

# Strategic Action Plan 2023-2027



## PROGRESS TRACKER

Update March 2, 2026

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	Manager of Legislative Services / 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





  Still an idea; no action taken yet   On pace; progressing well   Complete; defined project finished and / or now part of operations

# 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><b>Lead   CS   All MT staff contribute</b></p>	<p><b>Summer 2024</b></p> <p><b>75%</b></p> 	<ul style="list-style-type: none"> <li>• June 2024 MT review &amp; update 5 yr capital.</li> <li>• Watson &amp; Assoc completed Asset Management Plan (AMP) update to be compliant with O Reg 588/17.</li> <li>• June 16, 2025 - council approved AMP.</li> <li>• AMP submitted to Province to meet legislated July 1, 2025 deadline.</li> <li>• AMP will be used to establish our annual, 5 year and 10 year capital forecasts.</li> <li>• 2026 aiming to update the 5 year and 10 year capital forecasts</li> </ul>
<p>b) Complete condition assessment and accessibility compliance for all Town-owned buildings, including cost estimates and priorities.</p> <p><b>Lead   BP   PRC   PW   B   HR</b></p>	<p><b>Spring 2025</b></p> <p><b>60%</b></p> 	<ul style="list-style-type: none"> <li>• 2023-2025 Multi-Year Accessibility Plan.</li> <li>• Internal Review Committee struck in 2025</li> <li>• Building Assessments and Costing completed</li> <li>• Report to Council by end of 2026</li> <li>• Applying to Rural Ontario Development (ROD) grant for “Facility Inventory &amp; Strategic Community Development Plan” to complete a comprehensive assessment of all municipally owned buildings and evaluate current and future community space needs.</li> </ul>

## 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>a) Build new fire hall.</p> <p><b>Lead   FD   BP   CS</b></p>	<p>Spring 2024 100%</p> 	<ul style="list-style-type: none"> <li>December 8, 2024 – Relocate &amp; response from new facility as of this date.</li> <li>Funding confirmed from FCM and SDF.</li> <li>Training area fundraising has resulted in \$43,500 to date.</li> <li>Deficiencies monitoring &amp; completion will be ongoing for several months.</li> </ul>
<p>b) Complete the environmental assessment for a new water tower and build the new water tower.</p> <p><b>Lead   PW</b></p>	<p>Spring 2024 / Fall 2026 80%</p> 	<ul style="list-style-type: none"> <li>Final EA report to MECP submitted November 2024.</li> <li>Design complete.</li> <li>Tender released Dec. 2024 and awarded project February 2025.</li> <li>Water tower construction is in process and progressing well to completion in 2026.</li> </ul>
<p>c) Complete the environmental assessment for the expansion of the wastewater treatment facility.</p> <p><b>Lead   PW</b></p>	<p>Summer 2025 60%</p> 	<ul style="list-style-type: none"> <li>Consultations with SVCA on areas to expand plant and archeological assessment completed in 2024.</li> <li>Public Information Centre and proposed construction phasing/casing in first quarter of 2025.</li> <li>Final EA report to MECP summer / early fall 2025.</li> <li>Received 73% provincial grant funding for interim upgrades to be completed in 2025 at a cost of \$2,687,300. Most interim upgrades completed.</li> </ul>
<p>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.</p> <p><b>Lead   CAO   BP</b></p>	<p>Fall 2025 100%</p> 	<ul style="list-style-type: none"> <li>Property will be redeveloped into new police station through Project Charter.</li> <li>Costs are included within 2025 and future capital project budget.</li> </ul>

# 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><b>Lead   CAO</b></p>	<p>Winter 2024</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Police Station Review Committee Report received by council June 2024.</li> <li>• Council confirmed direction to build new police station.</li> <li>• Project Charter for project approved as per report BP-26-24</li> </ul>
<p>f) Explore options and costs for upgraded library. Council decision on moving forward with preferred option.</p> <p><b>Lead   CAO</b></p>	<p>Spring 2025</p> <p>0%</p> 	<ul style="list-style-type: none"> <li>• Library Board completed update to Space Needs Study in 2025.</li> <li>• Anticipate formal request from Library Board in 2026.</li> </ul>

## 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><b>Lead   TBC</b></p>	<p>Spring 2024</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Annual Earth Day event implemented.</li> <li>• Staff involved with Grey County Climate Change Community of Practice committee &amp; sub working groups – Green Development Standards and Waste.</li> <li>• 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 environmental related tasks.</li> </ul>
<p>b) Explore partnerships to support clean energy initiatives such as growing our EV network, net zero opportunities and energy savings.</p> <p><b>Lead   PW   PRC   CS  BP   ED   All MT</b></p>	<p>Summer 2024</p> <p>70%</p> 	<ul style="list-style-type: none"> <li>• EV network – Council support &amp; 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 operational.</li> <li>• P &amp; H Centre boiler &amp; condenser, Civic Centre make up air unit and Medical Clinic rooftop unit replacements completed in 2025.</li> <li>• 2026 related project is refrigeration plant control system and underfloor pump work.</li> </ul>
<p>c) Identify options, costs, and potential service delivery partners for organic waste collection. Council decision on preferred option.</p> <p><b>Lead   PW</b></p>	<p>Spring 2024</p> <p>75%</p> 	<ul style="list-style-type: none"> <li>• Options and associated costs for organics collection presented to Waste Management Committee in 2023; significant cost implications to implement.</li> <li>• Foodcyler agreement confirmed; 100 units in use April 2024; followup report provided to council in September 2024.</li> <li>• 2026 monitor neighbouring community's organics option.</li> <li>• Grey County Waste Regionalization RFP to provide potential organics initiatives.</li> </ul>





## 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><b>Lead   PW   PRC   BP</b></p>	<p>Spring 2024</p> <p>10%</p> 	<ul style="list-style-type: none"> <li>• Staff time to investigate.</li> <li>• 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).</li> <li>• January 2025 - Management Team reviewed existing policy and possible revisions. Includes public works, building / planning and parks, recreation &amp; culture staff. Further review and action deferred to Spring 2026 based on current departmental priority tasks.</li> </ul>

## GOAL 2: Healthy & Welcoming Community



2.2 Expanding opportunities for healthy living, recreation, and culture.		
ACTIONS & LEAD	TARGET DATE   % COMPLETE	COMMENTS
<p>a) Design and build a splash pad.</p> <p><b>Lead   PRC</b></p>	<p>Spring 2024</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Fundraising campaign implemented &amp; over \$400,000 raised.</li> <li>• RFP awarded to Yard Weasels.</li> <li>• Construction completed in June 2025.</li> <li>• Grand opening July 1, 2025.</li> </ul>
<p>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.</p> <p><b>Lead   PW   PRC</b></p>	<p>Summer 2024</p> <p>50%</p> 	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Trail bridges complete &amp; south line trails section open.</li> <li>• East end trail design (Saugeen Cedar Heights West) complete and SVCA approval in 2025. Public Information Open House held February 25, 2026. Construction planned for March to October 2026.</li> </ul>
<p>c) Promote the community garden initiative.</p> <p><b>Lead   TBC</b></p>	<p>Spring 2024</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Community Garden contact and information included in community contact list in PRC guide and Town website.</li> </ul>
<p>d) Continue to support local healthcare by enhancing efforts to attract/recruit healthcare professionals.</p> <p><b>Lead   Council   CAO</b></p>	<p>Spring 2024</p> <p>85%</p> 	<ul style="list-style-type: none"> <li>• Town reps on committee and meetings consistently occur as business arises (2 – 3 per year).</li> <li>• Provided Town material for recruitment initiatives   Shared marketing materials on website and social media.</li> <li>• 2026 - \$90,000 (O) ; maintained contribution; Foundation contribution for doctor recruitment and retention initiatives.</li> <li>• 2 Town delegations at ROMA (2024 and 2026) with Ministry of Health advocating for Hanover and District Hospital support.</li> </ul>



## GOAL 2: Healthy & Welcoming Community





2.2 Expanding opportunities for healthy living, recreation, and culture.		
ACTIONS & LEAD	TARGET DATE   % COMPLETE	COMMENTS
<p>e) Complete neighbourhood park renewal projects.</p> <p><b>Lead   PRC</b></p>	<p><b>Summer 2024</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>Legion Park equipment update complete. Final neighbourhood park equipment renewal project.</li> </ul>
<p>f) Partner with local groups/organizations to facilitate an annual community volunteer appreciation initiative(s) encouraging more people to become volunteers.</p> <p><b>Lead   TBC</b></p>	<p><b>Fall 2024</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>Cultural Symposium May 2024 included volunteer training opportunity.</li> <li>Volunteer Fair implemented June 2025. Anticipate this will be an every other year event.</li> <li>Volunteer Appreciation event implemented June 28, 2025.</li> </ul>
<p>g) Refresh the Cultural Plan and incorporate priorities into the 5 and 10 year capital forecasts</p> <p><b>Lead   ED</b></p>	<p><b>Fall 2026</b></p> <p><b>10%</b></p> 	<ul style="list-style-type: none"> <li>Deferred to 2027 as per budget deliberations – capital needs will be considered in Facility Inventory &amp; Strategic Community Development Plan should that proceed.</li> </ul>

## 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><b>Lead   BP   CL   ED</b></p>	<p><b>Winter 2024</b></p> <p><b>35%</b></p> 	<ul style="list-style-type: none"> <li>• Staff time to complete.</li> <li>• 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%.</li> <li>• 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.</li> </ul>
<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><b>Lead   BP   CAO   ED   Council</b></p>	<p><b>Summer 2024</b></p> <p><b>10%</b></p> 	<ul style="list-style-type: none"> <li>• Staff working with County and developers towards Housing Needs Assessment.</li> <li>• Housing Needs Assessment to be completed in 2026. \$40,000 allocated for this study adopted budget.</li> </ul>

## 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><b>Lead   ED</b></p>	<p><b>Fall 2025</b></p> <p><b>75%</b></p> 	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<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><b>Lead   ED</b></p>	<p><b>Winter 2026</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>Customized GBLIP Settling in Grey Bruce Region Welcome Package for Hanover. Made available on hanover.ca, with new resident specific welcome package.</li> <li>Welcome package includes above and are available for pickup at municipal office and Library as well. Website page added for these resources.</li> <li>New resident welcome events held in coordination with Library and Music in the Square in June 2024 and June 2025.</li> <li>Fall 2025 established newcomer resource hub at Library. Launched during Welcome Week in partnership with Library and GBLIP.</li> </ul>




## GOAL 2: Healthy & Welcoming Community



2.4 Embracing community diversity, equity, and inclusion.		
ACTIONS & LEAD	TARGET DATE   % COMPLETE	COMMENTS
<p>c) Provide diversity, equity, and inclusion training to Council and Town staff and support implementation with local businesses.</p> <p><b>Lead   HR   ED (business)</b></p>	<p><b>Spring 2024</b></p> <p><b>50%</b></p> 	<ul style="list-style-type: none"> <li>• Cultural Symposium May 2024 included EDI keynote; council &amp; staff attendees.</li> <li>• 3 Wellnet EDI courses developed. Courses implemented for council &amp; supervisors / managers completion in Fall 2025.</li> <li>• Anticipate roll out to a portion of other full time staff for completion by end of 2026.</li> <li>• April 2026 Cultural Symposium will feature The Moccasin Identifier Cultural Awareness Training.</li> </ul>



# 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 &amp; 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><b>Lead   ED   Council</b></p>	<p><b>Summer 2024</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>• Launch Pad dissolved January 2025.</li> <li>• Community Youth Strategy input completed in 2025.</li> <li>• Council support and direction to establish a Community Youth Hub at 612 10<sup>th</sup> Street and Expressions of Interest process implemented.</li> <li>• Council direction supported Elephant Thoughts (ET) as the lead operator for the Youth Hub.</li> <li>• Agreement established and ET lead operator as of January 1, 2026.</li> </ul>
<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><b>Lead   ED   BP   CAO</b></p>	<p><b>Fall 2024</b></p> <p><b>80%</b></p> 	<ul style="list-style-type: none"> <li>• Council input for 2024 priorities</li> <li>• 2024 - \$40,000 (O) budget proposed for grant streams; proposed \$15,000 of this amount offset by reserves transfer</li> <li>• TIEG on case-by-case basis. Can create marketing campaign to promote applications that we want to see.</li> <li>• 2026 - \$40,000 budget allocated for grant streams; proposed \$10,000 of this amount offset by reserves transfer</li> </ul>
<p>c) Complete the servicing of the Town-owned property for a new business park. Promote/market and sell business lots.</p> <p><b>Lead   PW   BP   ED</b></p>	<p><b>Fall 2025</b></p> <p><b>60%</b></p> 	<ul style="list-style-type: none"> <li>• Environmental Assessment (EA) commenced in 2024 through Cobide Engineering and projected to be completed in 2026.</li> <li>• Environmental Impact Study (EIS) work and Geotech work on-going summer/fall 2026.</li> <li>• EA process will support the servicing plan.</li> </ul>

## 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><b>Lead   ED</b></p>	<p><b>Summer 2025</b></p> <p><b>65%</b></p> 	<ul style="list-style-type: none"> <li>Continued collaboration with Grey County and SMA on business development plan. Also working with Grey County on our accommodation growth efforts.</li> <li>Inaugural HIPP Entrepreneur Business Pitch Competition completed fall 2024 to contribute to business attraction efforts with 8 business entries.</li> <li>Business Retention &amp; Expansion (BR &amp; E) survey undertaken in 2025. Council supported survey result February 2026. ETCDAC will consider the report findings to determine action plan.</li> <li>Entered Team Grey MOU with Grey County to collaborate on investment readiness and attraction for 2026.</li> </ul>
<p>e) Strengthen the Hanover's Innovative People Program (HIPP) retention and attraction campaign through a targeted awareness/promotion campaign.</p> <p><b>Lead   ED</b></p>	<p><b>Ongoing</b></p> 	<ul style="list-style-type: none"> <li>Implementation of HIPP Apprentice Videos with continued promotion.</li> <li>Continued implementation of summer radio campaign &amp; attractions publications; HIPP is key messaging.</li> <li>HIPP Entrepreneur Business Plan Competition executed in fall 2024 – as per above. Next competition in Fall 2026.</li> <li>HIPP Apprentice Youth Challenge launched in partnership with JDSS in February 2026.</li> </ul>




## 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><b>Lead   ED</b></p>	<p><b>Winter 2025</b></p> <p><b>85%</b></p> <p></p>	<ul style="list-style-type: none"> <li>• 2025 - DIA confirmed as financial partner and appointed 2 members to working group. Memorandum of Understanding prepared and signed. Downtown Plan RFP process with JL Richards confirmed as the consulting firm.</li> <li>• 2026 – Survey, Downtown Jam Public Input hosted January 29, 2026, Community Champions engaged. Anticipate final report by May 2026.</li> </ul>
<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><b>Lead   ED</b></p>	<p><b>Summer 2025</b></p> <p><b>65%</b></p> <p></p>	<ul style="list-style-type: none"> <li>• Event Development Fund maintained. 2025 support included – Saugeen Artists Quick Paint event, Eat Well Market, HBB Agricultural Society.</li> <li>• 2026 events supported to date include....</li> <li>• Anticipate Downtown Plan may reflect event related recommendations or actions.</li> </ul>
<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><b>Lead   ED   PRC</b></p>	<p><b>Fall 2025</b></p> <p><b>90%</b></p> <p></p>	<ul style="list-style-type: none"> <li>• Design for new police station includes 1 exterior access washroom.</li> </ul>
<p>d) Explore options and costs to enhance enforcement and increase downtown parking supply.</p> <p><b>Lead   BP</b></p>	<p><b>Summer 2025</b></p> <p><b>50%</b></p> <p></p>	<ul style="list-style-type: none"> <li>• Remote parking enforcement options have been reviewed – not feasible at this time.</li> <li>• Increased downtown parking education with business owners / employees and in partnership with DIA.</li> <li>• When available, assess property opportunities if appropriate for increasing our downtown parking supply.</li> </ul>

# GOAL 3: Strong & Vibrant Economy





3.3 Strengthening relationship with our local businesses.		
ACTIONS & LEAD	TARGET DATE   % COMPLETE	COMMENTS
<p>a) Complete an updated Business Retention &amp; Expansion Study.</p> <p><b>Lead   ED</b></p>	<p><b>Spring 2025</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>• 2025 - ETCDAC input with respect to interview content, assistance with interviews and study process. Interviews completed summer to fall.</li> <li>• 2026 – BR &amp; E Survey Report and direction approved by council February 2026. February 27<sup>th</sup> Business Breakfast to review report findings. Presentation at February Chamber of Commerce Breakfast.</li> </ul>
<p>b) Strengthen relationship with the Hanover Chamber of Commerce and local businesses by meeting, planning and redeveloping business engagement events/initiatives.</p> <p><b>Lead   ED</b></p>	<p><b>Winter 2025</b></p> <p><b>60%</b></p> 	<ul style="list-style-type: none"> <li>• November 2025 – Chamber hosted input meeting with attendees from DIA, community organizations, Town representatives and other partners.</li> <li>• Leverage findings of Downtown Plan &amp; updated BR&amp;E in 2026.</li> <li>• Economic Development Manager invited (Feb 2026) to attend all future meetings to build collaboration and better align efforts.</li> </ul>
<p>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.</p> <p><b>Lead   ED   CAO</b></p>	<p><b>Spring 2024</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>• October 2025 – 3rd Mayor’s Breakfast held with “Hanover Feeds Ontario &amp; Beyond” panel.</li> <li>• 2026 - Mayor’s Breakfast for Business to be continued.</li> </ul>

## 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><b>Lead   ED</b></p>	<p><b>Fall 2024</b></p> <p><b>70%</b></p> 	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Tourism opportunities included as part of the Downtown Plan project scope to be completed by May 2026.</li> </ul>
<p>b) Restart discussions with the Hanover, Bentinck &amp; 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><b>Lead   Council   CAO   ED   BP</b></p>	<p><b>Fall 2023</b></p> <p><b>50%</b></p> 	<ul style="list-style-type: none"> <li>• Discussions ongoing since October 2023.</li> <li>• Discussions paused in November 2025 as Town considered opportunity to support development.</li> <li>• Grey County economic development staff involved to assist with process.</li> </ul>
<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><b>Lead   ED</b></p>	<p><b>Ongoing</b></p> <p><b>85%</b></p> 	<ul style="list-style-type: none"> <li>• Ongoing implementation - Music in Square, Culture Days.</li> <li>• 2024 - Driftscape App launched to share attractions and stories on that user platform. Data indicates App utilization is consistent and growing.</li> <li>• Collaboration meetings and events with other Saugeen Region partners with Cultural Plans – Minto &amp; Wellington North. To date, 3 joint meetings and 3 Cultural Symposiums conducted. Culture Days collaboration continues. Culture bus tour held 2024 and 2025.</li> </ul>

## 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><b>Lead   CAO</b></p>	<p><b>Ongoing</b></p> <p><b>90%</b></p> 	<ul style="list-style-type: none"> <li>• Conversations continued throughout 2025.</li> <li>• Hanover and West Grey Councils approved Boundary Adjustment Agreement.</li> <li>• Restructuring Proposal submitted to Province in December 2025.</li> <li>• Staff continue ongoing conversations with MMAH staff as they work through the proposal.</li> </ul>
<p>b) Advocate with the Province in consultation with the local MP and MPP clarifying the Town’s need for land expansion.</p> <p><b>Lead   CAO   Council</b></p>	<p><b>Winter 2024</b></p> <p><b>90%</b></p> 	<ul style="list-style-type: none"> <li>• Communication with local MPP.</li> <li>• Restructuring Proposal submitted to Province in 2025.</li> </ul>

## 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><b>Lead   BP</b></p>	<p>Winter 2024 / Fall 2024</p> <p>80%</p> 	<ul style="list-style-type: none"> <li>• Watson &amp; Associates hired to complete development charges process to establish a by-law. Approved AMP will assist with DC bylaw process.</li> <li>• Information and input provided to Watson &amp; Associates on ongoing basis to move process forward.</li> <li>• June 2025 approved Asset Management Plan key to DC's process.</li> <li>• Anticipate by-law completion by summer 2026.</li> </ul>
<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><b>Lead   CAO</b></p>	<p>Fall 2024</p> <p>0%</p> 	<ul style="list-style-type: none"> <li>• Organizational Review has provided some information for consideration.</li> <li>• Requires further consideration as growth implementation evolves.</li> </ul>
<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><b>Lead   CAO</b></p>	<p>Spring 2025</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Inaugural Community Connects session hosting in partnership with Hanover Public Library April 2025.</li> <li>• Community Connects 2026 will be held April 29, 2026.</li> </ul>

## GOAL 5: Open & Responsible Government

5.1 Improving communication and customer service.		
ACTIONS & LEAD	TARGET DATE   % COMPLETE	COMMENTS
<p>a) Improve the Town website by simplifying organization, functionality and searchability.</p> <p><b>Lead   CL</b></p>	<p><b>Fall 2023</b> <b>100%</b></p> 	<ul style="list-style-type: none"> <li>• New website launched &amp; operational Fall 2023.</li> <li>• Ongoing updates and revisions.</li> <li>• Subscription notification added to news, alerts and career pages 2025.</li> </ul>
<p>b) Host a semi-annual Town Hall community information session with Council and senior staff.</p> <p><b>Lead   CAO</b></p>	<p><b>Spring 2024</b> <b>100%</b></p> 	<ul style="list-style-type: none"> <li>• Community Connects session hosted in partnership with Hanover Public Library April 9, 2025.</li> <li>• 2026 Community Connects planned for April 29<sup>th</sup>.</li> </ul>
<p>c) Provide a virtual option for residents to participate in all Town committee meetings.</p> <p><b>Lead   CL</b></p>	<p><b>Spring 2024</b> <b>100%</b></p> 	<ul style="list-style-type: none"> <li>• Owl equipment purchased and implemented use in January 2025 for committee meetings.</li> </ul>
<p>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.</p> <p><b>Lead   CAO</b></p>	<p><b>Fall 2024 / Winter 2024</b> <b>100%</b></p> 	<ul style="list-style-type: none"> <li>• Organizational review further considered this role. Recommended Phase 2 implementation (2026).</li> <li>• Communications staff role adopted in the 2026 budget.</li> <li>• Recruitment process complete.</li> <li>• Onboarding in March 2026.</li> </ul>
<p>e) Introduce a succinct and readable Post-Council Decision Report (print, social media website) for a broad audience.</p> <p><b>Lead   CL</b></p>	<p><b>Fall 2024</b> <b>90%</b></p> 	<ul style="list-style-type: none"> <li>• Pre council information included on social media. Implemented September 2024.</li> </ul>



# 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><b>Lead   CS</b></p>	<p><b>Spring 2024</b></p> <p><b>70%</b></p> 	<ul style="list-style-type: none"> <li>• Asset Management Plan update complete.</li> <li>• Council approved June 16, 2025.</li> <li>• Policy updates prioritized for 2026 to enhance long-term financial sustainability.</li> </ul>
<p>b) Create easy-to-understand Annual Budget Highlights that outlines how the Town is investing tax dollars.</p> <p><b>Lead   CS</b></p>	<p><b>Winter 2024</b></p> <p><b>80%</b></p> 	<ul style="list-style-type: none"> <li>• Hanover Highlights included in August tax mailing with budget highlights and summary of tax dollar allocation to services.</li> <li>• Budget document available on website.</li> <li>• New budget document format implemented with 2026 budget.</li> </ul>
<p>c) Liaise with Grey County and member municipalities to identify opportunities for collaboration and shared services/resources.</p> <p><b>Lead   CAO   All MT</b></p>	<p><b>Fall 2025</b></p> <p><b>50%</b></p> 	<ul style="list-style-type: none"> <li>• Centralized Planning Model discussions ongoing with County.</li> <li>• County has established a new Joint Municipal Services Committee. Provide input as required and requested with respect to this committee's priority actions (ie Library services, Waste Management RFP).</li> <li>• Economic Development MOU established 2026.</li> </ul>

# 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><b>Lead   CAO</b></p>	<p><b>Spring 2024</b></p> <p><b>100%</b></p> 	<ul style="list-style-type: none"> <li>• Linton Consulting Services Inc. hired to complete Organization Review. Final report approved by council Dec. 2, 2024.</li> <li>• Staff implementation information sessions Dec. 11, 2024.</li> <li>• Implementation initiated and continues for phase 1 and will be ongoing throughout 2025.</li> <li>• Dayforce Learning Module setup complete; anticipated Fall rollout Dayforce Learning Module test setup complete. Live environment configuration in progress</li> </ul>
<p>b) Enhance Councillor orientation and training program.</p> <p><b>Lead   CAO</b></p>	<p><b>Fall 2026</b></p> <p><b>10%</b></p> 	<ul style="list-style-type: none"> <li>• Provided input to County coordinated 2026 council orientation sessions.</li> </ul>

## 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><b>Lead   HR   CAO</b></p>	<p>Spring 2024</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Staff appreciation lunch June 2025 (3<sup>rd</sup> annual).</li> <li>• 3<sup>rd</sup> annual fall PD Day scheduled for September 12, 2025.</li> <li>• Staff Connections TEAM Moments (ongoing).</li> <li>• Service awards at holiday event.</li> <li>• 2025 - \$3,000 (O) staff wellness &amp; engagement ie appreciation bbq &amp; PD .</li> </ul>
<p>b) Conduct salary and benefits market review.</p> <p><b>Lead   HR</b></p>	<p>Spring 2025</p> <p>100%</p> 	<ul style="list-style-type: none"> <li>• Aug. 28/23 – Revised date to Spring 2025 as this aligns with our every 4 years market review timing (last completed 2021).</li> <li>• 2025 - Project Report to council with confirmation of comparators. Market review completed. Council direction with respect to report findings and next steps confirmed and implemented.</li> </ul>