

Strategic Action Plan 2023-2027



PROGRESS TRACKER

Update July 8, 2025

GOAL 1: Safe & Reliable Infrastructure

GOAL 2: Healthy & Welcoming Community

GOAL 3: Strong & Vibrant Economy

GOAL 4: Balanced Growth

GOAL 5: Open & Responsible Government

Strategic Action Plan 2023-2027



BP	Building & Planning
CAO	Chief Administrative Officer
CL	Clerk
Council	Council
CS	Corporate Services
ED	Economic Development
FD	Fire
HR	Human Resources
MT	Management Team
PRC	Parks, Recreation & Culture
PW	Public Works

O = Operations Budget estimate

C = Capital Budget estimate

GOAL 1: Safe & Reliable Infrastructure

1.1 Taking an evidence-based approach to infrastructure renewal projects.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead CS All MT staff contribute</p>	<p>Summer 2024</p> <p>70%</p>	<ul style="list-style-type: none"> • June 2024 MT review & update 5 yr capital. • Watson & Assoc completed Asset Management Plan (AMP) update to be compliant with O Reg 588/17. • June 16, 2025 - council approved AMP. • AMP submitted to Province to meet legislated July 1, 2025 deadline. • AMP will be used to establish our annual, 5 year and 10 year capital forecasts.
<p>b) Complete condition assessment and accessibility compliance for all Town-owned buildings, including cost estimates and priorities.</p> <p>Lead BP PRC PW B HR</p>	<p>Spring 2025</p> <p>60%</p>	<ul style="list-style-type: none"> • 2023-2025 Multi-Year Accessibility Plan. • Internal Review Committee struck in 2025 • Building Assessments and Costing completed • Report to Council scheduled for Fall 2025



no progress




in progress



complete

GOAL 1: Safe & Reliable Infrastructure

1.2 Optimizing the delivery of essential services by maintaining and upgrading our facilities and equipment.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
a) Build new fire hall. Lead FD BP CS	Spring 2024 100%	<ul style="list-style-type: none"> December 8, 2024 – Relocate & response from new facility as of this date. Funding confirmed from FCM and SDF. Training area fundraising has resulted in \$43,500 to date. Deficiencies monitoring & completion will be ongoing for several months.
b) Complete the environmental assessment for a new water tower and build the new water tower. Lead PW	Spring 2024 / Fall 2026 75%	<ul style="list-style-type: none"> Final EA report to MECP submitted November 2024. Design complete. Tender released Dec. 2024 and awarded project February 2025. Water tower construction is in process.
c) Complete the environmental assessment for the expansion of the wastewater treatment facility. Lead PW	Summer 2025 50%	<ul style="list-style-type: none"> Consultations with SVCA on areas to expand plant and archeological assessment completed in 2024. Public Information Centre and proposed construction phasing/casing in first quarter of 2025. Final EA report to MECP summer / early fall 2025. Received 73% provincial grant funding for interim upgrades to be completed in 2025 at a cost of \$2,687,300.
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. Lead CAO BP	Fall 2025 100%	<ul style="list-style-type: none"> Property will be redeveloped into new police station through Project Charter. Costs are included within 2025 and future capital project budget.

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GOAL 1: Safe & Reliable Infrastructure



1.2 Optimizing the delivery of essential services by maintaining and upgrading our facilities and equipment.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>e) Explore options and cost for upgraded police facility. Council decision on moving forward with preferred option.</p> <p>Lead CAO</p>	<p>Winter 2024</p> <p>100%</p>	<ul style="list-style-type: none"> Police Station Review Committee Report received by council June 2024. Council confirmed direction to build new police station. Project Charter for project approved as per report BP-26-24
<p>f) Explore options and costs for upgraded library. Council decision on moving forward with preferred option.</p> <p>Lead CAO</p>	<p>Spring 2025</p> <p>0%</p>	



no progress



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complete

GOAL 2: Healthy & Welcoming Community

2.1 Looking after our natural environment.

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead TBC</p>	<p>Spring 2024</p> <p>100%</p>	<ul style="list-style-type: none"> • Annual Earth Day event implemented. • Staff involved with Grey County Climate Change Community of Practice committee & sub working groups – Green Development Standards and Waste. • January 2025 – Direction to incorporate Environmental aspects into existing Committees of Council including Planning Advisory, PRC Advisory and ETCDAC. Committee agendas include applicable discussion topics based on priority tasks.
<p>b) Explore partnerships to support clean energy initiatives such as growing our EV network, net zero opportunities and energy savings.</p> <p>Lead PW PRC CS BP ED All MT</p>	<p>Summer 2024</p> <p>60%</p>	<ul style="list-style-type: none"> • EV network – Council support & direction to explore third party partnership vs direct municipal investment in additional EV charger units. Council approved agreement with third party partner. Level 3 EV charger installed June 2025 and it will be operational very soon. • P & H Centre boiler & condenser & Civic Centre make up air unit replacement completed in by early 2025. • Medical Clinic rooftop unit will be replaced in 2025.
<p>c) Identify options, costs, and potential service delivery partners for organic waste collection. Council decision on preferred option.</p> <p>Lead PW</p>	<p>Spring 2024</p> <p>75%</p>	<ul style="list-style-type: none"> • Options and associated costs for organics collection presented to Waste Management Committee in 2023; significant cost implications to implement. • Foodcyler agreement confirmed; 100 units in use April 2024; followup report provided to council in September 2024.

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GOAL 2: Healthy & Welcoming Community



2.1 Looking after our natural environment.

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>d) Establish a tree canopy plan/target for downtown Hanover and Town-owned green spaces.</p> <p>Lead PW PRC BP</p>	<p>Spring 2024</p> <p>10%</p>	<ul style="list-style-type: none"> • Staff time to investigate. • Green Development Standards Committee at County level with lower-tier involvement development parameters of realistic tree canopy goals while considering other development impacts (density/open space availability/street lighting impacts). • January 2025 – Management Team reviewed existing policy and possible revisions. Includes public works, building / planning and parks, recreation & culture staff. Further review and action deferred to Fall 2025 based on current departmental priority tasks.

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GOAL 2: Healthy & Welcoming Community



2.2 Expanding opportunities for healthy living, recreation, and culture.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
a) Design and build a splash pad. Lead PRC	Spring 2024 100%	<ul style="list-style-type: none"> Fundraising campaign implemented & over \$400,000 raised. RFP awarded to Yard Weasels. Construction completed in June 2025. Grand opening July 1, 2025.
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. Lead PW PRC	Summer 2024 40%	<ul style="list-style-type: none"> Grey County - Cycling and Trails Master Plan for identified proposed cycling routes within Hanover with share the road" signage as well as education and communication on website and social media in 2024. Trail bridges complete & south line trails section open. Continuing work to confirm east end trail design (Saugeen Cedar Heights West), approvals to be able to proceed to construction phase.
c) Promote the community garden initiative. Lead TBC	Spring 2024 100%	<ul style="list-style-type: none"> Library to provided information with 2025 seed library display. Community Garden contact and information included in community contact list in PRC guide and Town website.
d) Continue to support local healthcare by enhancing efforts to attract/recruit healthcare professionals. Lead Council CAO	Spring 2024 80%	<ul style="list-style-type: none"> Town reps on committee and 2 meeting held in 2025. Provided Town material for recruitment initiatives Shared marketing materials on website and social media. 2025 - \$90,000 (O) ; maintained 2024 contribution; Foundation contribution for doctor recruitment and retention initiatives. Joint press release by Town, HDH and HDH Foundation with respect to Joint Physician Recruitment Update.



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GOAL 2: Healthy & Welcoming Community



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

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
e) Complete neighbourhood park renewal projects. Lead PRC	Summer 2024 100%	<ul style="list-style-type: none"> Legion Park equipment update complete. Final neighbourhood park equipment renewal project.
f) Partner with local groups/organizations to facilitate an annual community volunteer appreciation initiative(s) encouraging more people to become volunteers. Lead TBC	Fall 2024 100%	<ul style="list-style-type: none"> Cultural Symposium May 2024 included volunteer training opportunity. Volunteer Fair implemented June 2025. Volunteer Appreciation event implemented June 28, 2025.
g) Refresh the Cultural Plan and incorporate priorities into the 5 and 10 year capital forecasts Lead ED	Fall 2026 10%	<ul style="list-style-type: none"> Deferred to 2026 as per Council budget direction. Completion date revised to Fall 2026.



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GOAL 2: Healthy & Welcoming Community



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

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>a) Revise zoning bylaws and policies and explore Community Improvement Program (CIP) incentives to encourage higher density housing in appropriate locations.</p> <p>Lead BP CL ED</p>	<p>Winter 2024</p> <p>35%</p>	<ul style="list-style-type: none"> • Staff time to complete. • TIEG best to promote multi-res development and can support promotion through marketing campaign. 1 TIEG approved project under development, with the other set to commence work soon. Tool in place 100%. • Housekeeping Amendment to Zoning by-law completed allowing three units per residential lot. Site Specific ZBA's adding 14 additional units on previous R1 infill zoned lands.
<p>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.</p> <p>Lead BP CAO ED Council</p>	<p>Summer 2024</p> <p>10%</p>	<ul style="list-style-type: none"> • Staff working with County and developers towards Housing Needs Assessment. • Propose 3rd party consulting firm to conduct HNA in 2026 budget process.



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GOAL 2: Healthy & Welcoming Community

2.4 Embracing community diversity, equity, and inclusion.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead ED</p>	<p>Fall 2025</p> <p>75%</p>	<ul style="list-style-type: none"> Participating partner on GBLIP Employment Sub-Committee ad hoc group that created a video to promote being a welcoming community and subsequently are rolling out and promoting completion of the assessment tool to analyze results and implement identified themes on a regional level. Responses received from Grey/Bruce member municipalities, report identifying themes and actions to be formalized in January 2025. Work stalled with interruption of GBLIP funding and gap in resources. Initial assessment of Hanover complete, and incorporating identified needs as opportunity is presented. Implemented second welcome event.
<p>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.</p> <p>Lead ED</p>	<p>Winter 2026</p> <p>80%</p>	<ul style="list-style-type: none"> Customized GBLIP Settling in Grey Bruce Region Welcome Package for Hanover. Made available on hanover.ca, with new resident specific welcome package. Welcome package includes above and are available for pickup at municipal office and Library as well. Website page added for these resources. New resident welcome events held in coordination with Library and Music in the Square on June 8, 2024 and June 28, 2025. The 2025 event held in conjunction with Council volunteer appreciation event. Fall 2025, official launch of newcomer resource hub at Library in coordination with GBLIP and Welcome Week.



no progress



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GOAL 2: Healthy & Welcoming Community



2.4 Embracing community diversity, equity, and inclusion.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
c) Provide diversity, equity, and inclusion training to Council and Town staff and support implementation with local businesses. Lead HR ED (business)	Spring 2024 40%	<ul style="list-style-type: none">• Cultural Symposium May 2024 included EDI keynote; council & staff attendees.• 3 Wellnet EDI courses developed; projected activate course for council & supervisors / managers by quarter 2 2025.



no progress



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complete

GOAL 3: Strong & Vibrant Economy



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

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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).</p> <p>Lead ED Council</p>	<p>Summer 2024</p> <p>100%</p>	<ul style="list-style-type: none"> Launch Pad dissolved January 2025. New Youth Retention Strategy work underway / considering continued use of former Launch Pad facility to support youth retention and wellness, skill development training and entrepreneurship.
<p>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.</p> <p>Lead ED BP CAO</p>	<p>Fall 2024</p> <p>75%</p>	<ul style="list-style-type: none"> Council input for 2024 priorities 2024 - \$40,000 (O) budget proposed for grant streams; proposed \$15,000 of this amount offset by reserves transfer TIEG on case-by-case basis. Can create marketing campaign to promote applications that we want to see. 2025 - \$40,000 budget proposed for grant streams; proposed \$10,000 of this amount offset by reserves transfer
<p>c) Complete the servicing of the Town-owned property for a new business park. Promote/market and sell business lots.</p> <p>Lead PW BP ED</p>	<p>Fall 2025</p> <p>50%</p>	<ul style="list-style-type: none"> Environmental Assessment (EA) commenced in 2024 through Cobide Engineering and projected to be completed in 2025. Submitted grant funding application to the Housing Enabling Core Servicing (HECS) stream for the construction of 20th Street from 7th Avenue easterly in October 2024 for 50% provincial funding of \$4,252,500. Application not approved. Assessment work and Geotech work on-going summer/fall 2025



no progress



in progress



complete

GOAL 3: Strong & Vibrant Economy



3.1 Leveraging our location as a regional hub to attract new businesses & local jobs.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>d) Participate in conversations with Grey County and neighbouring municipalities to pursue regional efforts to attract new businesses.</p> <p>Lead ED</p>	<p>Summer 2025</p> <p>60%</p>	<ul style="list-style-type: none"> • Currently collaborating with Grey County and SMA on business development plan. Also working with Grey County on our accommodation growth efforts. • Inaugural HIPP Entrepreneur Business Pitch Competition completed fall 2024 to contribute to business attraction efforts with 8 business entries.
<p>e) Strengthen the Hanover's Innovative People Program (HIPP) retention and attraction campaign through a targeted awareness/promotion campaign.</p> <p>Lead ED</p>	<p>Ongoing</p> <p>90%</p>	<ul style="list-style-type: none"> • Implementation of HIPP Apprentice Videos with continued promotion. • Implementation of summer radio campaign & updated attractions publication; HIPP is key messaging. • HIPP overview with MT staff; consider options for inclusion Town publications. • Summer radio campaign \$10,000 (O). • HIPP Entrepreneur Business Plan Competition executed in fall 2024 – as per above



no progress



in progress



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GOAL 3: Strong & Vibrant Economy



3.2 Enhancing the downtown experience for residents and visitors.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead ED</p>	<p>Winter 2025</p> <p>70%</p>	<ul style="list-style-type: none"> • Approved 2025 budget to initiate plan, \$15,000 amount (O). • DIA confirmed as financial partner and appointed 2 members to working group. Memorandum of Understanding prepared and signed. • Presentation to Chamber of Commerce June 2025. • Projected RFP issued in late summer 2025.
<p>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.</p> <p>Lead ED</p>	<p>Summer 2025</p> <p>60%</p>	<ul style="list-style-type: none"> • Event Development Fund support for events in Heritage Square (Monday yoga & Quick Paint event). • Event Development Fund decreased as per 2025 budget deliberations. Exploration of \$500 max support to ongoing events. • To be included in scope of downtown plan project
<p>c) Explore options and costs for a downtown washroom; invite local businesses to consider sponsorship/naming rights to cover/offset design/construction costs.</p> <p>Lead ED PRC</p>	<p>Fall 2025</p> <p>10%</p>	<ul style="list-style-type: none"> • Consideration for exterior access to washroom with new police station build included in project charter.
<p>d) Explore options and costs to enhance enforcement and increase downtown parking supply.</p> <p>Lead BP</p>	<p>Summer 2025</p> <p>50%</p>	<p>Remote parking enforcement options have been reviewed – not feasible at this time.</p>

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GOAL 3: Strong & Vibrant Economy



3.3 Strengthening relationship with our local businesses.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
a) Complete an updated Business Retention & Expansion Study. Lead ED	Spring 2025 60%	<ul style="list-style-type: none"> • Approved in 2025 budget (O). • ETCDAC input with respect to interview content, assistance with interviews and study process. • Interviews to be initiated in summer 2025.
b) Strengthen relationship with the Hanover Chamber of Commerce and local businesses by meeting, planning and redeveloping business engagement events/initiatives. Lead ED	Winter 2025 50%	<ul style="list-style-type: none"> • Chamber and DIA have identified hosting 'Blue-Sky' session with key stakeholders. • Leverage findings of Downtown Plan & updated BR&E in 2025. • Approached Chamber to collaborate on new community guide to build communication with residents and promote business community through print and online. Also serve as fundraiser for the Chamber.
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. Lead ED CAO	Spring 2024 100%	<ul style="list-style-type: none"> • October 2024 – 2nd Mayor's Breakfast held with 'Innovative Work Cultures' panel. • Oct 5, 2023 – first Mayor's Breakfast held. • Coffee with Mayor hosted by Library Spring 2024 • 2025 - \$2,000 (O) Mayor's Breakfast for Business to be continued.



no progress



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GOAL 3: Strong & Vibrant Economy

3.4 Promoting tourism as an economic driver.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead ED</p>	<p>Fall 2024</p> <p>60%</p>	<ul style="list-style-type: none"> 2024 – budget approved \$15,000 (O) to support Hotel Development and to develop a plan for a tourism product (attraction or tour); completion of plan deferred to 2025. Include tourism opportunities as part of the Downtown Plan in project scope to be implemented fall 2025.
<p>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.</p> <p>Lead Council CAO ED BP</p>	<p>Fall 2023</p> <p>30%</p>	<ul style="list-style-type: none"> Discussions ongoing since October 2023. Grey County economic development staff involved to assist with concept development.
<p>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.</p> <p>Lead ED</p>	<p>Ongoing</p> <p>80%</p>	<ul style="list-style-type: none"> Ongoing implementation - Music in Square, Culture Days. 2024 - Driftscape App launched Sept. 2024 to share attractions and stories on that user platform. Collaboration meetings and events with other Saugeen Region partners with Cultural Plans – Minto & Wellington North. To date, 2 joint meetings and 2 Cultural Symposiums conducted. Culture Days collaboration planned. Culture bus tour held Sept. 2024 and plans for 2025.



no progress



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GOAL 4: Balanced Growth



4.1 Expanding Town boundaries to accommodate healthy growth.

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead CAO</p>	<p>Ongoing</p> <p>60%</p>	<ul style="list-style-type: none"> • Conversations ongoing. • Mayor to mayor communication. • Meetings resumed Sept. 2024. • Council reps and CAO meetings ongoing to prepare and provide input for discussions.
<p>b) Advocate with the Province in consultation with the local MP and MPP clarifying the Town’s need for land expansion.</p> <p>Lead CAO Council</p>	<p>Winter 2024</p> <p>0%</p>	<ul style="list-style-type: none"> • No recent direct communication with Province, MP and MPP. Prior input was to engage neighbouring municipalities in discussion.



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GOAL 4: Balanced Growth



4.2 Ensuring growth pays for growth and encouraging community conversations about healthy, well-planned growth.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>a) Define what amenities/features/facilities will be paid for through development charges. Engage a consultant to complete a new Development Charges Bylaw in compliance to Provincial legislation.</p> <p>Lead BP</p>	<p>Winter 2024 / Fall 2024</p> <p>70%</p>	<ul style="list-style-type: none"> Watson & Associates hired to complete development charges process to establish a by-law. Approved AMP will assist with DC bylaw process. Information and input provided to Watson & Associates. Prior council report (Oct 2023) to support DC's investigation. Anticipate by-law completion by end of 2025.
<p>b) Quantify growth impacts on levels of staffing and Town resources to maintain appropriate levels of funding to maintain levels of service.</p> <p>Lead CAO</p>	<p>Fall 2024</p> <p>0%</p>	<ul style="list-style-type: none"> Organizational Review has provided some information for consideration. Requires further consideration as growth discussions continue.
<p>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.</p> <p>Lead CAO</p>	<p>Spring 2025</p> <p>100%</p>	<ul style="list-style-type: none"> Community Connects session hosting in partnership with Hanover Public Library April 9, 2025.

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GOAL 5: Open & Responsible Government

5.1 Improving communication and customer service.

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
a) Improve the Town website by simplifying organization, functionality and searchability. Lead CL	Fall 2023 100%	<ul style="list-style-type: none"> New website launched & operational Fall 2023. Ongoing updates and revisions.
b) Host a semi-annual Town Hall community information session with Council and senior staff. Lead CAO	Spring 2024 100%	Community Connects session hosting in partnership with Hanover Public Library April 9, 2025.
c) Provide a virtual option for residents to participate in all Town committee meetings. Lead CL	Spring 2024 100%	<ul style="list-style-type: none"> Owl equipment purchased and implemented use in January 2025 for 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. Lead CAO	Fall 2024 / Winter 2024 20%	<ul style="list-style-type: none"> Organizational review further considered this role. Recommended Phase 2 implementation (2026) and will be pending council approval during 2026 budget deliberations. Job description to be developed in summer/fall 2025.
e) Introduce a succinct and readable Post-Council Decision Report (print, social media website) for a broad audience. Lead CL	Fall 2024 100%	<ul style="list-style-type: none"> Pre and post council information included on social media. Implemented September 2024.



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GOAL 5: Open & Responsible Government

5.2 Demonstrating financial accountability.

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead CS</p>	<p>Spring 2024</p> <p>70%</p>	<ul style="list-style-type: none"> Asset Management Plan update complete. Council approved June 16, 2025.
<p>b) Create easy-to-understand Annual Budget Highlights that outlines how the Town is investing tax dollars.</p> <p>Lead CS</p>	<p>Winter 2024</p> <p>25%</p>	<ul style="list-style-type: none"> Hanover Highlights included in August tax mailing with budget highlights and summary of tax dollar allocation to services. Budget document available on website. New formatted budget document initiated for 2024 budget.
<p>c) Liaise with Grey County and member municipalities to identify opportunities for collaboration and shared services/resources.</p> <p>Lead CAO All MT</p>	<p>Fall 2025</p> <p>40%</p>	<ul style="list-style-type: none"> June 2024 - Fire Dept. successfully operated an NFPA 1006 Auto Extrication course in Hanover in co-operation with the Ontario Fire College, the Grey County Regional Training Centre and Grey Highlands Fire. Centralized Planning Model discussions ongoing with County. County has established a new Joint Municipal Services Committee.

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GOAL 5: Open & Responsible Government

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

ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead CAO</p>	<p>Spring 2024</p> <p>100%</p>	<ul style="list-style-type: none"> • Linton Consulting Services Inc. hired to complete Organization Review. Final report approved by council Dec. 2, 2024. • Staff implementation information sessions Dec. 11, 2024. • Implementation initiated and continues for phase 1 and will be ongoing throughout 2025. • Dayforce Learning Module setup complete; anticipated Fall rollout Dayforce Learning Module test setup complete. Live environment configuration in progress
<p>b) Enhance Councillor orientation and training program.</p> <p>Lead CAO</p>	<p>Fall 2026</p> <p>0%</p>	

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GOAL 5: Open & Responsible Government

5.4 Providing a positive working environment while recognizing excellence among our employees.		
ACTIONS & LEAD	TARGET DATE % COMPLETE	COMMENTS
<p>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.</p> <p>Lead HR CAO</p>	<p>Spring 2024</p> <p>100%</p>	<ul style="list-style-type: none"> • Staff appreciation lunch June 2025 (3rd annual). • 3rd annual fall PD Day scheduled for September 12, 2025. • Staff Connections TEAM Moments (ongoing). • Service awards at holiday event. • 2025 - \$3,000 (O) staff wellness & engagement ie appreciation bbq & PD .
<p>b) Conduct salary and benefits market review.</p> <p>Lead HR</p>	<p>Spring 2025</p> <p>20%</p>	<ul style="list-style-type: none"> • Aug. 28/23 – Revised date to Spring 2025 as this aligns with our every 4 years market review timing (last completed 2021). • Initial task plan. • Project Report to council July 2025 with confirmation of comparators.

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