schools, service clubs, community groups, and healthcare.
- ❑ Great discussion / good ideas / common ground



Question: What makes Hanover unique/special? What are Hanover's competitive advantages?

Most Common Responses

- Regional hub
- Small town feel / rural-urban mix
- Lots of amenities for a small town
- Great schools and healthcare
- Pool / recreation facilities
- Progressive attitude / proactive Council
- Raceway / casino

Question: What are Hanover's most significant challenges/barriers?

Most Common Responses

- Land-locked / need more land
- Hard to keep young people/families here
- Housing affordability / housing insecurity
- Need a banquet hall
- Need a hotel / accommodations
- Affordability of recreation activities for families/children

Question: What needs to be done by the Town of Hanover to attract new businesses and support existing businesses?

Most Common Responses

- More employment land
- Continue to manage relationships with current businesses
- Better marketing / promotion / branding
- More affordable housing
- Enhance level of customer service in all departments
- Improve website (content, navigation, and search capabilities)
- Equip existing businesses to market Hanover to others

Question: What can be done to improve downtown Hanover?

Most Common Responses

- Enhance profile and activities of Heritage Square
- Clean up derelict properties (e.g. former Biway & bowling alley)
- Encourage quality restaurants / cafes / ethnic food / one-of-a-kind stores
- Leverage/promote Hanover as a stop-over destination
- Improve parking
- Enhance/promote CIP façade improvement program
- Downtown festivals and events

Question: When you think about Hanover in 10-15 years, what are you especially excited about?

Most Common Responses

- Attracting young families / healthy growth
- More vibrant downtown
- Community celebrations/festivals/events
- Civic hub downtown with Town Hall, library, museum, art gallery, etc.
- More walkable community – improved sidewalks, trails and parks