



CORPORATION OF THE
MUNICIPALITY OF NORTH GRENVILLE

AGENDA

34

Tuesday, July 8, 2025, 6:30 p.m.

Held in Council Chambers, 285 County Road 44

Pages

A. CALL TO ORDER

The meeting of Council will begin at 6:30 p.m. or as soon after the Special Meeting of Council on July 8, 2025 at 5:00 p.m. adjourns.

B. LAND ACKNOWLEDGMENT

The Municipality of North Grenville acknowledges that the Municipality operates on the territory of the Anishnabek.

We recognize all First Nations, Métis, and Inuit peoples who now call North Grenville their home. We respect and support the need for cultivating a strong relationship, and we commit to Indigenous-informed decision making to foster the path towards reconciliation.

C. OPENING REMARKS

C.1 Closed Session Rise and Report

D. ADOPTION OF AGENDA

Recommendation:

Be it resolved:

THAT the agenda for the regular meeting of Council on July 8, 2025 be adopted and passed.

E. DECLARATIONS OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

F. DEPUTATIONS

F.1 2024 & 2025 North Grenville Public Library Highlights

Chief Executive Officer, Emily Farrell

Recommendation:

Be it resolved:

THAT Council accept the 2025 annual report from the North Grenville Public Library for information.

G. CONSENT AGENDA

Recommendation:

Be it resolved that:

The following consent agenda items be approved as presented:

- Mino-jichaag Mtigwaaki Grant;
- Automated Speed Enforcement - Agreements;
- Confirmation By-law - June 25, 2025 (Closed Meeting); and,
- Confirmation By-law - July 8, 2025 (Special Meeting).

G.1 Mino-jichaag Mtigwaaki Grant Approval

5

Recommendation:

THAT Council support the Mino-jichaag Mtigwaaki Expansion Project and the 'Futures Grant' funding application submitted to Community Futures Grenville to support this initiative.

G.2 ASE - Agreements

7

Recommendation:

THAT Council enact By-Law No. 58-25, being a by-law to authorize the Municipal Clerk to enter into agreements necessary to facilitate the implementation of an Automated Speed Enforcement (ASE) Program.

G.3 Confirmation By-law - June 25, 2025 (Closed Meeting)

12

Recommendation:

Be it resolved:

THAT By-law 57-25 to confirm the proceedings of Council at its special closed meeting held on June 25, 2025 be adopted and passed.

G.4	Confirmation By-law - July 8, 2025 (Special Meeting)	13
-----	--	----

Recommendation:

Be it resolved:

THAT By-law 59-25 to confirm the proceedings of Council at its special meeting held on July 8, 2025 be adopted and passed.

H. REPORTS

H.1	NGtransit Update	14
-----	------------------	----

Recommendation:

THAT Council award NGCS25-01 Transit Vehicle Tender to Girardin in the amount of \$155,500 excluding HST;

THAT Council direct staff to set the commuter service fare to \$5 for one-way;

AND THAT Council direct staff to discuss expanding NGtransit service to other communities.

H.2	2025 Mid-Year Strategic Plan and Department Work Plan Update	26
-----	--	----

Recommendation:

THAT Council receive the report titled “2025 Mid-Year Strategic Plan and Department Work Plan Update” for information purposes.

H.3	Retirement Transition Agreement Program	166
-----	---	-----

Recommendation:

THAT Council directs staff to enact a transition agreement program on a five-year trial basis.

H.4	Advisory Committee Resolutions and Notice of Motions Summary	171
-----	--	-----

Recommendation:

THAT Council receives the Advisory Committee Resolutions and Notice of Motions Summary, Report NoAO-2025-023 for information.

I. CORRESPONDENCE

J. MOTIONS AND NOTICE OF MOTIONS

None identified.

K. MISCELLANEOUS/UNFINISHED BUSINESS

K.1 Heavy Rescue Apparatus Procurement

Recommendation to be deliberated depending on the outcome of the Closed Session at 5:00 p.m. on July 8, 2025

Recommendation:

THAT Council approves the reallocation of capital funds previously approved under NGFS24-01 (Mini Rescue Project) to support the associated costs with the direction provided to staff in Closed Session regarding the Heavy Rescue Apparatus Procurement.

L. PERIOD FOR QUESTIONS FROM THE MEDIA AND PUBLIC

M. CONFIRMATION BY-LAW

187

Recommendation:

Be it resolved:

THAT By-law 60-25 to confirm the proceedings of Council at its regular meeting held on July 8, 2025 be adopted and passed.

N. ADJOURNMENT

Recommendation:

Be it resolved:

THAT this regular meeting of Council adjourn at ____p.m.

North Grenville Public Library

ANNUAL REPORT

20 24



QUICK STATISTICS

20
24

95,526
items borrowed

7,068
program
participants

we averaged 18
people at each of
our programs

our internet &
WIFI was used
49,077
times

1,130 new
members

every 2 hours we were
open, we welcomed a
new library member



we were open
2,239
hours for our
community

10,369
library members

HIGHLIGHTS & COLLABORATIONS

20
24



Repair Cafe launched with the Bishop's Mills WI and a new Seed Library

100 Women Who Care supported the Library with updating our chairs



Musical Instrument Lending Library (MILL) opened in August

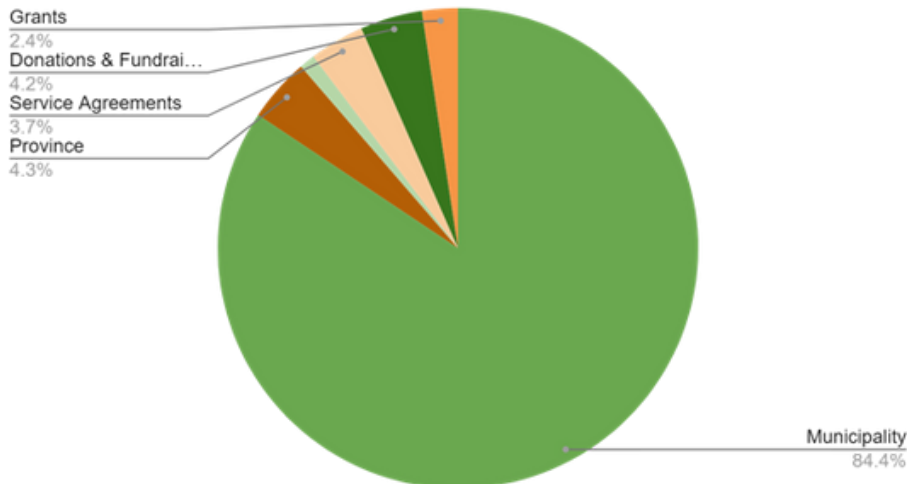
New partnership with the Kemptville Youth Centre to connect teens with music



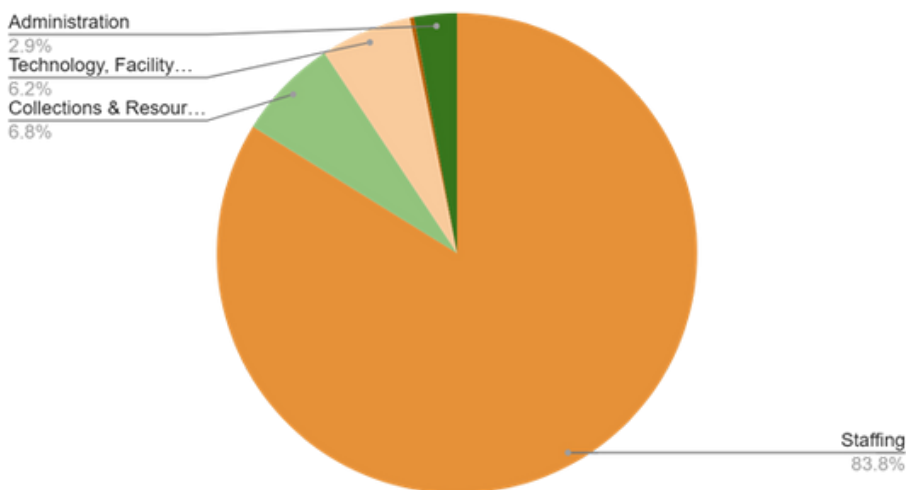
FINANCES

20
24

Where the Money Comes From



Where the Money Goes



Based on un-audited financial statements

ABOUT US

As a catalyst for learning, discovery and creativity, it is our mission to be a vibrant, accessible resource that builds and promotes an inclusive community by bringing together people and ideas.

The Library is overseen by a volunteer board of qualified community members. It works with provincial agencies, other library systems, and community partners to share resources and enhance its services and programs.

Library Board

Stephen Elliott, Chair
Erica Bruce, Vice-Chair
Kerry Badgley
Mary Carlson
Justine Chapman
Dominique Guerin-Garnett

Ellen Grove
Beverly Johnston Mulkins
Deb Wilson, Council Rep.

E. Farrell, CEO/ Secretary

Library Hours

Kemptville Norenberg Branch

Monday	10am - 8pm
Tuesday	10am - 8pm
Wednesday	5pm - 8pm
Thursday	10am - 8pm
Friday	10am - 5pm
Saturday	10am - 3pm
Sunday	12pm - 4pm (Sept-May)

Musical Instrument Lending Library

Saturday	10am - 2pm
----------	------------



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: Mino-jichaag Mtigwaaki Grant Approval

Report No: CS-2025-010

Prepared by: Hillary Geneau, Director of Corporate Services

Recommendation(s)

THAT Council support the Mino-jichaag Mtigwaaki Expansion Project and the 'Futures Grant' funding application submitted to Community Futures Grenville to support this initiative.

Executive Summary

Purpose

- To receive Council approval for a Futures Grant to expand Mino-jichaag Mtigwaaki.

Key Findings

- Mino-jichaag Mtigwaaki was developed in 2024 by the Ferguson Forest Centre in partnership with members of the Indigenous Advisory.
- The Circle hopes to expand the garden adding a shelter, signage, more landscaping features, and a permanent irrigation solution.
- A Futures Grant for \$5,000 has been received.

Financial Implications

- All initiatives would be funded through fundraising and the Corporate Strategy budget.

Background/Analysis

Mino-jichaag Mtigwaaki was developed in 2024 by the Ferguson Forest Centre in partnership with members of the Indigenous Advisory Circle.

The Circle hopes to expand the garden adding a shelter, signage, more landscaping features, and a permanent irrigation solution.

A Futures Grant for \$5,000 has been received. The Circle members will determine what to use the funds for should additionally funding not be received to complete the entire project.

Relevance to Strategic Priorities

Strategic Pillar	Pillar #5 - A Caring Community
Goal	Goal #5.3 - Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation
Key Action	Action #5.3.2 - Complete the Reconciliation framework

Options and Discussion

1. Approve the recommendation
2. Do not approve the recommendation

Financial Impact

This item has been identified in the current budget: Yes **X** No ☐ N/A

This item is within the budgeted amount: Yes **X** No ☐ N/A

Staffing implications, as they relate to implementing Council's decision on this matter, are limited to the existing staff complement and applicable administrative policies as approved by Council.

Internal/External Consultation

This funding application was completed in collaboration with the Indigenous Advisory Circle.

Communications

All developments and events held at Mino-jichaag Mtigwaaki will be shared via municipal channels.

Attachments

- None



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: ASE - Agreements

Report No: PD-2025-043

Prepared by: Jeff Baribeau, Manager of By-law Services

Recommendation(s)

THAT Council enact By-Law No. 58-25, being a by-law to authorize the Municipal Clerk to enter into agreements necessary to facilitate the implementation of an Automated Speed Enforcement (ASE) Program.

Executive Summary

Purpose

- To authorize the Municipal Clerk to execute the required agreements to implement the Automated Speed Enforcement (ASE) Program.

Key Findings

- To implement the ASE program, agreements are required with several external partners, including the Ministry of Transportation, Ministry of the Attorney General, and Essa Township Joint Processing Centre.

Financial Implications

- There are no financial implications associated with the enactment of this by-law or the delegated authority proposed therein.

Background/Analysis

On June 24, 2025, Council authorized staff to enter into a three-year agreement with Global Traffic Group for the delivery of an ASE Program.

A kick-off meeting with the vendor occurred on July 2, 2025, during which staff were advised of additional regulatory requirements, realistic implementation timelines, and the need for further agreements.

To meet these requirements, the Municipality must execute agreements with:

- The Ministry of Transportation and the Ministry of the Attorney General (as per regulatory requirements);
- Essa Township (for access to the Joint Processing Centre); and
- The United Counties of Leeds and Grenville (to permit camera installation on county roads, subject to their approval).

By-Law 58-25 seeks to authorize the Municipal Clerk to enter into these and any other necessary agreements to facilitate the ASE Program.

Relevance to Strategic Priorities

Strategic Pillar	Pillar #4 - Efficient Governance and Service Delivery
Goal	Goal #4.3 - Modernize Municipal Processes and Services
Key Action	Action #4.3.1 - Enhance service modernization and public engagement programming to ensure efficient and accessible municipal services

Options and Discussion

1. Enact By-Law 58-25
2. Decline to enact and provide direction to staff

Financial Impact

This item has been identified in the current budget: Yes ☒ No ☐ N/A

This item is within the budgeted amount: Yes ☐ No ☐ N/A ☒

Staffing implications, as they relate to implementing Council's decision on this matter, are limited to the existing staff complement and applicable administrative policies as approved by Council.

Internal/External Consultation

Staff are actively engaging with the vendor and relevant municipal departments through regular meetings to ensure effective implementation.

Communications

The Communications Team has been engaged to develop a public outreach strategy regarding the ASE Program's implementation.

Attachments

- By-Law No. 58-25

THE CORPORATION OF THE MUNICIPALITY OF NORTH GRENVILLE
By-Law No. 58-25

A By-Law to Authorize the Municipal Clerk to Execute Agreements between the Corporation of the Municipality of North Grenville and His Majesty the King In Right of Ontario as represented by the Attorney General and by the Minister of Transportation (Agreement for Camera Systems Administrative Penalty Enforcement Programs)

WHEREAS Section 9 the *Municipal Act 2001*, states that a municipal power including a municipality's capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority, and Section 5(3) provides that municipal powers shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Council deems it desirable to authorize the Municipality to enter into an agreement with His Majesty the King In Right of Ontario as represented by the Attorney General for the purpose of an Agreement for Camera Systems Administrative Penalty Enforcement Programs;

AND WHEREAS Council deems it desirable to authorize the Municipality to enter into an agreement with His Majesty the King In Right of Ontario as represented by the Minister of Transportation for the purpose of an Agreement for Camera Systems Administrative Penalty Enforcement Programs;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the Municipality of North Grenville hereby enacts as follows that:

1. THAT Council approves and directs the Municipal Clerk to enter into an agreement with His Majesty the King In Right of Ontario, as represented by the Attorney General;
2. THAT Council approves and directs the Municipal Clerk to enter into an agreement with His Majesty the King In Right of Ontario; as represented by the Minister of Transportation;
3. THAT Council approves and directs the Municipal Clerk to enter into any other required agreements for the implementation of Camera Systems Administrative Penalty Enforcement Programs;
4. THAT the Municipal Clerk be authorized to affix their hands and the Corporate Seal;
5. AND THAT this By-law shall come into force and take effect immediately upon the passing thereof.

Read a first and second time and finally passed this July 8th, 2025

NANCY PECKFORD
Mayor

MARY REMMIG
Acting Clerk

CORPORATION OF THE MUNICIPALITY OF NORTH GRENVILLE

BY-LAW NO. 57-25

*A By-Law to Confirm the Proceedings of Council
At its Special Closed Meeting held on June 25, 2025*

WHEREAS the *Municipal Act 2001* states that a municipal power including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of North Grenville at this meeting be confirmed and adopted by by-law;

NOW THEREFORE the Corporation of the Municipality of North Grenville hereby enacts as follows that:

1. The action of the Council of the Corporation of the Municipality of North Grenville at its special closed meeting held on June 24, 2025, in respect of each recommendation contained in the report of the Committees and each motion and resolution passed and other action taken by Council of the Corporation of the Municipality of North Grenville at its meeting be hereby adopted and confirmed as if all such proceedings were expressly embodied in the by-law.
2. The Mayor and the proper Officers of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor and Clerk are hereby directed to execute all documents necessary in that behalf, and the said Clerk is hereby authorized and directed to affix the corporate seal of the municipality to all such documents.

PASSED AND ENACTED ON THIS
8TH DAY OF JULY, 2025.

NANCY PECKFORD
Mayor

MARY REMMIG
Acting Clerk

CORPORATION OF THE MUNICIPALITY OF NORTH GRENVILLE

BY-LAW NO. 59-25

*A By-Law to Confirm the Proceedings of Council
At its Special Meeting held on July 8, 2025*

WHEREAS the *Municipal Act 2001* states that a municipal power including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of North Grenville at this meeting be confirmed and adopted by by-law;

NOW THEREFORE the Corporation of the Municipality of North Grenville hereby enacts as follows that:

1. The action of the Council of the Corporation of the Municipality of North Grenville at its special meeting held on July 8, 2025, in respect of each recommendation contained in the report of the Committees and each motion and resolution passed and other action taken by Council of the Corporation of the Municipality of North Grenville at its meeting be hereby adopted and confirmed as if all such proceedings were expressly embodied in the by-law.
2. The Mayor and the proper Officers of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor and Clerk are hereby directed to execute all documents necessary in that behalf, and the said Clerk is hereby authorized and directed to affix the corporate seal of the municipality to all such documents.

PASSED AND ENACTED ON THIS
8TH DAY OF JULY, 2025.

NANCY PECKFORD
Mayor

MARY REMMIG
Acting Clerk



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: NGtransit Update

Report No: CS-2025-009

Prepared by: Hillary Geneau, Director of Corporate Services

Recommendation(s)

THAT Council award NGCS25-01 Transit Vehicle Tender to Girardin in the amount of \$155,500 excluding HST;

THAT Council direct staff to set the commuter service fare to \$5 for one-way;

AND THAT Council direct staff to discuss expanding NGtransit service to other communities.

Executive Summary

Purpose

- To provide an update on the expansion of NGtransit.
- To award Tender NGCS25-01
- To attain direction from Council regarding the commuter service fare and the expansion of NG Transit

Key Findings

- NGtransit launched co-mingled, on-demand service across the entire community on January 15, 2024.
- The Municipality has received Ontario Transit Investment Funding to add a second vehicle to provide commuter service to the Limebank LRT station in the morning and evening and additional on-demand service in between.
- Procurement for a 16-passenger vehicle has been conducted with one acceptable bid received.
- Staff are recommending two (2) commuter runs in the morning and two (2) in the evening.

- Staff are recommending a \$5 one-way fare for the commuter service.
- Merrickville-Wolford has expressed an interest in expanding NGtransit service to their community, which staff believe can be accommodated with the commuter expansion.
- River Route staff have asked to explore connecting services which staff suggest exploring after the commuter service expansion has been in operation for several months.

Financial Implications

- The cost for the commuter expansion has been included in the 2025 budget, with 50% funding from the Ontario Transit Investment Fund.
- An expansion to Merrickville-Wolford would not have any additional operation costs, but may have a small cost for set-up which North Grenville would ask Merrickville-Wolford to pay.

Background/Analysis

Commuter Expansion

NGtransit launched on January 15, 2024, providing co-mingled, on-demand service within North Grenville's boundaries.

A 6-Month Review of the service was provided to Council in Fall 2025. The Review recommended several priorities including switching to a fixed route and adding a second vehicle when warranted. At that time, the Ontario Transit Investment Fund (OTIF) was launched to fund projects that connected transit systems. The Municipality applied to add a second vehicle to provide commuter service to the Ottawa LRT Limebank station in the morning and evening, and to operate the vehicle as a second on-demand vehicle within the community in between. The Municipality has received 50% funding over four (4) years and 30% in year five (5) for both capital and operating costs to add this vehicle.

Vehicle Procurement

A tender was launched on June 12, 2025 for a 16-passenger vehicle. The tender closed on June 26, 2025. One bid was received from Girardin. The bid meets the requirements and was within budget. Additionally, the vehicle can be delivered immediately, allowing a timely launch of the commuter service.

Staff recommend that Council award NGCS25-01 Transit Vehicle Tender to Girardin in the amount of \$155,500 before HST.

Commuter Service Schedule

Staff have drafted a potential schedule for the commuter service as shown in the attachment. Staff will continue to refine this schedule ahead of the launch.

Commuter Service Fare

Staff recommend a \$5 fare in line with the current on-demand service. This will provide an affordable option for riders who will still need to purchase connecting fares through OC Transpo. All fare options currently available, such as the 30-day pass and 10-ticket bundles will also be available.

We will have discussions with OC Transpo about the possibility of fare arrangements ahead of the launch.

Connections to Other Communities

Merrickville-Wolford

In February, Village of Merrickville-Wolford Council asked staff to see if NGtransit could connect to their community. With the addition of a second vehicle this could be possible. There are locations within North Grenville that are further from the urban centre than the proposed stops in Merrickville. Rather than servicing the entirety of Merrickville-Wolford stops would be proposed in Merrickville at County Road 43 and County Road 23, and an agreed upon location near the Village centre.

To calculate Merrickville-Wolford's contribution the following cost-share is proposed:

At the end of each month divide the cost of the service by the number of trips. Calculate how many trips had at least one stop in Merrickville. Multiply that by the cost per trip. For example, the monthly estimated bill of the expanded service is \$59,036 with an estimated monthly ridership of 1,500 riders a day equating to \$39.4/rider. If there were three (3) riders from Merrickville-Wolford a day (90 a month) North Grenville would bill Merrickville-Wolford \$3,542.16 for the month.

While an expansion to Merrickville-Wolford would not have any additional costs for operation within the current operating contract, there may be a small cost for set-up of the stops in the booking software which North Grenville would ask Merrickville-Wolford to pay.

This arrangement needs to be approved by Merrickville-Wolford Council, following which an agreement would be brought to North Grenville Council for review and execution.

Staff recommend discussing expanding NGtransit services with Merrickville-Wolford.

River Route

Staff have been approached by counterparts operating the River Route between Johnstown and Brockville. Discussions have only been preliminary.

Staff recommend exploring a connection to the River Route following several months of operation of the commuter service.

Relevance to Strategic Priorities

Strategic Pillar	Pillar #5 - A Caring Community
-------------------------	--------------------------------

Goal	Goal #5.1 - Champion Improvements to Health and Safety, and Social Services and Advocate for Community Needs with Senior Governments
Key Action	Action #5.1.8 - Develop a public transportation strategy and integrated service delivery model to support social service provision

Options and Discussion

1. Approve the recommendations as presented.
2. Approve the recommendations as modified by Council
3. Do not approve the recommendations and provide alternative direction to staff.

Financial Impact

This item has been identified in the current budget: Yes **X** No ☐ N/A

This item is within the budgeted amount: Yes **X** No ☐ N/A

Staffing implications, as they relate to implementing Council's decision on this matter, are limited to the existing staff complement and applicable administrative policies as approved by Council.

The cost of purchasing the 16-passenger vehicle is \$155,500 excluding HST. Staff included \$180,000 in the budget. The OTIF will cover 50% of this cost.

The cost of adding the commuter service is \$242,600, which is an estimate for operating the service for the entirety of 2025. The OTIF will cover 50% of this cost for four (4) years and 30% in year five (5).

Internal/External Consultation

A number of external stakeholders were consulted in the writing of this report including the current operator Mobility Transportation Specialists (MTS), our booking provider Blaise, and staff from Merrickville-Wolford, Brockville, Prescott, and Ottawa.

Communications

A comprehensive communications campaign will be conducted to make the public aware of the expanded NGtransit services.

Attachments

- NGtransit Potential Commuter Routes

Morning

Bus Route

6:30 leave MNG

7:00 arrive at Limebank

7:30 arrive at MNG

7:40 leave MNG

8:10 arrive at Limebank

8:40 arrive at MNG

Passenger Trip 1

6:30 leave MNG

7:00 arrive at Limebank

7:40-7:52 arrive at Bayview

Passenger Trip 2

7:40 leave MNG

8:10 arrive at Limebank

8:50-9:02 arrive at Bayview

Evening

Bus Route

4:30 leave MNG

5:00 arrive at Limebank

5:10 leave Limebank

5:40 arrive at MNG

5:45 leave MNG

6:15 arrive at Limebank

6:25 leave Limebank

6:55 arrive at MNG

Passenger Trip 1

4:20 leave Bayview

5:00 arrive at Limebank

5:40 arrive at MNG

Passenger Trip 2

5:40 leave Bayview

6:20 arrive at Limebank

6:55 arrive at MNG

NGtransit Expansion

Background

- ▶ **NGtransit launched on January 15, 2024.**
- ▶ **Received OTIF to add a second vehicle for commuter service to the Limebank LRT station and for additional on-demand service**

Commuter Expansion

- ▶ **16-passenger vehicle: \$155,500**
- ▶ **Two commuter runs in the morning and evening**
- ▶ **\$5 one-way fare**

Merrickville Expansion

- ▶ **Can be accommodated with second vehicle**
- ▶ **Two stops: CR 43/CR 23 and in the Village**
- ▶ **Merrick-Wolford pay for the cost of any ride with a stop in their community**

River Route Connection

- ▶ **Approached by Prescott and Brockville staff for preliminary discussions**
- ▶ **Can consider after the commuter service is operational**



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: 2025 Mid-Year Strategic Plan and Department Work Plan Update

Report No: CS-2025-008

Prepared by: Hillary Geneau, Director of Corporate Services

Recommendation(s)

THAT Council receive the report titled "2025 Mid-Year Strategic Plan and Department Work Plan Update" for information purposes.

Executive Summary

Purpose

- To provide an update on the Community Strategic Plan and 2025 Department Work Plans.

Key Findings

- The Strategic Plan was adopted by Council in 2022.
- Every year each department creates a Work Plan in line with the budget.
- Progress has been made across each pillar of the Strategic Plan and in each department.

Financial Implications

- There are no financial implications associated with this report.

Background/Analysis

In 2022, Council adopted a new Community Strategic Plan to guide development and community initiatives. To ensure progress, staff report regularly on key activities and outcomes related to the Strategic Plan.

The Department Work Plans are an important piece of the integrated planning process, which starts with the Strategic Plan, supported by departmental and staff work plans, an integrated budgeting process, and regular reporting.

Relevance to Strategic Priorities

Strategic Pillar	Pillar #4 - Efficient Governance and Service Delivery
Goal	Goal #4.4 - Commit to Continuous Improvement
Key Action	Action #4.4.2 - Implement a continuous review program for existing processes and policies at both the departmental and corporate level

Options and Discussion

1. Approve the recommendation
2. Do not approve the recommendation

Financial Impact

This item has been identified in the current budget: Yes ☐ No ☐ **N/A**

This item is within the budgeted amount: Yes ☐ No ☐ **N/A**

Staffing implications, as they relate to implementing Council's decision on this matter, are limited to the existing staff complement and applicable administrative policies as approved by Council.

Internal/External Consultation

Each department completed their respective updates.

Communications

The Strategic Plan and updates are available via a dashboard at www.northgreenville.ca/vision.

Attachments

- Community Strategic Plan Progress Report – 2025 Mid-Year Update
- 2025 Department Work Plans – Mid-Year Progress Report
- Community Strategic Plan – January 2025 Update



Community Strategic Plan Progress Report 2025 Mid-Year Update

Community Strategic Plan Progress Report

Community Strategic Plan

Report Created On: Jan 17, 2025


Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Strategic Pillar 1	Balanced and Environmentally Sustainable Growth		<div><div></div><div></div><div></div><div></div></div> <div>Status Pending: 16.67% On Track: 44.44% Some Disruption: 11.11% Completed: 27.78%</div>	<div>Progress 45%</div>	Jan 25, 2022	Dec 31, 2031
Goal 1.1	Mitigate Climate Change Impacts and Preserve the Natural Environment		<div><div></div><div></div><div></div></div> <div>Status Pending: 25.0% On Track: 50.0% Some Disruption: 25.0%</div>	<div>Progress 25%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 1.1.1	Develop a “Healthy Environment” Plan to guide environmental sustainability in North Grenville.	Accomplishments: <ul style="list-style-type: none">Waste reduction week proclaimed by Council October 1st to the 27th	<div>Some Disruption</div>	<div>Progress 0%</div>	Jan 01, 2024	Dec 31, 2024
Key Action 1.1.2	Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.		<div>Status Pending</div>	<div>Progress 0%</div>	Jan 01, 2024	Jun 24, 2025
Key Action 1.1.3	Apply environmental sustainability principles of design and operations to facility rehabilitation.	Accomplishments: <ul style="list-style-type: none">Maplewood window rehab complete.NGMC washroom upgrades with low flow fixtures complete. Next Steps: <ul style="list-style-type: none">Armoury UpgradesCounty Road 44 MUP extension	<div>On Track</div>	<div>Progress 80%</div>	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 1.1.4	Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).	Accomplishments: <ul style="list-style-type: none">Establish Design Guidelines that encourage principles of environmental sustainability.Consult with Conservation Authorities to discuss alternative forms of site development from a policy perspective. Next Steps: <ul style="list-style-type: none">Engage a consultant to undertake the updating of the Official Plan.Consult with conservation authorities, Environmental Action Advisory Committee and other environmental groups on environmental policy development.	On Track	<div><div></div>Progress 20%</div>	Jan 03, 2023	Dec 31, 2025
Goal 1.2	<u>Sustainably Manage Growth to Enhance our Community Cohesion and Quality of Life</u>		<div><div></div></div> <div>Status Pending: 33.33% Completed: 66.67%</div>	<div><div></div>Progress 67%</div>	Apr 26, 2022	Dec 31, 2024
Key Action 1.2.1	Define MNG’s identity, and the meaning of “small-town feel” by consulting with community members.	Accomplishments: <ul style="list-style-type: none">Consultant Presented a 'What We Heard' Report to Council on November 13th, 2024. Next Steps: <ul style="list-style-type: none">Completed	Completed	<div><div></div>Progress 100%</div>	Jan 01, 2024	Dec 31, 2024
Key Action 1.2.2	Develop an Urban-Rural Strategy.		Status Pending	<div><div></div>Progress 0%</div>	Jan 02, 2024	Dec 31, 2024
Key Action 1.2.3	Develop an approach to data collection related to population growth and demographics, in order to establish a clear understanding of growth patterns in the Municipality.	Accomplishments: <ul style="list-style-type: none">Prepare Request for Proposal for a Population Study and Land ReviewIssue Request for Proposal for Population StudyAward Proposal for Population StudyKick off Meeting with ConsultantPopulation Study and Comprehensive Land Review Final Report Next Steps: <ul style="list-style-type: none">Leverage collected demographic data to inform planning related decisions, service delivery, infrastructure, economic development and community engagement initiatives.	Completed	<div><div></div>Progress 100%</div>	Apr 26, 2022	Oct 31, 2023

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 1.4.1	Develop a Heritage Strategy that establishes a regular review cycle for building designation.	Accomplishments: <ul style="list-style-type: none"> The Municipality adopted a Heritage Manual which establishes guidelines The committee is looking at the existing inventory to determine how many properties they believe are worthy of investigating Consult with the Heritage Committee to establish a Heritage Strategy for Designating Buildings Next Steps: <ul style="list-style-type: none"> Create a policy for an annual review of buildings that should be considered for a heritage designation 	On Track	<div>Progress 20%</div>	Jan 02, 2024	Dec 31, 2024
Key Action 1.4.2	Establish Heritage Design Standards.		Status Pending	<div>Progress 0%</div>	Jan 01, 2025	Dec 31, 2031
Key Action 1.4.3	Establish a Heritage Tourism Program featuring prominent heritage features and buildings.	Accomplishments: <ul style="list-style-type: none"> Developed MOU between Municipality and North Grenville Historical Society Working with the Historical Society to establish a Tourism Information Centre in the downtown Working with the Historical Society to update the Walking Tours Working with Roy Brown on the Honour Our Veterans Banner Program which will launch in October 2023 Maintain the History & Heritage section of the tourism website (featuring Heritage Properties, Sites of Remembrance, and Historical Walking Tours) Next Steps: <ul style="list-style-type: none"> Continue to work with the Historical Society on tourism-related initiatives Establish and promote a new Tourism Information Centre in the downtown 	On Track	<div>Progress 71%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 1.4.4	Identify opportunities for the adaptive reuse of municipally owned Heritage Buildings, such as the Oxford-on-Rideau Township Hall and Maplewood Hall.	Accomplishments: <ul style="list-style-type: none"> Township hall interior demolition complete. Next Steps: <ul style="list-style-type: none"> Complete consultation for adaptive reuse of township hall (expected Jan. 2025) 	On Track	<div>Progress 25%</div>	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Goal 1.5	<u>Explore Opportunities for Increasing Housing Supply and Mix</u>		<div><div></div><div></div><div></div></div> <div>● On Track: 25.0% ● Some Disruption: 25.0% ● Completed: 50.0%</div>	Progress 53%	Jan 25, 2022	Dec 31, 2025
Key Action 1.5.1	Implement the Housing Strategy and clearly define the role of the Municipality in housing development (e.g., moving away from single-family dwellings) and planning standards.	Accomplishments: <ul style="list-style-type: none">Council adopted the North Grenville Housing Strategy on September 14, 2022. Next Steps: <ul style="list-style-type: none">The Strategy will be shared with developers and considered when making policy decisions.The Housing Advisory Committee was established by Council on February 28, 2023.	Completed	Progress 100%	Jan 25, 2022	Dec 31, 2025
Key Action 1.5.2	Explore planning policies to permit multiple small dwellings on a single property (e.g., tiny homes).	Accomplishments: <ul style="list-style-type: none">Zoning Performance Standards Updated to accommodate smaller dwellings on a property (no more minimum floor area requirements).Presentation on 'tiny' homes in North Grenville. Next Steps: <ul style="list-style-type: none">Follow the upcoming changes draft in the Provincial Planning Statement to understand what the policy changes are being considered for rural and tiny home developments.	Completed	Progress 100%	Jan 02, 2024	Dec 19, 2025
Key Action 1.5.3	Review Highway Commercial designated lands to identify opportunities for mixed use, high-density residential development.	Next Steps: <ul style="list-style-type: none">Engage a consultant to undertake the updating of the Official Plan.Review existing policies to identify area for mixed use developments, and develop specific policies to support complete communities.	Some Disruption	Progress 10%	Jan 25, 2022	Dec 31, 2025
Key Action 1.5.4	Identify opportunities for residential infill and intensification.	Accomplishments: <ul style="list-style-type: none">Include as part of the Official Plan Update.	On Track	Progress 0%	Jan 03, 2023	Dec 20, 2024
Strategic Pillar 2	A Strong, Connected, and Vibrant Community		<div><div></div><div></div><div></div><div></div><div></div></div> <div>● On Track: 57.14% ● Some Disruption: 7.14% ● Upcoming: 7.14% ● Completed: 28.57%</div>	Progress 48%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Goal 2.1	<u>Strengthen Community Engagement</u>		<div><div></div></div> <div>● On Track: 75.0% ● Completed: 25.0%</div>	<div>Progress 53%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 2.1.1	Foster engagement and partnerships among community organizations and leverage benefits of partner organizations, including on organizing events, arts and culture, and improving face-to-face and digital town halls etc.	Accomplishments: <ul style="list-style-type: none">Partnership in 2023 events including Winter Carnival, Buskerfest, Canada Day, Santa Claus Parade, Kemptville Live, and a variety of others.Provided a series of not for profit/volunteer workshops.Launched the Volunteer North Grenville social media accounts . Next Steps: <ul style="list-style-type: none">Plan for future not for profit workshops.Continue to work with community partners to support local events and foster engagement.	<div>On Track</div>	<div>Progress 15%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 2.1.2	Continue to expand the use of community groups and Advisory Committees .	Accomplishments: <ul style="list-style-type: none">Established the Mayor's Task Force on Clean Tech to address the working groups identified by CEDAC.Successfully amalgamated the Health, Wellness, and Fitness Advisory Committee with the Active Transportation Advisory Committee, as well as the Heritage Advisory Committee with the Arts and Culture Advisory Committee, to streamline knowledge and improve efficiency. Next Steps: <ul style="list-style-type: none">Develop and implement Council mandate letters for committees, providing clear tasks, goals, and measurable outcomes to guide their work effectively.	<div>On Track</div>	<div>Progress 75%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 2.1.3	Create hybrid options for public engagement in Council sessions (in-person/digital).	Accomplishments: <ul style="list-style-type: none">Hybrid meetings now possible for both Council meetings and information sessions	<div>Completed</div>	<div>Progress 100%</div>	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 2.1.4	Strengthening volunteerism, philanthropy, and building organizational capacity of our local not-for-profits.	Accomplishments: <ul style="list-style-type: none"> • Provided a series of workshop for local not for profits and volunteers. • Launched Volunteer North Grenville initiative to help connect volunteers with opportunities. • Marked National Volunteer Week with a communications campaign to highlight local stories. Next Steps: <ul style="list-style-type: none"> • Plan future workshops for not for profits and volunteers, including evening sessions. 	On Track	Progress 20%	Jan 01, 2023	Dec 31, 2031
Goal 2.2	<u>Promote a Healthy Lifestyle</u>		 ● On Track: 66.67% ● Some Disruption: 33.33%	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 2.2.1	Examine the business case for an indoor recreation/aquatic center.	Accomplishments: <ul style="list-style-type: none"> • Sierra Planning and Management retained to complete Phase 2 of the indoor pool study. • Finalizing a program plan for the addition of an indoor pool at the North Grenville Municipal Centre (NGMC). • Facility Features: Proposed facilities include a 6-lane lap pool, leisure pool, multi-purpose room, and a child-care facility. • Cost estimates for the project have been provided. Next Steps: <ul style="list-style-type: none"> • Complete the indoor pool study by the end of 2024. • Prepare and present the findings and recommendations of the indoor pool study to Council after completion. 	On Track	Progress 89%	Jan 25, 2022	Dec 31, 2031
Key Action 2.2.2	Develop an Active Transportation strategy to promote active transportation (e.g., by enhancing, and sharing information on rural routes, developing waterfront trails, mapping and wayfinding apps).	Accomplishments: <ul style="list-style-type: none"> • Utilizing and relying on the existing Commuter Cycling Plan (adopted in 2019) and Integrated Trails Strategy (developed in 2011). • Leveraging the County's Active Transportation Plan to guide active transportation initiatives. 	On Track	Progress 0%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 2.2.3	Implement the Parks, Recreation, and Culture (PRC) Master Plan .	<p>Accomplishments:</p> <ul style="list-style-type: none">• New Neighborhood Park (Rec. #2): Contractor hired, construction begins in Tempo subdivision (December).• Parkland Expansion (Rec. #4, #7): Shifted from cash-in-lieu to acquiring parkland to address growing needs.• Waterfront Access (Rec. #9): Completed Waterfront Access Strategy.• Accessibility & Safety Upgrades (Rec. #9): Upgraded Riverside Park and added new play structures across various parks.• Support Amenities in Parks (Rec. #11): Added benches, bike racks, and picnic tables via commemorative program.• Capital Program with NG Curling Club (Rec. #19): Established a new 5-year agreement with annual \$40,000 commitment to a Capital Reserve Fund.• YMCA Partnership Expansion (Rec. #21): Contracted YMCA to operate summer day camp and pool program.• Repurposing Surplus Buildings (Rec. #24): Former Courthouse converted to low-income housing; Oxford Mills Town Hall undergoing public consultation for adaptive re-use.• Upgrade PTE Blake Williamson Memorial Hall (Rec. #25): Preparing tender document for "Change of Use".• Riverside Park Pool House Replacement (Rec. #27): Completed in 2024.• Second Splash Pad (Rec. #28): Developed at Riverside Park.• Playground Additions (Rec. #29, #30): Playgrounds completed at Glen Gables Park and Crozier Park.• Tennis Court Lighting (Rec. #37): Re-installed lights at tennis courts.• Multi-Use Pad at Riverside Park (Rec. #40): Constructed for basketball, ball hockey, and ice skating.• BMX Track Improvements (Rec. #41): Completed.• Outdoor Rink Staffing Plan (Rec. #42): Developed staffing and operations plan for the outdoor rink.• Community Development Approach (Rec. #44): Continued expansion in program delivery.• Access and Inclusion Policy (Rec. #51): Developed and completed.• Volunteer Recruitment (Rec. #60): Strengthened through multiple annual volunteer fairs.• Arts & Culture Policy and Fund (Rec. #77, #79): Both developed and completed. <p>Next Steps:</p> <ul style="list-style-type: none">• Neighborhood Park in Tempo Subdivision: Begin construction in December.• Oxford Mills Town Hall Reuse (Rec. #24): Continue public consultation to determine adaptive re-use.	Some Disruption	<div><div>Progress 60%</div></div>	Feb 01, 2022	Sep 30, 2024

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
		<ul style="list-style-type: none"> Upgrade PTE Blake Williamson Memorial Hall (Rec. #25): Finalize the tender document and initiate the "Change of Use" project. Capital Program and Partnerships: Explore opportunities for additional long-term partnerships similar to the YMCA and NG Curling Club agreements. Community Development and Volunteer Efforts: Continue expanding the community development approach and enhance volunteer recruitment through fairs and outreach. Expand Arts and Culture Initiatives: Implement programs to support the newly created Arts and Culture Policy and Fund. 				
Goal 2.3	<u>Build and Grow in a Connected Way.</u>		<div> <div></div> <div></div> <div></div> </div> <div> <div>On Track: 33.33%</div> <div>Upcoming: 33.33%</div> <div>Completed: 33.33%</div> </div>	Progress 34%	Jan 25, 2022	Dec 31, 2031
Key Action 2.3.1	Consult urban and rural community members to better define an “integrated and connected” community (e.g., via differentiated noise by-laws by area).	Accomplishments: <ul style="list-style-type: none"> Develop a Consultation Strategy to engage with Urban and Rural Communities. Next Steps: <ul style="list-style-type: none"> Engage a consultant to update the official plan develop policies focused on integrating rural and urban communities. 	On Track	Progress 3%	Jan 03, 2023	Dec 19, 2031
Key Action 2.3.2	Improve communication and collaboration with existing communities ahead of a major development applications.	Next Steps: <ul style="list-style-type: none"> Develop a Consultation Strategy for engaging communities on Development applications outside of the Planning Process Explore online interactive tools that provides information to the general public on Planning Applications Amend the Official Plan to include a Consultation Strategy as a requirement for complex development applications 	Upcoming		Jan 01, 2026	Dec 31, 2026
Key Action 2.3.3	Promote development policies that incorporate connectivity and coordination with the surrounding area.	Accomplishments: <ul style="list-style-type: none"> Council adopted the North Grenville Developer's Guide (planning design guidelines) on June 15, 2022. Council adopted the Engineering Standards for Design, Approval, and Construction on August 10, 2022. Next Steps: <ul style="list-style-type: none"> Share the Guide and Standards with developers and utilize them to process applications. 	Completed	Progress 100%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 3.1.1	Implement recommendations from the Broadband Study	Accomplishments: <ul style="list-style-type: none"> Created a broadband update page on the municipal website Promoted the new interactive map showing the status of builds Included broadband infrastructure in the Engineering Standards Completed the Municipal Access Agreement (MAA) with Rogers Next Steps: <ul style="list-style-type: none"> Support two provincially and federally funded projects Complete with Bell and Xplore Conduct speed test review in 2026 	On Track	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 3.1.2	Identify key areas of need for development for internet service provider partners.	Accomplishments: <ul style="list-style-type: none"> Created map showing speed tests vs. available speeds and shared with Province Next Steps: <ul style="list-style-type: none"> Create list of high needs areas Support Internet Service Provider funded projects Complete Municipal Access Agreements with all Internet Service Providers 	On Track	Progress 60%	Mar 01, 2022	Jun 17, 2022
Goal 3.2	<u>Enhance Tourism</u>			Progress 66%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 3.2.1	Implement the approved Tourism Strategy .	<p>Accomplishments:</p> <ul style="list-style-type: none">September-December, the tourism staff supported autumn attractions and events through collaboration and marketing efforts. Continued focus on foundational products including developing a tourism route and updating the tourism kiosks in addition to ongoing promotions. <p>Next Steps:</p> <p><u>Follow44 Project</u></p> <ul style="list-style-type: none">Visited several Spencerville businesses and started working with Mary Tessier of the Spencerville Mill to work with business owners to build profiles for website and promotions.Developed a spreadsheet of NG business profiles. <p><u>Tourism Kiosk</u></p> <ul style="list-style-type: none">Continuing to design each panel for installation on the downtown tourism signage and the kiosk at the municipal centre.Work with the Chamber on a new kiosk purchased by the NG Chamber through the Tourism Relief Fund <p><u>Disco Bus</u></p> <ul style="list-style-type: none">The next Disco Bus is scheduled for Sunday, December 3rdThe attendees will visit the Jack Frost Fair, B&H, Suzie’s, To Be Continued, and then walk through downtown to Home & Beyond. The bus will pick them up and go to the Score, and then one last stop at Jac’s Boutique and Saltastic before returning to Ottawa.Currently eight tickets short of a full bus. <p><u>History Hub/Visitor Centre</u></p> <ul style="list-style-type: none">In collaboration with the Historical Society.Call out to tourism businesses to submit promotional materialsPurchase brochure racks for displayPurchase an Information A frame sign for the sidewalk <p><u>Holiday Shopping</u></p> <ul style="list-style-type: none">Update Christmas shopping blogPromotion of Kemptville and NG as a shopping destination through social media <p>Continue to support businesses and enhance the tourism website</p>	<div>On Track</div>	<div>Progress 31%</div>	Jan 25, 2022	Dec 31, 2031


Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 3.2.2	Develop a Waterfront Access Strategy.	Accomplishments: <ul style="list-style-type: none">Completed a Waterfront Access Strategy in April of 2024 Next Steps: <ul style="list-style-type: none">To begin implementation and include projects as part of the 2025 budget	Completed	Progress 100%	Jan 01, 2023	Dec 31, 2023
Goal 3.3	<u>Diversify and Promote the Downtown Core</u>		<div></div> <div>● On Track: 50.0%</div> <div>● Upcoming: 50.0%</div>	Progress 0%	Jan 01, 2024	Dec 31, 2031
Key Action 3.3.1	Develop a secondary plan for the Downtown core to define a vision for what downtown should look like, the desired types of growth, and preservation efforts.	Next Steps: <ul style="list-style-type: none">Define the scope and objectives for a secondary plan and issue an RFP.Engage a Consultant to undertake consultation and development of a Downtown Secondary Plan.Draft Secondary Plan.	On Track	Progress 0%	Jan 01, 2024	Dec 31, 2031
Key Action 3.3.2	Develop a Downtown Revitalization Plan	Next Steps: <ul style="list-style-type: none">Contingent on the completion of the Downtown Secondary Plan	Upcoming		Jan 01, 2026	Dec 31, 2031
Goal 3.4	<u>Improve Business Attraction, Expansion, and Retention</u>		<div></div> <div>● On Track: 33.33%</div> <div>● Completed: 66.67%</div>	Progress 87%	Jan 01, 2023	Dec 31, 2031
Key Action 3.4.1	Develop an Economic Development Strategy that also includes overall goals and targets for Business Attraction, Retention, and Expansion.	Accomplishments: <ul style="list-style-type: none">Completed Economic Development Strategy in June of 2024 Next Steps: <ul style="list-style-type: none">Begin implementation and include projects as part of future municipal budgets	Completed	Progress 100%	Jan 01, 2023	Mar 31, 2023
Key Action 3.4.2	Identify existing gaps and barriers to attracting new businesses, and develop mitigating strategies to support attraction (e.g., older building, limitations to redevelopment, use of brownfield development policies).	Accomplishments: <ul style="list-style-type: none">Identify priorities to be included in the new Ec Dev Strategy Next Steps: <ul style="list-style-type: none">Implement action items from Ec Dev Strategy	Completed	Progress 100%	Jan 01, 2023	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 3.4.3	Develop a strategy to support green industry.	Accomplishments: <ul style="list-style-type: none"> Working with the newly formed Mayor's Task Force on Clean Technology to discuss how the community can support the green industry and foster sustainable growth. Next Steps: <ul style="list-style-type: none"> The Mayor's Task Force on Clean Technology interim report will be completed by January 31, 2025. 	On Track	Progress 61%	Jan 01, 2023	Dec 31, 2031
Goal 3.5	<u>Leverage the Benefits of Partner Organizations, and Natural Assets</u>		 Status Pending: 20.0% On Track: 60.0% Upcoming: 20.0%	Progress 19%	Jan 01, 2023	Dec 31, 2031
Key Action 3.5.1	Identify and develop an inventory of existing natural assets / heritage assets.		Status Pending	Progress 0%	Jan 02, 2025	Dec 17, 2027
Key Action 3.5.2	Review existing programs with Conservation Authorities, and work in collaboration with Conservation Authorities to define new areas for protection.		Upcoming		Jan 02, 2026	Dec 15, 2028
Key Action 3.5.3	Develop a prudent Public-Private Partnerships (PPP) strategy	Accomplishments: <ul style="list-style-type: none"> Library MOU Next Steps: <ul style="list-style-type: none"> Update Kemptville Campus MOU Identify other MOU's needed 	On Track	Progress 15%	Jan 01, 2024	Dec 31, 2025
Key Action 3.5.4	Continue partnerships with business organizations	Accomplishments: <ul style="list-style-type: none"> The Municipality of North Grenville continues to cultivate robust partnerships with key business support organizations, including the BIA, Chamber of Commerce, Leeds Grenville Business, Grenville Community Futures Development Corporation, and CSE Consulting. These collaborations enhance the local economic environment and provide essential support to the business community. Next Steps: <ul style="list-style-type: none"> Maintaining regular dialogue with business organizations to align efforts and ensure the business community's needs are understood and addressed. 	On Track	Progress 50%	Jan 01, 2023	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 3.5.5	Strengthen the relationship between Parks Canada and the Municipality, with the common goal of enhancing opportunities for residents and tourists.	Accomplishments: <ul style="list-style-type: none"> Engaged in multiple meetings and discussions with Parks Canada to explore collaboration opportunities and involved them in consultations for our waterfront access strategy. Next Steps: <ul style="list-style-type: none"> Engaging Parks Canada in projects as we move forward with the implementation of the waterfront access strategy, leveraging their expertise and resources to enhance project outcomes. Identifying funding and resource-sharing opportunities to support shared initiatives, particularly in areas that enhance waterfront accessibility and sustainability. 	On Track	Progress 30%	Jan 01, 2024	Dec 31, 2031
Strategic Pillar 4	Efficient Governance and Service Delivery		<ul style="list-style-type: none"> On Track: 58.82% Some Disruption: 29.41% Upcoming: 11.76% 	Progress 17%	Jan 25, 2022	Dec 31, 2031
Goal 4.1	<u>Provide Fiscal Responsibility</u>		<ul style="list-style-type: none"> On Track: 33.33% Some Disruption: 66.67% 	Progress 10%	Jan 25, 2022	Dec 31, 2031
Key Action 4.1.1	Report on North Grenville’s performance on the budget to increase transparency, and public access to information.	Accomplishments: <ul style="list-style-type: none"> x Next Steps: <ul style="list-style-type: none"> x 	On Track	Progress 30%	Jan 25, 2022	Dec 31, 2031
Key Action 4.1.2	Establish data-driven decision making related to budget performance and forecasting.	Accomplishments: <ul style="list-style-type: none"> x Next Steps: <ul style="list-style-type: none"> x 	Some Disruption	Progress 0%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 4.1.3	Develop a comprehensive financial strategy including the effective and efficient use of reserves and reserve funds.	Accomplishments: <ul style="list-style-type: none">x Next Steps: <ul style="list-style-type: none">x Next Steps: <ul style="list-style-type: none">Develop a reserve and reserve fund policy	Some Disruption	Progress 0%	Jan 01, 2023	Dec 31, 2025
Goal 4.2	<u>Commit to Asset Management Planning</u>		<div><div></div><div></div><div></div></div> <div><div>On Track: 50.0%</div><div>Some Disruption: 25.0%</div><div>Upcoming: 25.0%</div></div>	Progress 18%	Jan 25, 2022	Dec 31, 2031
Key Action 4.2.1	Maintain compliance with provincial requirements for Asset Management Planning.	Accomplishments: <ul style="list-style-type: none">2024 AMP completed as per O.Reg 588/17Council Resolution needed for AMP 2024 Update / Post on NG Website Next Steps: <ul style="list-style-type: none">Complete proposed Levels of Service on or before July 1, 2025	Upcoming		Feb 01, 2025	Dec 31, 2025
Key Action 4.2.2	Establish departmental commitments to thorough corporate asset management by creating dedicated resources.	Accomplishments: <ul style="list-style-type: none">Identified staff in capital heavy departments Next Steps: <ul style="list-style-type: none">Establish formal framework and policy	On Track	Progress 10%	Jan 25, 2022	Dec 31, 2031
Key Action 4.2.3	Ensure maintenance, review, and operational support requirements of existing assets.	Accomplishments: <ul style="list-style-type: none">Participated in an AMO initiative through the Municipal Asset Management Program, including a profile feature Next Steps: <ul style="list-style-type: none">Complete phase 2 of implementing maintenance manager enhancement to current asset tracking software to identify asset maintenance expenditures for budgeting and service review purposes	Some Disruption	Progress 10%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 4.2.4	Implement technology solutions to support and facilitate planning and asset management	Accomplishments: <ul style="list-style-type: none">PSD Citywide software acquired Next Steps: <ul style="list-style-type: none">Questica TrainingUpdate PSD database to include ARO requirements and LOS, etc.	<div>On Track</div>	<div>Progress 50%</div>	Jan 25, 2022	Jun 01, 2025
Goal 4.3	<u>Modernize Municipal Processes and Services</u>		<div>On Track</div> <div>● On Track: 100.0%</div>	<div>Progress 35%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 4.3.1	Enhance communications and public engagement to ensure information about municipal services is accessible.	Accomplishments: <ul style="list-style-type: none">Procured close captioning services for Council meetings.Completed procurement process for Council Chamber AV upgrades Next Steps: <ul style="list-style-type: none">Complete install of Council Chamber AV upgrades	<div>On Track</div>	<div>Progress 30%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 4.3.2	Develop and implement an integrated corporate Risk Management Program.	Next Steps: <ul style="list-style-type: none">Risk review	<div>On Track</div>	<div>Progress 0%</div>	Jan 01, 2024	Dec 31, 2031
Key Action 4.3.3	Develop a comprehensive program to improve corporate data management and cyber-security.	Accomplishments: <ul style="list-style-type: none">Implemented updated IT policiesImplemented mobile device managementImplemented new annual training program Next Steps: <ul style="list-style-type: none">Review best practices in order to update systems	<div>On Track</div>	<div>Progress 75%</div>	Jan 25, 2022	Dec 31, 2031
Goal 4.4	<u>Commit to Continuous Improvement</u>		<div>On Track</div> <div>● On Track: 100.0%</div>	<div>Progress 19%</div>	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 4.4.1	Conduct a review of municipal services and organizational structure to ensure that North Grenville is right-sized to efficiently and effectively deliver services.	Accomplishments: <ul style="list-style-type: none"> RFP for Organizational Review and Compensation Review completed and will close November 12th, 2024 Next Steps: <ul style="list-style-type: none"> Select successful bidder Conduct reference checks Submit for Council approval Kick-off with consultants 	On Track	Progress 25%	Jan 25, 2022	Dec 31, 2031
Key Action 4.4.2	Implement a continuous review program for existing processes and policies at both the departmental and corporate level.	Accomplishments: <ul style="list-style-type: none"> Hiring a consultant for organizational review Next Steps: <ul style="list-style-type: none"> Conduct organizational review 	On Track	Progress 10%	Jan 01, 2024	Dec 31, 2031
Key Action 4.4.3	Develop a robust human resources strategy to strengthen talent attraction and retention.	Accomplishments: <ul style="list-style-type: none"> Hired Recruitment Coordinator Next Steps: <ul style="list-style-type: none"> Strengthen onboarding strengthen process for tracking and posting jobs 	On Track	Progress 20%	Jan 25, 2022	Dec 31, 2031
Key Action 4.4.4	Enhance talent development and leverage existing knowledge and expertise to support strengthened municipal service provision.	Accomplishments: <ul style="list-style-type: none"> Provided management training to 16 mid-level managers with customized curriculum Next Steps: <ul style="list-style-type: none"> Look at budget for training Focus on succession planning for internal candidates Review Performance Appraisal Process for managers to identify areas of strength, development and training opportunities 	On Track	Progress 20%	Jan 25, 2022	Dec 31, 2031
Goal 4.5	<u>Provide Oversight over Proposed Eastern Ontario Correctional Complex</u>		 <ul style="list-style-type: none"> Some Disruption: 66.67% Upcoming: 33.33% 	Progress 5%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 4.5.1	Confirm commitments from the Province.	Accomplishments: <ul style="list-style-type: none">Secured \$21.8 million for Water Pollution Control Plant expansion Next Steps: <ul style="list-style-type: none">Continue to push for development requirements	<div>Some Disruption</div>	<div>Progress 15%</div>	Jan 25, 2022	Dec 31, 2023
Key Action 4.5.2	Confirm relations/processes when facility opens.		<div>Upcoming</div>		Jan 01, 2027	Dec 31, 2031
Key Action 4.5.3	Advocate for additional social services (external) to support the Eastern Ontario Correction Complex’s integration into the community	Next Steps: <ul style="list-style-type: none">Continue to advocate as the development process continues	<div>Some Disruption</div>	<div>Progress 0%</div>	Jan 01, 2023	Dec 31, 2031
Strategic Pillar 5	A Caring Community		<div><div></div><div>On Track: 71.43%</div><div>Completed: 28.57%</div></div>	<div>Progress 58%</div>	Jan 25, 2022	Dec 31, 2031
Goal 5.1	<u>Champion Improvements to Health and Safety, and Social Services; and Advocate for Community Needs with Senior Governments</u>		<div><div></div><div>On Track: 87.5%</div><div>Completed: 12.5%</div></div>	<div>Progress 45%</div>	Jan 25, 2022	Dec 31, 2031
Key Action 5.1.1	Identify key gaps in social services, and define current state needs, as well as projected needs for the next 10 years (e.g., mental health, sexual assault support, domestic abuse, among others).	Accomplishments: <ul style="list-style-type: none">Supported Health Unit RelocationNew agreements with Leeds Grenville Victims Services and Shelter Movers Next Steps: <ul style="list-style-type: none">Continue to advocate with key partners	<div>On Track</div>	<div>Progress 10%</div>	Jan 01, 2023	Dec 31, 2031
Key Action 5.1.2	Review emergency and protective services to ensure the needs of our growing community are met.	Accomplishments: <ul style="list-style-type: none">Draft Tender for Fire Master Plan completed Next Steps: <ul style="list-style-type: none">Finalize Tender and post for offersFinalize Fire Master Plan renewal	<div>On Track</div>	<div>Progress 40%</div>	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 5.1.3	Work with local stakeholders and medical organizations to recruit physicians and nurse practitioners to the community.	Accomplishments: <ul style="list-style-type: none"> • Welcomed 9 medical students in Spring 2024 • Awarded three (3) physician incentives • Circulated nursing motion to all Ontario municipalities • Provided delegations at ROMA and AMO • Supported applications for an MRI, more hospice beds, and a HART Hub Next Steps: <ul style="list-style-type: none"> • Continue to work with local health care providers • Investigate upcoming provincial programs 	On Track	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 5.1.4	Develop partnerships with key service delivery organizations to help advocate for better social services.	Accomplishments: <ul style="list-style-type: none"> • Advocacy with health partners and the Counties Next Steps: <ul style="list-style-type: none"> • Continue to advocate with key partners 	On Track	Progress 5%	Jan 01, 2023	Dec 31, 2031
Key Action 5.1.5	Improve road safety to encourage active transportation.	Accomplishments: <ul style="list-style-type: none"> • Installation of PXO at Asa St and Prescott St • Installation of new sidewalk on Bridge St between VanBuren St and Parkinson St • River Road between Acton's Corners and the bridge rebuilt and expanded to include paved shoulders Next Steps: <ul style="list-style-type: none"> • Installation of pathway between Galens Way and Cranberry Cresc. • Completion of MUP from Rail Trail at Prescott St to Heritage Drive • Complete traffic calming measures on Wellington Rd 	On Track	Progress 80%	Jan 25, 2022	Dec 31, 2031
Key Action 5.1.6	Use the upcoming Road Safety Strategy to improve community awareness and education on road safety.	Accomplishments: <ul style="list-style-type: none"> • Various advertisements and campaigns, including print, radio, and social media, were launched throughout the year to raise awareness about road safety initiatives. These efforts highlighted different road conditions and safety measures residents should be mindful of. Next Steps: <ul style="list-style-type: none"> • Explore opportunities to apply for future road safety grants, which could potentially involve collaboration with the newly amalgamated Grenville OPP Detachment as funding opportunities become available. 	Completed	Progress 100%	Jan 25, 2022	Dec 31, 2031

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 5.1.7	Communicate health and social service-related needs based on identified gaps.	Accomplishments: <ul style="list-style-type: none">Supported various applications for an MRI, hospice beds, and a HART HubProvided delegation at AMO and ROMA Next Steps: <ul style="list-style-type: none">Continue to advocate where opportunities arise	On Track	Progress 25%	Jan 25, 2022	Dec 31, 2031
Key Action 5.1.8	Develop a public transportation strategy and integrated service delivery model to support social service provision.	Accomplishments: <ul style="list-style-type: none">Launched NGtransit in January 2024 with one on-demand bus operating within municipal boundariesCompleted the 6-Month ReviewSubmitted an application for Ontario Transit Investment Funds to add a second bus to provide commuter service and additional on-demand coverage Next Steps: <ul style="list-style-type: none">Monitor system capacityExplore additional funding opportunities	On Track	Progress 50%	Jan 25, 2022	Dec 31, 2031
Goal 5.2	<u>Pursue Affordable Housing Objectives</u>		Completed <div>● Completed: 100.0%</div>	Progress 100%	Jan 25, 2022	Oct 23, 2026
Key Action 5.2.1	Develop an Affordable Housing Policy to define key objectives and targets, and to mobilize the recommendations of the Mayor’s task force on affordable housing.	Accomplishments: <ul style="list-style-type: none">Housing Strategy was adopted in October 2022 Next Steps: <ul style="list-style-type: none">Implement recommendations of strategy	Completed	Progress 100%	Jan 25, 2022	Dec 09, 2022
Key Action 5.2.2	Establish a monitoring program to track the number of affordable units.	Accomplishments: <ul style="list-style-type: none">Develop an annual report card reporting back to Council on Housing Numbers, including Affordable Housing.Establish an annual report date to Council on Housing numbers and housing initiatives.Create an internal tracking process to monitor the long term maintenance of affordable housing units secured through Site Plan Agreements and Plans of Subdivision.Develop a strategy to identify the number of additional residential units created and encourage the creation of more ARU's as an alternative form of residential development.	Completed	Progress 100%	Sep 06, 2022	Jun 02, 2023

Plan Label And Number	Description	Last Update	Status	Progress	Start Date	End Date
Key Action 5.2.3	Convene a Housing Advisory Committee to monitor affordable housing objectives and make policy recommendations to Council.	Accomplishments: <ul style="list-style-type: none"> Housing Advisory Committee has been established by Council. Establish a Terms of Reference for the Affordable Housing Advisory Committee. Establish an Affordable Housing Advisory Committee that includes community members, members of the development community, not-for-profit agencies. 	Completed	Progress 100%	Jun 05, 2023	Oct 23, 2026
Goal 5.3	<u>Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation</u>		On Track <div>● On Track: 100.0%</div>	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 5.3.1	Evaluate policies from an Equity, Diversity, and Inclusion perspective to ensure that policies are not exclusionary.	Accomplishments: <ul style="list-style-type: none"> Completed the Equity, Diversity, and Inclusion (EDI) Strategy Established and awarded the first EDI Funds Next Steps: <ul style="list-style-type: none"> Action the EDI Strategy 	On Track	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 5.3.2	Complete the Reconciliation framework.	Accomplishments: <ul style="list-style-type: none"> Drafted the Reconciliation Framework Created Mnojichaag-mitigwaaki in partnership with the Ferguson Forest Centre Held four (4) events Next Steps: <ul style="list-style-type: none"> Complete the Reconciliation Framework Complete a values mapping exercise Increase membership for the Indigenous Advisory Circle 	On Track	Progress 50%	Jan 25, 2022	Dec 31, 2031
Key Action 5.3.3	Increase engagement with equity-deserving groups including but not limited to, people with disabilities, francophones, Indigenous people, newcomers, older adults, racialized community members, rural residents, 2SLGBTQIA+, those facing socioeconomic disadvantage, women, minority faith-based and spiritual group members, and youth.	Accomplishments: <ul style="list-style-type: none"> Continued to work with the Equity, Diversity, and Inclusion Advisory Circle (EDIAC) Continued to work with the Indigenous Advisory Circle (IAC) Next Steps: <ul style="list-style-type: none"> Support the work of the EDIAC and IAC 	On Track	Progress 50%	Jun 23, 2023	Jun 11, 2031

Community Strategic Plan Progress Report

Community Strategic Plan
Report Created On: Jun 27, 2025

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Strategic Pillar 1	Balanced and Environmentally Sustainable Growth	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div></div></div> <div>● On Track: 39%</div> <div>● Some Disruption: 33%</div> <div>● Completed: 28%</div>	<div><div></div><div>53%</div></div>	
Goal 1.1	Mitigate Climate Change Impacts and Preserve the Natural Environment	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div></div> <div>● On Track: 50%</div> <div>● Some Disruption: 50%</div>	<div><div></div><div>33%</div></div>	
Key Action 1.1.1	Develop a “Healthy Environment” Plan to guide environmental sustainability in North Grenville.	Jan 01, 2024	Dec 31, 2024	<div><div></div><div>Some Disruption</div></div>	<div><div></div><div>10%</div></div>	<div>Accomplishments:<ul style="list-style-type: none">Initial data collection for the Climate Action PlanJoined the Clean Air CouncilMet with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory CommitteeNext Steps:<ul style="list-style-type: none">Join the Partners for Climate Protection NetworkInitiate stakeholder engagementInitiate public engagement</div>
Key Action 1.1.2	Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.	Jan 01, 2024	Jun 24, 2025	<div><div></div><div>Some Disruption</div></div>	<div><div></div><div>10%</div></div>	<div>Accomplishments:<ul style="list-style-type: none">Initial data collection for the Climate Action PlanJoined the Clean Air CouncilMet with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory CommitteeNext Steps:<ul style="list-style-type: none">Join the Partners for Climate Protection NetworkInitiate stakeholder engagementInitiate public engagement</div>

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 1.1.3	Apply environmental sustainability principles of design and operations to facility rehabilitation.	Jan 25, 2022	Dec 31, 2031	On Track	80%	Accomplishments: <ul style="list-style-type: none">Considered during 2025 tender and RFP preparation as appropriate. Next Steps: <ul style="list-style-type: none">Consider in feasibility study for Former Oxford Mills Town Hall with respect to rehabilitation.
Key Action 1.1.4	Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).	Jan 03, 2023	Dec 31, 2025	On Track	30%	Accomplishments: <ul style="list-style-type: none">Official Plan Request for Proposal was awarded and Staff have begun working with Dillon Consulting to start the process.Design Guidelines and updated engineering standards speak to encouraging principles of environmental sustainability. Next Steps: <ul style="list-style-type: none">Develop policies within the Official Plan Update.Consult with Conservation Authorities as part of the Official Plan update to formulate policies for site development that speak to environmental sustainability.Develop a Shoreline Policy for the revegetation of shorelines where they have been denaturalized. ✓Establish Design Guidelines that encourage principles of environmental sustainability.
Goal 1.2	<u>Sustainably Manage Growth to Enhance our Community Cohesion and Quality of Life</u>	Apr 26, 2022	Dec 31, 2024	<div><div></div></div> <div><div>Some Disruption: 33%</div><div>Completed: 67%</div></div>	70%	
Key Action 1.2.1	Define MNG’s identity, and the meaning of “small-town feel” by consulting with community members.	Jan 01, 2024	Dec 31, 2024	Completed	100%	Accomplishments: <ul style="list-style-type: none">Consultant Presented a 'What We Heard' Report to Council on November 13th, 2024. Next Steps: <ul style="list-style-type: none">Completed

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 1.2.2	Develop an Urban-Rural Strategy.	Jan 02, 2024	Dec 31, 2024	Some Disruption	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Official Plan Request for Proposal has been awarded and Staff are working with Dillon Consulting to implement the project workplan. Next Steps: <ul style="list-style-type: none">Develop policies that speak to urban and rural land use activities, and develop policies to resolve potential conflict between the two land uses.
Key Action 1.2.3	Develop an approach to data collection related to population growth and demographics, in order to establish a clear understanding of growth patterns in the Municipality.	Apr 26, 2022	Oct 31, 2023	Completed	<div><div></div>100%</div>	Accomplishments: <ul style="list-style-type: none">Prepare Request for Proposal for a Population Study and Land ReviewIssue Request for Proposal for Population StudyAward Proposal for Population StudyKick off Meeting with ConsultantPopulation Study and Comprehensive Land Review Final Report Next Steps: <ul style="list-style-type: none">Leverage collected demographic data to inform planning related decisions, service delivery, infrastructure, economic development and community engagement initiatives.
Goal 1.3	<u>Promote Environmentally Conscious Development</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div>On Track: 67%</div><div>Completed: 33%</div></div>	<div><div></div>60%</div>	
Key Action 1.3.1	Establish electric vehicle charging station requirements in building codes via municipal mechanisms such as subdivision agreements, or site plan control documents.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">Consideration for electric vehicle charging stations within site plan agreements is ongoing.Development standards encourage the installation of charging stations where feasible. Next Steps: <ul style="list-style-type: none">Consider the creation of documentation to encourage and promote electric vehicle charging stations.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 1.3.2	Implement environmentally conscious design and engineering standards for Municipal infrastructure projects and establish a target for private developments.	Jan 25, 2022	Jun 24, 2022	Completed	100%	Accomplishments: <ul style="list-style-type: none">Council adopted the North Grenville Developer's Guide (planning design guidelines) on June 15, 2022.Council adopted the Engineering Standards for Design, Approval, and Construction on August 10, 2022. Next Steps: <ul style="list-style-type: none">Share the Guide and Standards with developers and utilize them to process applications.
Key Action 1.3.3	Promote Leadership in Energy and Environmental Design (LEED) standard construction for larger commercial, institutional, and industrial developments.	Jan 25, 2022	Dec 31, 2031	On Track	50%	Accomplishments: <ul style="list-style-type: none">Included Sustainable Design Elements in the North Grenville Developer's Guide. Next Steps: <ul style="list-style-type: none">Continue to promote sustainable development standardsPromote the Developer's Design Guidelines when pre-consulting with developers.
Goal 1.4	<u>Preserve and Promote North Grenville’s Natural and Built Heritage</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 75%</div> <div>● Some Disruption: 25%</div>	42%	
Key Action 1.4.1	Develop a Heritage Strategy that establishes a regular review cycle for building designation.	Jan 02, 2024	Dec 31, 2024	Some Disruption	20%	Accomplishments: <ul style="list-style-type: none">Created a process for the annual review of buildings on the Registry Next Steps: <ul style="list-style-type: none">Establish a municipal Heritage registry
Key Action 1.4.2	Establish Heritage Design Standards.	Jan 01, 2025	Dec 31, 2031	On Track	0%	Accomplishments: <ul style="list-style-type: none">Guidelines have been developed. Next Steps: <ul style="list-style-type: none">Consider the establishment of Heritage Design Standards in coordination with the Heritage Committee.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 1.4.3	Establish a Heritage Tourism Program featuring prominent heritage features and buildings.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div>79%</div></div>	Accomplishments: <ul style="list-style-type: none">Working with the Arts, Culture, & Heritage Advisory Committee on their new Heritage Plaques (including webpage on explore)Developed MOU between Municipality and North Grenville Historical SocietyWorking with the Historical Society to establish a Tourism Information Centre in the downtownWorking with the Arts, Culture, & Heritage Advisory Committee and Historical Society to update the Walking ToursContinue working with Roy Brown on the Honour Our Veterans Banner Program which launched in October 2023Maintain the History & Heritage section of the tourism website (featuring Heritage Properties, Sites of Remembrance, and Historical Walking Tours) Next Steps: <ul style="list-style-type: none">Continue working with the Arts, Culture, & Heritage Advisory Committee on their plaques and walking toursContinue to work with the Historical Society on tourism-related initiativesEstablish and promote a new Tourism Information Centre in the downtown
Key Action 1.4.4	Identify opportunities for the adaptive reuse of municipally owned Heritage Buildings, such as the Oxford-on-Rideau Township Hall and Maplewood Hall.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div>70%</div></div>	Accomplishments: <ul style="list-style-type: none">Consultation for adaptive reuse complete and final report received by Council. Next Steps: <ul style="list-style-type: none">Feasibility study.
Goal 1.5	<u>Explore Opportunities for Increasing Housing Supply and Mix</u>	Jan 25, 2022	Dec 31, 2025	<div><div></div></div> <div><div>Some Disruption: 50%</div><div>Completed: 50%</div></div>	<div><div>65%</div></div>	
Key Action 1.5.1	Implement the Housing Strategy and clearly define the role of the Municipality in housing development (e.g., moving away from single-family dwellings) and planning standards.	Jan 25, 2022	Dec 31, 2025	Completed	<div><div>100%</div></div>	Accomplishments: <ul style="list-style-type: none">Council adopted the North Grenville Housing Strategy on September 14, 2022. Next Steps: <ul style="list-style-type: none">The Strategy will be shared with developers and considered when making policy decisions.The Housing Advisory Committee was established by Council on February 28, 2023.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 1.5.2	Explore planning policies to permit multiple small dwellings on a single property (e.g., tiny homes).	Jan 02, 2024	Dec 19, 2025	Completed	100%	Accomplishments: <ul style="list-style-type: none">• Zoning Performance Standards Updated to accommodate smaller dwellings on a property (no more minimum floor area requirements).• Presentation on 'tiny' homes in North Grenville. Next Steps: <ul style="list-style-type: none">• Follow the upcoming changes draft in the Provincial Planning Statement to understand what the policy changes are being considered for rural and tiny home developments.
Key Action 1.5.3	Review Highway Commercial designated lands to identify opportunities for mixed use, high-density residential development.	Jan 25, 2022	Dec 31, 2025	Some Disruption	20%	Accomplishments: <ul style="list-style-type: none">• Official Plan Request for Proposal has been awarded and the process is underway with Dillon Consulting.• Identified commercial land use policies as a key area to consider as part of the policy review. Next Steps: <ul style="list-style-type: none">• Award Request for Proposal for Official Plan Update• Draft Policies related to highway commercial lands and identifying policies that allow for mixed use development.
Key Action 1.5.4	Identify opportunities for residential infill and intensification.	Jan 03, 2023	Dec 20, 2024	Some Disruption	40%	Accomplishments: <ul style="list-style-type: none">• Municipal Land Review has occurred as part of the long term population study and Housing Accelerator Fund to identify areas where the Municipality could create residential infill on both private and publicly owned lands.• Official Plan Request for Proposal has been awarded to Dillon Consulting. Residential Infill and Intensification policies will be reviewed as part of the Official Plan Update. Next Steps: <ul style="list-style-type: none">• Review existing Official Plan policies as part of the Official Plan Update. <p>✓Identify properties that could support higher density residential development and up zone the properties to encourage residential infill and intensification.</p>
Strategic Pillar 2	A Strong, Connected, and Vibrant Community	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div></div><div></div></div> <div><div>● On Track: 57%</div><div>● Some Disruption: 7%</div><div>● Upcoming: 7%</div><div>● Completed: 29%</div></div>	60%	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Goal 2.1	<u>Strengthen Community Engagement</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 75% ● Completed: 25%</div>	<div><div>71%</div></div>	
Key Action 2.1.1	Foster engagement and partnerships among community organizations and leverage benefits of partner organizations, including on organizing events, arts and culture, and improving face-to-face and digital town halls etc.	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div>60%</div></div>	Accomplishments: <ul style="list-style-type: none">Mental Health Initiatives Fund - application period closed, applications under review.Arts and Culture Fund recipients announced. Next Steps: <ul style="list-style-type: none">Complete review of MHIF applications and confirm recipients.Draft Public Art Policy to rise to Council through significant resolution process.
Key Action 2.1.2	Continue to expand the use of community groups and Advisory Committees .	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div>75%</div></div>	Accomplishments: <ul style="list-style-type: none">Established the Mayor's Task Force on Clean Tech to address the working groups identified by CEDAC.Successfully amalgamated the Health, Wellness, and Fitness Advisory Committee with the Active Transportation Advisory Committee, as well as the Heritage Advisory Committee with the Arts and Culture Advisory Committee, to streamline knowledge and improve efficiency. Next Steps: <ul style="list-style-type: none">Develop and implement Council mandate letters for committees, providing clear tasks, goals, and measurable outcomes to guide their work effectively.
Key Action 2.1.3	Create hybrid options for public engagement in Council sessions (in-person/digital).	Jan 25, 2022	Dec 31, 2031	<div>Completed</div>	<div><div>100%</div></div>	Accomplishments: <ul style="list-style-type: none">Hybrid meetings now possible for both Council meetings and information sessions
Key Action 2.1.4	Strengthening volunteerism, philanthropy, and building organizational capacity of our local not-for-profits.	Jan 01, 2023	Dec 31, 2031	<div>On Track</div>	<div><div>50%</div></div>	Accomplishments: <ul style="list-style-type: none">Continued to offer online board training.Ongoing social media promotion of local volunteer opportunities. Next Steps: <ul style="list-style-type: none">Continue to work with United Way and the Volunteer Centre to create additional supports for local organizations.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 2.3.2	Improve communication and collaboration with existing communities ahead of a major development applications.	Jan 01, 2026	Dec 31, 2026	Upcoming		Next Steps: <ul style="list-style-type: none">Develop a Consultation Strategy for engaging communities on Development applications outside of the Planning ProcessExplore online interactive tools that provides information to the general public on Planning ApplicationsAmend the Official Plan to include a Consultation Strategy as a requirement for complex development applications
Key Action 2.3.3	Promote development policies that incorporate connectivity and coordination with the surrounding area.	Jan 25, 2022	Dec 31, 2031	Completed	100%	Accomplishments: <ul style="list-style-type: none">Council adopted the North Grenville Developer's Guide (planning design guidelines) on June 15, 2022.Council adopted the Engineering Standards for Design, Approval, and Construction on August 10, 2022. Next Steps: <ul style="list-style-type: none">Share the Guide and Standards with developers and utilize them to process applications.
Goal 2.4	<u>Invest in Arts and Culture</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div><div></div></div> <div>● On Track: 50%</div> <div>● Completed: 50%</div>	69%	
Key Action 2.4.1	Undertake a strategic visioning exercise to identify arts and cultural space needs and determine potential strategies to address demonstrated needs over time (from PRC Master Plan).	Jan 25, 2022	Dec 31, 2031	On Track	38%	Accomplishments: <ul style="list-style-type: none">Initiated RFP for feasibility study and consultation for former Oxford Mills Town Hall. Next Steps: <ul style="list-style-type: none">Consider cultural master planning exercise for 2026 budget.Consider consultation and review of tech in Urbandale Arts Centre to be undertaken in 2026 budget.
Key Action 2.4.2	Consider opportunities for repurposing surplus municipal buildings for arts and cultural uses prior to disposal (from PRC Master Plan).	Jan 25, 2022	Dec 31, 2031	On Track	38%	See update in previous action item.
Key Action 2.4.3	Create Arts and Culture Policy	Jan 25, 2022	Dec 31, 2031	Completed	100%	Accomplishments: <ul style="list-style-type: none">The Arts and Culture Policy was adopted by Council on February 15, 2022. Next Steps: <ul style="list-style-type: none">Consider the Arts and Culture Policy in decision-making.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 2.4.4	Establish an Arts and Culture Fund	Jan 25, 2022	Dec 31, 2031	Completed	100%	Accomplishments: <ul style="list-style-type: none">Timeline for 2023 fund has been set.Application process finalized. Next Steps: <ul style="list-style-type: none">Communications team to promote to community.Receive applications, review and allocate funds.
Strategic Pillar 3	Diverse and Resilient Economic Development	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div></div></div> <div><div></div> On Track: 79%</div> <div><div></div> Upcoming: 7%</div> <div><div></div> Completed: 14%</div>	47%	
Goal 3.1	<u>Improve Access to Internet and Broadband Services</u>	Jan 25, 2022	Dec 31, 2031	On Track	55%	
				<div></div> On Track: 100%		
Key Action 3.1.1	Implement recommendations from the Broadband Study	Jan 25, 2022	Dec 31, 2031	On Track	50%	Accomplishments: <ul style="list-style-type: none">Created a broadband update page on the municipal websitePromoted the new interactive map showing the status of buildsIncluded broadband infrastructure in the Engineering StandardsCompleted the Municipal Access Agreement (MAA) with Rogers Next Steps: <ul style="list-style-type: none">Support two provincially and federally funded projectsComplete MAAs with Bell and XploreConduct speed test review in 2026
Key Action 3.1.2	Identify key areas of need for development for internet service provider partners.	Mar 01, 2022	Jun 17, 2022	On Track	60%	Accomplishments: <ul style="list-style-type: none">Created map showing speed tests vs. available speeds and shared with Province Next Steps: <ul style="list-style-type: none">Continue communicating high needs areas to Internet Service ProvidersSupport Internet Service Provider funded projectsComplete Municipal Access Agreements with all Internet Service Providers

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.2.2	Develop a Waterfront Access Strategy	Jan 01, 2023	Dec 31, 2023	Completed	100%	Accomplishments: <ul style="list-style-type: none">Completed a Waterfront Access Strategy in April of 2024 Next Steps: <ul style="list-style-type: none">To begin implementation and include projects as part of the 2025 budget
Goal 3.3	<u>Diversify and Promote the Downtown Core</u>	Jan 01, 2024	Dec 31, 2031	On Track ● On Track: 100%	14%	
Key Action 3.3.1	Develop a secondary plan for the Downtown core to define a vision for what downtown should look like, the desired types of growth, and preservation efforts.	Jan 01, 2024	Dec 31, 2031	On Track	10%	Accomplishments: <ul style="list-style-type: none">Request for Proposal for the Official Plan has been awarded to Dillon Consulting. Next Steps: <ul style="list-style-type: none">Consider policies within the updated Official Plan specific to the downtown.Once Official Plan is updated, establish a Request for Proposal to develop a secondary plan for the downtown.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.3.2	Develop a Downtown Revitalization Plan.	Jan 01, 2025	Dec 31, 2031	On Track	<div><div></div>17%</div>	<p>Downtown Revitalization Efforts (Ongoing Initiatives)</p> <p>In preparation for a forthcoming Downtown Revitalization Plan, the Municipality is actively advancing beautification, business support, and downtown enhancement projects in partnership with the BIA. These initiatives are helping to strengthen downtown identity and support a vibrant business community.</p> <p>Accomplishments:</p> <ul style="list-style-type: none">• BIA Collaboration: Ongoing partnership with the BIA to coordinate business support, enhance signage, improve beautification efforts, and develop joint strategies to promote and diversify the downtown core.• Replacement of Downtown Kemptville Sign at the Triangle: Project is underway in collaboration with the BIA as part of a broader effort to enhance downtown identity and visual branding.• Shop local and Pride Banners: Planned and coordinated to support placemaking, vibrancy, and year-round appeal.• Wayfinding Strategy Development: Launched with the goal of improving navigation and access to downtown amenities, businesses, and attractions.• Follow44 Program: Promote downtown businesses as part of the broader Follow44 experience.• Working with the BIA to review and update existing downtown signage. <p>Next Steps:</p> <ul style="list-style-type: none">• BIA Collaboration: Continue working closely with the BIA on coordinated business support efforts, signage improvements, beautification projects, and downtown promotion strategies.• BIA Welcome Sign: Final design underway; installation planned for July 2025.• Shop Local & Pride Banners: Ordered and set for July installation to boost downtown visibility and foot traffic.• Wayfinding Strategy: Consultant to be selected in July 2025.• Follow44 Program: Continue to distribute the printed pamphlet and update the website to further integrate downtown businesses into the campaign, increasing their exposure.• Signage: Continue meeting with the BIA to review and update existing downtown signage.
Goal 3.4	<u>Improve Business Attraction, Expansion, and Retention</u>	Jan 01, 2023	Dec 31, 2031	<div><div></div><div></div></div> <div>On Track: 67% Completed: 33%</div>	<div><div></div>83%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.4.1	Develop an Economic Development Strategy that also includes overall goals and targets for Business Attraction, Retention, and Expansion.	Jan 01, 2023	Dec 31, 2029	Completed	100%	Accomplishments: <ul style="list-style-type: none">Completed Economic Development Strategy in June of 2024 Next Steps: <ul style="list-style-type: none">Begin implementation and include projects as part of future municipal budgets
Key Action 3.4.2	Identify existing gaps and barriers to attracting new businesses, and develop mitigating strategies to support attraction (e.g., older building, limitations to redevelopment, use of brownfield development policies).	Jan 01, 2023	Dec 31, 2031	On Track	75%	Accomplishments: <ul style="list-style-type: none">Gap Identification: Initiated work in collaboration with CEDAC to identify key barriers to business attraction, including aging infrastructure, redevelopment constraints, and underutilized or contaminated properties.Innovation Hub: As directed by Council, meeting with the Campus and Community Futures Grenville to explore opportunities.Committee Collaboration: Engaged with CEDAC and the Mayor’s Task Force on Clean Technology to explore opportunities for business attraction, land readiness, and long-term investment strategy.This work will directly inform and be included as part of the new Investment Attraction Strategy currently being developed through CEDAC discussions. Next Steps: <ul style="list-style-type: none">Strategic Partnerships: Continue collaboration with CEDAC, the Mayor’s Task Force, and internal departments to align economic development goals with land use planning and servicing.Innovation Hub: Continue meeting with the Campus and Community Futures Grenville to explore opportunities.Investment Readiness: Identify and prioritize development-ready lands, and create supporting materials to promote these opportunities to prospective investors.Policy Review: Coordinate with Planning and Building staff to modernize brownfield, infill, and redevelopment policies.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.4.3	Develop a strategy to support green industry.	Jan 01, 2023	Dec 31, 2031	On Track	<div><div></div>74%</div>	Accomplishments: <ul style="list-style-type: none">• Ongoing collaboration with the Mayor’s Task Force on Clean Technology to explore community support for green industry and sustainable growth.• Partnered with Community Futures Grenville to organize the first-ever Sustainable Business Summit, scheduled for Thursday, June 26.• A Task Force member presented the interim report to Council in April 2025. Next Steps: <ul style="list-style-type: none">• Continue working with the Task Force to advance clean tech opportunities and develop final recommendations.• Support the delivery of the Sustainable Business Summit in partnership with Community Futures Grenville.
Goal 3.5	<u>Leverage the Benefits of Partner Organizations, and Natural Assets</u>	Jan 01, 2023	Dec 31, 2031	<div><div></div><div></div><div>● On Track: 80%</div><div>● Upcoming: 20%</div></div>	<div><div></div>25%</div>	
Key Action 3.5.1	Identify and develop an inventory of existing natural assets / heritage assets.	Jan 02, 2025	Dec 17, 2027	On Track	<div><div></div>0%</div>	Accomplishments: <ul style="list-style-type: none">• Maintaining a heritage inventory. Heritage Advisory Committee is reviewing inventory to identify properties that could come forward for designation.• Heritage designated properties are maintained on municipal website.• Council provided direction related to including trees as part of the municipality's asset management plan. Next Steps: <ul style="list-style-type: none">• Work with Finance on the asset management plan for including natural assets.
Key Action 3.5.2	Review existing programs with Conservation Authorities, and work in collaboration with Conservation Authorities to define new areas for protection.	Jan 02, 2026	Dec 15, 2028	Upcoming		

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.5.3	Develop a prudent Public-Private Partnerships (PPP) strategy	Jan 01, 2024	Dec 31, 2025	On Track	15%	Accomplishments: <ul style="list-style-type: none">Library MOU Next Steps: <ul style="list-style-type: none">Update Kemptville Campus MOUIdentify other MOU's needed
Key Action 3.5.4	Continue partnerships with business organizations	Jan 01, 2023	Dec 31, 2031	On Track	63%	Accomplishments: <ul style="list-style-type: none">The Municipality of North Grenville continues to cultivate robust partnerships with key business support organizations, including the BIA, Chamber of Commerce, Leeds Grenville Business, Grenville Community Futures, and CSE Consulting. These collaborations enhance the local economic environment and provide essential support to the business community.Partnering on the development of programs that support the business community including LoveNG, Expand43 and Follow44. Next Steps: <ul style="list-style-type: none">Maintaining regular dialogue with business organizations to align efforts and ensure the business community's needs are understood and addressed.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 3.5.5	Strengthen the relationship between Parks Canada and the Municipality, with the common goal of enhancing opportunities for residents and tourists.	Jan 01, 2024	Dec 31, 2031	On Track	<div><div></div>46%</div>	Accomplishments: <ul style="list-style-type: none">Engaged in multiple meetings and discussions with Parks Canada to explore collaboration opportunities and involved them in consultations for our waterfront access strategy. Next Steps: <ul style="list-style-type: none">Engaging Parks Canada in projects as we move forward with the implementation of the waterfront access strategy, leveraging their expertise and resources to enhance project outcomes.Identifying funding and resource-sharing opportunities to support shared initiatives, particularly in areas that enhance waterfront accessibility and sustainability.
Strategic Pillar 4	Efficient Governance and Service Delivery	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div></div><div>● On Track: 47%</div><div>● Some Disruption: 47%</div><div>● Upcoming: 6%</div></div>	<div><div></div>25%</div>	
Goal 4.1	<u>Provide Fiscal Responsibility.</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div>● On Track: 33%</div><div>● Some Disruption: 67%</div></div>	<div><div></div>12%</div>	
Key Action 4.1.1	Report on North Grenville’s performance on the budget to increase transparency, and public access to information.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none">Monthly variance reports provided to Senior Leadership Team (SLT) Next Steps: <ul style="list-style-type: none">Q3 Variance report to Council
Key Action 4.1.2	Establish data-driven decision making related to budget performance and forecasting.	Jan 25, 2022	Dec 31, 2031	Some Disruption	<div><div></div>0%</div>	Next Steps: <ul style="list-style-type: none">Incorporate into 2026 budget

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 4.1.3	Develop a comprehensive financial strategy including the effective and efficient use of reserves and reserve funds.	Jan 01, 2023	Dec 31, 2025	<div>Some Disruption</div>	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Staff attended various workshops Next Steps: <ul style="list-style-type: none">Develop a reserve and reserve fund policy
Goal 4.2	<u>Commit to Asset Management Planning</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div><div></div><div>On Track: 25%</div><div>Some Disruption: 75%</div></div>	<div><div></div>38%</div>	
Key Action 4.2.1	Maintain compliance with provincial requirements for Asset Management Planning.	Feb 01, 2025	Dec 31, 2025	<div>Some Disruption</div>	<div><div></div>70%</div>	Accomplishments: <ul style="list-style-type: none">2024 AMP completed as per O.Reg 588/17Kick-off meeting with PSD to complete 2025 requirements Next Steps: <ul style="list-style-type: none">Internal surveyingComplete proposed Levels of Service on or before end of 2025
Key Action 4.2.2	Establish departmental commitments to thorough corporate asset management by creating dedicated resources.	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">Identified staff in capital heavy departmentsInitial meeting with staff from various departments Next Steps: <ul style="list-style-type: none">Establish formal framework and policy
Key Action 4.2.3	Ensure maintenance, review, and operational support requirements of existing assets.	Jan 25, 2022	Dec 31, 2031	<div>Some Disruption</div>	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Participated in an AMO initiative through the Municipal Asset Management Program, including a profile feature Next Steps: <ul style="list-style-type: none">Complete phase 2 of implementing maintenance manager enhancement to current asset tracking software to identify asset maintenance expenditures for budgeting and service review purposes
Key Action 4.2.4	Implement technology solutions to support and facilitate planning and asset management	Jan 25, 2022	Jun 01, 2025	<div>Some Disruption</div>	<div><div></div>50%</div>	Accomplishments: <ul style="list-style-type: none">Updated PSD database to include ARO requirements Next Steps: <ul style="list-style-type: none">Transition to new budget software

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Goal 4.3	<u>Modernize Municipal Processes and Services</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 67%</div> <div>● Some Disruption: 33%</div>	<div><div></div>42%</div>	
Key Action 4.3.1	Enhance communications and public engagement to ensure information about municipal services is accessible.	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div>50%</div>	Accomplishments: <ul style="list-style-type: none">Completed Council Chamber AV upgradesDrafted Communications Policy Next Steps: <ul style="list-style-type: none">Bring Communications Policy to Council for approval
Key Action 4.3.2	Develop and implement an integrated corporate Risk Management Program.	Jan 01, 2024	Dec 31, 2031	<div><div>Some Disruption</div></div>	<div><div></div>0%</div>	Next Steps: <ul style="list-style-type: none">Risk review
Key Action 4.3.3	Develop a comprehensive program to improve corporate data management and cyber-security.	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div>75%</div>	Accomplishments: <ul style="list-style-type: none">Implemented updated IT policiesImplemented mobile device managementImplemented new annual training program Next Steps: <ul style="list-style-type: none">Review best practices in order to update systems
Goal 4.4	<u>Commit to Continuous Improvement</u>	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div> <div>● On Track: 100%</div>	<div><div></div>24%</div>	
Key Action 4.4.1	Conduct a review of municipal services and organizational structure to ensure that North Grenville is right-sized to efficiently and effectively deliver services.	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none">In the final stages of the organizational review. Strategy Corp is working on a final draft report to go to CAO and Council. Next Steps: <ul style="list-style-type: none">Strategy Corp to submit final report to CAO and Council.Start implementing Council approved changes.
Key Action 4.4.2	Implement a continuous review program for existing processes and policies at both the departmental and corporate level.	Jan 01, 2024	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">Organizational review nearing completion Next Steps: <ul style="list-style-type: none">Implement organizational review

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 4.4.3	Develop a robust human resources strategy to strengthen talent attraction and retention.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">Compensation Review Next Steps: <ul style="list-style-type: none">Working with Strategy Corp to evaluate all positions, comparators, look at pay equity.
Key Action 4.4.4	Enhance talent development and leverage existing knowledge and expertise to support strengthened municipal service provision.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">Provided further webinar opportunities for professional development to managers. Next Steps: <ul style="list-style-type: none">Continue to work on succession planningContinue to work on performance appraisal process
Goal 4.5	<u>Provide Oversight over Proposed Eastern Ontario Correctional Complex</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div><div>Some Disruption: 67%</div><div>Upcoming: 33%</div></div>	<div><div></div>5%</div>	
Key Action 4.5.1	Confirm commitments from the Province.	Jan 25, 2022	Dec 31, 2023	Some Disruption	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Secured \$21.8 million for Water Pollution Control Plant expansion Next Steps: <ul style="list-style-type: none">Continue to push for development requirements
Key Action 4.5.2	Confirm relations/processes when facility opens.	Jan 01, 2027	Dec 31, 2031	Upcoming		
Key Action 4.5.3	Advocate for additional social services (external) to support the Eastern Ontario Correction Complex’s integration into the community	Jan 01, 2023	Dec 31, 2031	Some Disruption	<div><div></div>0%</div>	Next Steps: <ul style="list-style-type: none">Continue to advocate as the development process continues
Strategic Pillar 5	A Caring Community	Jan 25, 2022	Dec 31, 2031	<div><div></div><div>On Track: 71%</div><div>Completed: 29%</div></div>	<div><div></div>62%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Goal 5.1	<u>Champion Improvements to Health and Safety, and Social Services; and Advocate for Community Needs with Senior Governments</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 88% ● Completed: 13%</div>	<div><div>51%</div></div>	
Key Action 5.1.1	Identify key gaps in social services, and define current state needs, as well as projected needs for the next 10 years (e.g., mental health, sexual assault support, domestic abuse, among others).	Jan 01, 2023	Dec 31, 2031	<div>On Track</div>	<div><div>10%</div></div>	Accomplishments: <ul style="list-style-type: none">Supported Health Unit RelocationNew agreements with Leeds Grenville Victims Services and Shelter Movers Next Steps: <ul style="list-style-type: none">Continue to advocate with key partners
Key Action 5.1.2	Review emergency and protective services to ensure the needs of our growing community are met.	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div>85%</div></div>	Accomplishments: <ul style="list-style-type: none">Tender posted and awarded to Loomex Group for the Fire Masterplan. Began compiling and sending data for review. Introduction to Council completed April 29th.Engagement meetings with Firefighters and Officers Groups as well as site visit with Project Lead April 15th and 22nd.Provided data. Next Steps: <ul style="list-style-type: none">Review draft in the Fall
Key Action 5.1.3	Work with local stakeholders and medical organizations to recruit physicians and nurse practitioners to the community.	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div>50%</div></div>	Accomplishments: <ul style="list-style-type: none">Welcomed 11 medical students in Spring 2025Awarded four (4) physician incentivesCirculated nursing motion to all Ontario municipalitiesProvided delegations at ROMA and AMOSupported applications for an MRI, more hospice beds, and a HART HubHeld Physician Town Hall in June 2025 Next Steps: <ul style="list-style-type: none">Continue to work with local health care providersInvestigate upcoming provincial programs including a suspected call for applications to add allied health professionals in September

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 5.1.4	Develop partnerships with key service delivery organizations to help advocate for better social services.	Jan 01, 2023	Dec 31, 2031	On Track	<div><div></div>5%</div>	Accomplishments: <ul style="list-style-type: none">Advocacy with health partners and the Counties Next Steps: <ul style="list-style-type: none">Continue to advocate with key partners
Key Action 5.1.5	Improve road safety to encourage active transportation.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>80%</div>	Accomplishments: <ul style="list-style-type: none">Installation of pathway between Galens Way and Cranberry Cresc.Purchased traffic calming measures on Wellington RdInstalled traffic calming measures on Wellington Rd Next Steps: <ul style="list-style-type: none">Complete MUP on County Rd 44Complete PXO and Prescott St and Reuben St southern leg
Key Action 5.1.6	Use the upcoming Road Safety Strategy to improve community awareness and education on road safety.	Jan 25, 2022	Dec 31, 2031	Completed	<div><div></div>100%</div>	Accomplishments: <ul style="list-style-type: none">Various advertisements and campaigns, including print, radio, and social media, were launched throughout the year to raise awareness about road safety initiatives. These efforts highlighted different road conditions and safety measures residents should be mindful of. Next Steps: <ul style="list-style-type: none">Explore opportunities to apply for future road safety grants, which could potentially involve collaboration with the newly amalgamated Grenville OPP Detachment as funding opportunities become available.
Key Action 5.1.7	Communicate health and social service-related needs based on identified gaps.	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none">Supported various applications for an MRI, hospice beds, and a HART HubProvided delegation at AMO and ROMA Next Steps: <ul style="list-style-type: none">Continue to advocate where opportunities arise

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 5.1.8	Develop a public transportation strategy and integrated service delivery model to support social service provision.	Jan 25, 2022	Dec 31, 2031	On Track	50%	Accomplishments: <ul style="list-style-type: none">Launched NGtransit in January 2024 with one on-demand bus operating within municipal boundariesCompleted the 6-Month ReviewReceived Ontario Transit Investment Funds to add a second bus to provide commuter service and additional on-demand coverageSubmitted an application for Rural Transit Solutions Funds to add a second bus to provide commuter service and additional on-demand coverage and a vehicle for accessible out of town transportation for medical services Next Steps: <ul style="list-style-type: none">Launch commuter serviceExplore connections to Merrickville and the River Route
Goal 5.2	<u>Pursue Affordable Housing Objectives</u>	Jan 25, 2022	Oct 23, 2026	Completed <div>● Completed: 100%</div>	100%	
Key Action 5.2.1	Develop an Affordable Housing Policy to define key objectives and targets, and to mobilize the recommendations of the Mayor’s task force on affordable housing.	Jan 25, 2022	Dec 09, 2022	Completed	100%	Accomplishments: <ul style="list-style-type: none">Housing Strategy was adopted in October 2022 Next Steps: <ul style="list-style-type: none">Implement recommendations of strategy
Key Action 5.2.2	Establish a monitoring program to track the number of affordable units.	Sep 06, 2022	Jun 02, 2023	Completed	100%	Accomplishments: <ul style="list-style-type: none">Develop an annual report card reporting back to Council on Housing Numbers, including Affordable Housing.Establish an annual report date to Council on Housing numbers and housing initiatives.Create an internal tracking process to monitor the long term maintenance of affordable housing units secured through Site Plan Agreements and Plans of Subdivision.Develop a strategy to identify the number of additional residential units created and encourage the creation of more ARU's as an alternative form of residential development.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 5.2.3	Convene a Housing Advisory Committee to monitor affordable housing objectives and make policy recommendations to Council.	Jun 05, 2023	Oct 23, 2026	Completed	100%	Accomplishments: <ul style="list-style-type: none">Housing Advisory Committee has been established by Council.Establish a Terms of Reference for the Affordable Housing Advisory Committee.Establish an Affordable Housing Advisory Committee that includes community members, members of the development community, not-for-profit agencies.
Goal 5.3	<u>Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation</u>	Jan 25, 2022	Dec 31, 2031	On Track <div><div></div></div> On Track: 100%	53%	
Key Action 5.3.1	Evaluate policies from an Equity, Diversity, and Inclusion perspective to ensure that policies are not exclusionary.	Jan 25, 2022	Dec 31, 2031	On Track	60%	Accomplishments: <ul style="list-style-type: none">Completed the Equity, Diversity, and Inclusion (EDI) StrategyEstablished and awarded 2024 and 2025 EDI FundsCreated a draft EDI Policy Matrix for staff to testUpdated the community calendar with dates of significanceUpdated the welcome package and resource listReviewed staff training Next Steps: <ul style="list-style-type: none">Finalize EDI Policy MatrixContinue to action the EDI Strategy including updating staff training
Key Action 5.3.2	Complete the Reconciliation framework.	Jan 25, 2022	Dec 31, 2031	On Track	50%	Accomplishments: <ul style="list-style-type: none">Drafted the Reconciliation FrameworkCreated Mino-jichaag-Mtigwaaki in partnership with the Ferguson Forest CentreHeld multiple events and workshops Next Steps: <ul style="list-style-type: none">Complete the Reconciliation FrameworkComplete a values mapping exerciseIncrease membership for the Indigenous Advisory Circle

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Key Action 5.3.3	Increase engagement with equity-deserving groups including but not limited to, people with disabilities, francophones, Indigenous people, newcomers, older adults, racialized community members, rural residents, 2SLGBTQIA+, those facing socioeconomic disadvantage, women, minority faith-based and spiritual group members, and youth.	Jun 23, 2023	Jun 11, 2031	On Track	50%	Accomplishments: <ul style="list-style-type: none">Continued to work with the Equity, Diversity, and Inclusion Advisory Circle (EDIAC)Continued to work with the Indigenous Advisory Circle (IAC) Next Steps: <ul style="list-style-type: none">Support the work of the EDIAC and IAC



2025 Department Work Plans Progress Report

2025 Department Work Plans
Report Created On: Jun 27, 2025

Report Legend  Priority  No Update  Overdue

Chief Administrative Officer

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 1.1	Chief Administrative Office	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 50%</div> <div>● Some Disruption: 50%</div>	<div><div></div>18%</div>	
Activity 1.1.1	Confirm commitments from the Province.	Jan 25, 2022	Dec 31, 2023	<div><div>Some Disruption</div></div>	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Secured \$21.8 million for Water Pollution Control Plant expansion Next Steps: <ul style="list-style-type: none">Continue to push for development requirements
Activity 1.1.2	Advocate for additional social services (external) to support the Eastern Ontario Correction Complex’s integration into the community	Jan 01, 2023	Dec 31, 2031	<div><div>Some Disruption</div></div>	<div><div></div>0%</div>	Next Steps: <ul style="list-style-type: none">Continue to advocate as the development process continues
Activity 1.1.3	Renew Kemptville Campus lease	Jan 01, 2025	Dec 31, 2025	<div><div>On Track</div></div>	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">MOU and lease agreement drafted Next Steps: <ul style="list-style-type: none">Finalize and bring to Council for approval in Fall 2025

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.1.4	Review Ferguson Forest Centre partnership	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none"> Provided first half of loan to FFC Next Steps: <ul style="list-style-type: none"> Review their report back material in Fall 2025
Division 1.2	Clerk	Jan 01, 2025	Oct 26, 2026	<div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div>On Track: 25%</div> <div>Some Disruption: 56%</div> <div>Major Disruption: 13%</div> <div>Upcoming: 6%</div> </div>	<div><div></div>21%</div>	
Activity 1.2.1	Standard Operational Procedures (SOPs)	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none"> Lottery Licensing User Guide Created to provide a user friendly comprehensive overview of the lottery licence process in a digestible format Applying the Closed Meeting Rules Guideline - Created and currently in Draft formn Next Steps: <ul style="list-style-type: none"> Publicize document and make available to the public - update to the civic services page on the municipal website Lottery Licensing SOP Finalize Closed Meeting Rules Guideline and circulate to SLT <div>✓Applying the Closed Meeting Rule Guideline for SLT</div>
Activity 1.2.2	By-Laws	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>54%</div>	Accomplishments: <ul style="list-style-type: none"> None at this time. Next Steps: <ul style="list-style-type: none"> Council Code of Conduct update

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.2.3	Policies	Jan 01, 2025	Dec 31, 2025	Major Disruption	15%	Accomplishments: <ul style="list-style-type: none">Alcohol Policy - draft formCouncil-Staff Relations Policy - draft form Next Steps: <ul style="list-style-type: none">Present Alcohol Policy to Council for adoption after summer RecessSecond Draft of Public Complaint and Conduct Policy (This will rise with the Code of Conduct and Council-Staff relations policy based on comments received during the first draft) (Q3-Q4 2025)Staff-Council Relations Policy - legislatively required since March 1, 2019. No policy currently in place and is needed to support a new Code of Conduct (Q3 2025) ✓Alcohol Policy (Refer to Appendix V: 12-17, 8-13)
Activity 1.2.4	Policy Index Development	Jan 01, 2025	Dec 31, 2025	Some Disruption	0%	Accomplishments: <ul style="list-style-type: none">No progress at this time. Next Steps: <ul style="list-style-type: none">This item to be folded into "Annual FileHold/TOMRMS Training, and Onboarding of New Staff", Activity 1.2.8 ✓Policy Index Draft (Inventory of Current Policies; Determine which Policies are active)
Activity 1.2.5	Personal Information Bank (Legislation Compliance)	Jan 01, 2025	Dec 31, 2025	Some Disruption	0%	Accomplishments: <ul style="list-style-type: none">Noe additional progress Next Steps: <ul style="list-style-type: none">Item to be folded into "Policies", Activity 1.2.3 as an item

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.2.6	Tracking By-Law Amendments	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>33%</div>	Accomplishments: <ul style="list-style-type: none">No progress at this time. Next Steps: <ul style="list-style-type: none">this Activity must become an item under "Continue Records Management Development, Activity, 1.2.11
Activity 1.2.7	eScribe Development	Jan 01, 2025	Feb 28, 2025	On Track	<div><div></div>54%</div>	Accomplishments: <ul style="list-style-type: none">Progress in updating Advisory Committees and Council agenda and minutes formats in accordance with new procedure by-lawClosed Meeting Staff Report Template created Next Steps: <ul style="list-style-type: none">Final refinements to update Advisory Committee and Council agenda and minutes formats in eScribe to meet new procedure By-lawUpload Closed Meeting Staff report to eScribe
Activity 1.2.8	Annual FileHold/TOMRMS Training, and Onboarding of New Staff	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>0%</div>	Accomplishments: <ul style="list-style-type: none">Subject Matter Experts (SMEs) for department filing and admin functions identifiedMajority of SMEs participating in weekly/bi-weekly meetings for training in FileHold and TOMRMS starting June 2/25 Next Steps: <ul style="list-style-type: none">Continue with SME weekly/biweekly sessions in order to build out FileHold Metadata to determine department needsFoster additional participation in SME process to ensure knowledge is widespread across organization

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.2.9	Agreement Index Development	Jan 01, 2025	Dec 31, 2025	Some Disruption	0%	Accomplishments: <ul style="list-style-type: none">• none to report at this time. Next Steps: <ul style="list-style-type: none">• Activity to be removed and folded into "Continue records management development", Activity 1.2.12
Activity 1.2.10	Cemetery Review/General THAT Council direct staff to include a columbarium in the 2025 capital budget for overall consideration; AND THAT Council direct staff to review the fees and charges for the municipal cemetery and return with cost recovery fee options for Council consideration; THAT Council direct staff to investigate potential sites for green burial and pet cemeteries and/or creation of a green burial cemetery within North Grenville; AND THAT Council direct staff to investigate the creation of a Cemetery division.	Jan 01, 2025	Dec 31, 2025	Major Disruption	13%	Accomplishments: <ul style="list-style-type: none">• No update at this time Next Steps: <ul style="list-style-type: none">• Report to Council on Cemetery direction to assist with process moving forward to make up for time lost from turnover (September 2025)
Activity 1.2.11	Continue records management development	Jan 01, 2025	Dec 31, 2025	On Track	0%	Accomplishments: <ul style="list-style-type: none">• Records management for Council and committee support from January 2024 onward has be successfully integrated and kept up in filehold, records management system Next Steps: <ul style="list-style-type: none">• Seek opportunity to digitize historical records and improve Filehold as a reference for decisions and records

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.2.12	Agreements/MOUs Development	May 02, 2025	Dec 31, 2025	Some Disruption	0%	Accomplishments: <ul style="list-style-type: none">• none to report at this time Next Steps: <ul style="list-style-type: none">• Working on expanding hearing officer availability (minimum of 2 hearing officers) and drafting up a service agreement following
Activity 1.2.13	Grenville OPP Detachment Board	Mar 10, 2025	Dec 31, 2025	Some Disruption	43%	Accomplishments: <ul style="list-style-type: none">• Bank account account contract almost finalized, one last step in the process.• Remembers Adam Sign installed Next Steps: <ul style="list-style-type: none">• Plan for unveiling of Remember Adam Signage prior to school start in September 2025• Develop Terms of Reference for Committee consideration at July or September meeting ✓Remember Adam Signage Install by September 2025 ✓Create Bank Account for New Board
Activity 1.2.14	Advisory Committees	May 02, 2025	Dec 31, 2025	Some Disruption	25%	Accomplishments: <ul style="list-style-type: none">• None Next Steps: <ul style="list-style-type: none">• EAAC and AAC Term of Reference Changes, hoping to occur concurrently
Activity 1.2.15	Elections	Oct 01, 2025	Oct 26, 2026	Upcoming		

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.2.16	Council Support	May 02, 2025	Dec 31, 2025	<div>On Track</div>	<div>67%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Spreadsheet to track progress on Notices of Motions of Council developed, shared with SLT for periodic review and updates• Spreadsheet to track progress on Significant Resolutions from Advisory Committees developed, shared with SLT for periodic review and updates <p>Next Steps:</p> <ul style="list-style-type: none">• Create a Table of Contents for a Council Policy Manual to ensure a manual developed will be complete with all appropriate references for council members. <p>✓Notice of Motion Spreadsheet for Tracking</p> <p>✓Advisory Committee Significant Resolution Tracking for Council COMMs</p> <p>✓Spreadsheet to track Council annual conference attendance</p>
Division 1.3	Economic Development	Jan 25, 2022	Dec 31, 2031	<div>On Track</div> <div>● On Track: 100%</div>	<div>52%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.1	Implement the approved Tourism Strategy	Jan 25, 2022	Dec 31, 2031	On Track	<div><div></div>45%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Tourism CIP: Initiated development as directed by Council.• Hired a Tourism Administrator on a 6-month contract.• 2025 Tourism Guide: Designed and printed.• Kiosk Redesign: Began collaborative panel design for Ferguson Forest Centre and Municipal Centre locations.• Wayfinding Strategy: RFP and scope development underway in collaboration with the BIA.• Released RFP for Wayfinding Strategy; contract to be awarded in June 2025.• Updated the Follow 44 website and brochure.• Awarded 416 Signs maintenance contract (landscaping services); working with MTO on site permits.• Replaced “Welcome to North Grenville” and Millar’s Corners hamlet signs on County Road 43. <p>Next Steps:</p> <ul style="list-style-type: none">• Continue development of the Tourism CIP.• Distribute the 2025 Tourism Guide more broadly, with support from student staff.• Finalize kiosk panel designs and prepare for installation (target: July 30).• Award contract for the Wayfinding Strategy and begin project implementation.• Promote the updated Follow 44 website and brochure; monitor engagement.• Begin landscaping work under the 416 Signs maintenance contract; continue working with MTO on site permits.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.2	Develop a Downtown Revitalization Plan.	Jan 01, 2025	Dec 31, 2031	On Track	<div><div></div>17%</div>	<p>Downtown Revitalization Efforts (Ongoing Initiatives)</p> <p>In preparation for a forthcoming Downtown Revitalization Plan, the Municipality is actively advancing beautification, business support, and downtown enhancement projects in partnership with the BIA. These initiatives are helping to strengthen downtown identity and support a vibrant business community.</p> <p>Accomplishments:</p> <ul style="list-style-type: none">• BIA Collaboration: Ongoing partnership with the BIA to coordinate business support, enhance signage, improve beautification efforts, and develop joint strategies to promote and diversify the downtown core.• Replacement of Downtown Kemptville Sign at the Triangle: Project is underway in collaboration with the BIA as part of a broader effort to enhance downtown identity and visual branding.• Shop local and Pride Banners: Planned and coordinated to support placemaking, vibrancy, and year-round appeal.• Wayfinding Strategy Development: Launched with the goal of improving navigation and access to downtown amenities, businesses, and attractions.• Follow44 Program: Promote downtown businesses as part of the broader Follow44 experience.• Working with the BIA to review and update existing downtown signage. <p>Next Steps:</p> <ul style="list-style-type: none">• BIA Collaboration: Continue working closely with the BIA on coordinated business support efforts, signage improvements, beautification projects, and downtown promotion strategies.• BIA Welcome Sign: Final design underway; installation planned for July 2025.• Shop Local & Pride Banners: Ordered and set for July installation to boost downtown visibility and foot traffic.• Wayfinding Strategy: Consultant to be selected in July 2025.• Follow44 Program: Continue to distribute the printed pamphlet and update the website to further integrate downtown businesses into the campaign, increasing their exposure.• Signage: Continue meeting with the BIA to review and update existing downtown signage.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.3	Identify existing gaps and barriers to attracting new businesses, and develop mitigating strategies to support attraction (e.g., older building, limitations to redevelopment, use of brownfield development policies).	Jan 01, 2023	Dec 31, 2031	On Track	<div> <div>75%</div> </div>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Gap Identification: Initiated work in collaboration with CEDAC to identify key barriers to business attraction, including aging infrastructure, redevelopment constraints, and underutilized or contaminated properties. Innovation Hub: As directed by Council, meeting with the Campus and Community Futures Grenville to explore opportunities. Committee Collaboration: Engaged with CEDAC and the Mayor’s Task Force on Clean Technology to explore opportunities for business attraction, land readiness, and long-term investment strategy. This work will directly inform and be included as part of the new Investment Attraction Strategy currently being developed through CEDAC discussions. <p>Next Steps:</p> <ul style="list-style-type: none"> Strategic Partnerships: Continue collaboration with CEDAC, the Mayor’s Task Force, and internal departments to align economic development goals with land use planning and servicing. Innovation Hub: Continue meeting with the Campus and Community Futures Grenville to explore opportunities. Investment Readiness: Identify and prioritize development-ready lands, and create supporting materials to promote these opportunities to prospective investors. Policy Review: Coordinate with Planning and Building staff to modernize brownfield, infill, and redevelopment policies.
Activity 1.3.4	Develop a strategy to support green industry.	Jan 01, 2023	Dec 31, 2031	On Track	<div> <div>74%</div> </div>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Ongoing collaboration with the Mayor’s Task Force on Clean Technology to explore community support for green industry and sustainable growth. Partnered with Community Futures Grenville to organize the first-ever Sustainable Business Summit, scheduled for Thursday, June 26. A Task Force member presented the interim report to Council in April 2025. <p>Next Steps:</p> <ul style="list-style-type: none"> Continue working with the Task Force to advance clean tech opportunities and develop final recommendations. Support the delivery of the Sustainable Business Summit in partnership with Community Futures Grenville.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.5	Continue partnerships with business organizations	Jan 01, 2023	Dec 31, 2031	On Track	<div><div></div><div>63%</div></div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• The Municipality of North Grenville continues to cultivate robust partnerships with key business support organizations, including the BIA, Chamber of Commerce, Leeds Grenville Business, Grenville Community Futures, and CSE Consulting. These collaborations enhance the local economic environment and provide essential support to the business community.• Partnering on the development of programs that support the business community including LoveNG, Expand43 and Follow44. <p>Next Steps:</p> <ul style="list-style-type: none">• Maintaining regular dialogue with business organizations to align efforts and ensure the business community's needs are understood and addressed.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.6	Business Support	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>13%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Invest North Grenville Website & LoveNG Directory: Ongoing updates and maintenance to ensure accurate business listings and relevant economic development content.• Committee Engagement: Collaborating with CEDAC and the Mayor’s Task Force on Clean Technology to develop a focused Investment Attraction Strategy that aligns with strategic goals and upcoming development opportunities.• Tourism CIP Development: Early research and consultation underway to support program structure.• Innovation Hub Exploration: Initial meetings held with the Campus and Community Futures to define opportunities and needs.• Tax Deferral Program: Drafted and presented a tax deferral program for businesses impacted by County Road 43 construction.• Expand 43 Program: Launched support initiative for County Road 43 businesses, including a dedicated website, promotional videos, visibility campaigns, and the tax deferral program.• Partnerships: Continued collaboration with the Chamber of Commerce, BIA, Community Futures, and Leeds Grenville Business on coordinated business support, programming, and outreach.• Mayor’s Address: Delivered to highlight economic development priorities and promote local business engagement.• Business Openings: Supported several ribbon cuttings and grand openings in coordination with the Mayor and Council.• Sustainable Business Summit: Partnered with Community Futures Grenville to organize the first-ever summit, scheduled for June 26, 2025. <p>Next Steps:</p> <ul style="list-style-type: none">• Continue building out the Investment Attraction Strategy in collaboration with CEDAC and the Clean Tech Task Force.• Finalize the Tourism CIP framework and bring a draft to Council for review.• Define the scope of work for the proposed Innovation Hub in partnership with Campus and Community Futures.• Launch County Road 43 business promotion videos and continue visibility efforts during construction.• Promote and monitor uptake of the Tax Deferral Program.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
						<ul style="list-style-type: none"> • Expand use of the LoveNG Directory and investnorthgrenville.ca for business promotion. • Coordinate new business engagement activities with partners (Chamber, BIA, Community Futures, Leeds Grenville). • Continue support for business openings and new investment announcements. • Support delivery of the Sustainable Business Summit and explore follow-up programming or future events.
Activity 1.3.7	Establish a Heritage Tourism Program featuring prominent heritage features and buildings.	Jan 25, 2022	Dec 31, 2031	On Track	79%	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Working with the Arts, Culture, & Heritage Advisory Committee on their new Heritage Plaques (including webpage on explore) • Developed MOU between Municipality and North Grenville Historical Society • Working with the Historical Society to establish a Tourism Information Centre in the downtown • Working with the Arts, Culture, & Heritage Advisory Committee and Historical Society to update the Walking Tours • Continue working with Roy Brown on the Honour Our Veterans Banner Program which launched in October 2023 • Maintain the History & Heritage section of the tourism website (featuring Heritage Properties, Sites of Remembrance, and Historical Walking Tours) <p>Next Steps:</p> <ul style="list-style-type: none"> • Continue working with the Arts, Culture, & Heritage Advisory Committee on their plaques and walking tours • Continue to work with the Historical Society on tourism-related initiatives • Establish and promote a new Tourism Information Centre in the downtown

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.3.8	Strengthen the relationship between Parks Canada and the Municipality, with the common goal of enhancing opportunities for residents and tourists.	Jan 01, 2024	Dec 31, 2031	On Track	<div><div></div>46%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">Engaged in multiple meetings and discussions with Parks Canada to explore collaboration opportunities and involved them in consultations for our waterfront access strategy. <p>Next Steps:</p> <ul style="list-style-type: none">Engaging Parks Canada in projects as we move forward with the implementation of the waterfront access strategy, leveraging their expertise and resources to enhance project outcomes.Identifying funding and resource-sharing opportunities to support shared initiatives, particularly in areas that enhance waterfront accessibility and sustainability.
Division 1.4	Human Resources	Nov 01, 2024	Dec 31, 2025	<div><div></div><div></div></div> <div><div></div>Status Pending: 60%</div> <div><div></div>Some Disruption: 40%</div>	<div><div></div>18%</div>	
Activity 1.4.1	Compensation and Organizational Review	Nov 01, 2024	Jul 01, 2025	Some Disruption	<div><div></div>50%</div>	<p>Accomplishments</p> <ul style="list-style-type: none">In the final stages of the organizational review. Strategy Corp is working on a final draft report to go to CAO and Council. <p>Next Steps:</p> <ul style="list-style-type: none">Strategy Corp to submit final report to CAO and Council.Start implementing Council approved changes.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 1.4.2	Health and Safety Compliance for the Organization	Nov 01, 2024	Apr 01, 2025	Some Disruption	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">First draft of mapping processes with JHSC and HR ConsultantElected Health and Safety Representatives for each offsite locationHealth and Safety Representatives trained for Level 1 and 2 of JHSCFollow up meetings with CAO after JHSC meetingsCirculation of JHSC minutes at SLT Next Steps: <ul style="list-style-type: none">Working on an updated Terms of Reference for JHSCFinal mapping of incident reporting
Activity 1.4.3	Onboarding	Jun 01, 2025	Dec 31, 2025	Status Pending	<div><div></div>0%</div>	
Activity 1.4.4	Policy Compliance	Jun 01, 2025	Dec 31, 2025	Status Pending	<div><div></div>0%</div>	
Activity 1.4.5	Policy Update and Review	Jun 01, 2025	Oct 01, 2025	Status Pending	<div><div></div>0%</div>	
Division 1.5	Department Administration	Jan 01, 2025	Dec 31, 2025	On Track <div><div></div>On Track: 100%</div>	<div><div></div>25%</div>	
Activity 1.5.1	Staff training and development	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none">Staff registered for various training and conferences Next Steps: <ul style="list-style-type: none">Continue to review training opportunities

Client Services						
Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 2.1	Communications	Oct 30, 2024	Dec 31, 2025	<div> <div></div> <div></div> <div></div> </div> <div> <div></div> Status Pending: 50% <div></div> On Track: 25% <div></div> Some Disruption: 25% </div>	<div> <div></div> 23% </div>	
Activity 2.1.1	Develop a Communications Policy	Oct 30, 2024	Jan 31, 2025	<div> <div>Some Disruption</div> </div>	<div> <div></div> 80% <div></div> </div>	Accomplishments: <ul style="list-style-type: none"> Drafted Communications Policy Next Steps: <ul style="list-style-type: none"> Bring Policy to Council for approval
Activity 2.1.2	Develop a Communications Strategic Plan	Jun 01, 2025	Jun 30, 2025	<div> <div>Status Pending</div> </div>	<div> <div></div> 0% </div>	
Activity 2.1.3	Develop a Branding Strategy	Jun 01, 2025	Dec 31, 2025	<div> <div>Status Pending</div> </div>	<div> <div></div> 0% </div>	
Activity 2.1.4	Create a development and growth communications strategy	Jun 01, 2025	Dec 31, 2025	<div> <div>On Track</div> </div>	<div> <div></div> 10% </div>	Accomplishments: <ul style="list-style-type: none"> Initiated work with consultant Next Steps: <ul style="list-style-type: none"> Provide background material Draft plan
Division 2.2	Department Administration	Jan 01, 2025	Dec 31, 2025	<div> <div>On Track</div> </div> <div> <div></div> On Track: 100% </div>	<div> <div></div> 25% </div>	
Activity 2.2.1	Staff training and developent	Jan 01, 2025	Dec 31, 2025	<div> <div>On Track</div> </div>	<div> <div></div> 25% </div>	Accomplishments: <ul style="list-style-type: none"> Staff registered for various training and conferences Next Steps: <ul style="list-style-type: none"> Continue to review training opportunities

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 3.1	Corporate Strategy	Jan 01, 2025	Dec 31, 2025	<div><div></div></div> <div>● On Track: 91% ● Upcoming: 9%</div>	<div><div></div>33%</div>	
Activity 3.1.1	Continue to action the Broadband Study	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div><div></div>25%</div>	Accomplishments: <ul style="list-style-type: none">Completed a Municipal Access Agreement (MAA) with Rogers Next Steps: <ul style="list-style-type: none">Complete MAAs with Bell and XploreConduct speed testing in 2026 following the completion of the funded projects at the end of 2025
Activity 3.1.2	Create a Climate Action Plan	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div><div></div>5%</div>	Accomplishments: <ul style="list-style-type: none">Collected local data to support the Leeds and Grenville County Climate Action Plan. Next Steps: <ul style="list-style-type: none">Engage students from the Telfer School of Management (University of Ottawa) to support the planning and development of North Grenville’s contributions to the Climate Action Plan.Conduct engagementDraft a Climate Action Plan

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 3.1.3	Participate in Communities in Bloom	Apr 01, 2025	Oct 31, 2025	On Track	<div><div></div>45%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Monthly team meetings have been scheduled to maintain momentum and collaboration.• Met with the Kemptville Horticultural Society, who are enthusiastic about supporting Communities in Bloom. They’ve committed to assisting with the Garden of the Week nominations and other upcoming initiatives.• Continue with Social Media posts to ensure awareness about the initiative• Booked 2025 tour for August 13-14 <p>Next Steps:</p> <ul style="list-style-type: none">• Finalize tour and profile book• Begin planning and executing small projects identified by the committee, including:<ul style="list-style-type: none">◦ Downtown Kemptville Floral Project◦ Rail Trail Wildflower Planting◦ Invasive Species Awareness Campaign◦ Bat House Installation & Mosquito Control Education◦ Community Tree Management Program◦ Adopt-a-Roundabout Initiative
Activity 3.1.4	Create a localized Community Safety and Well-Being Plan	Aug 01, 2025	Dec 31, 2025	Upcoming		

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 3.1.5	Continue to action the Downtown Kemptville Commnity Improvement Plan and Parking Study	Jan 01, 2025	Dec 31, 2025	On Track	<div><div>60%</div></div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Identified two spots to be transitioned to accessible parking spaces.• Distributed a Business Interest Package to downtown businesses to assess interest in Directional Finger Signs.• Circulated a Commercial Loading Zone Needs Survey to local businesses.• Launched the Downtown Kemptville Community Improvement Plan (DKCIP) Grants and Opportunities for 2025.• Initiated quarterly monitoring of downtown parking conditions.• Printed Riverside and 3 hour parking signs <p>Next Steps:</p> <ul style="list-style-type: none">• Consult with the BIA and AAC for additional accessible spaces• Install Riverside and 3 hour parking signs• Confirm finger signs in collaboration with the BIA
Activity 3.1.6	Implement the Equity, Diversity, and Inclusion Strategy	Jan 01, 2025	Dec 31, 2025	On Track	<div><div>45%</div></div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Updated the community calendar with dates of significance• Updated the welcome package and resource list• Created a draft EDI Policy Matrix• Reviewed EDI training <p>Next Steps:</p> <ul style="list-style-type: none">• Test the EDI Policy Matrix with staff• Provide training to staff

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 3.1.7	Work with partners to address healthcare gaps and action the Primary Care Strategy	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">Hosted quarterly meetings with Primary Care Partners to collaborate on strategies aimed at improving healthcare access and delivery in North Grenville.Awarded four (4) physician incentives. Next Steps: <ul style="list-style-type: none">Continue regular meetings and work collaboratively to prioritize and implement key healthcare improvement strategies for the community.Support the application in September 2025 to expand allied healthcare support
Activity 3.1.8	Support departments with Project Management tools	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Met with the North Grenville Fire Service, Communications Department, and Planning and Development to introduce strategies for implementing Project Management Tools across departments. Next Steps: <ul style="list-style-type: none">Finalize implementation plans with each department, ensuring teams are equipped to independently utilize the tools.Schedule meetings with all municipal departments to develop tailored strategies for tool adoption.Engage students from the University of Ottawa and Telfer School of Management to develop customized toolkits that support departments in maximizing the effectiveness of Project Management Tools.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 3.1.9	Work with the Indigenous Advisory Circle on reconciliation efforts	Jan 01, 2025	Dec 31, 2025	On Track	50%	Accomplishments: <ul style="list-style-type: none"> Supported the creation of Mino-jichaag-Mtigwaaki at the Ferguson Forest Centre Held several events and workshops Next Steps: <ul style="list-style-type: none"> Support the finalization of the Reconciliation Framework
Activity 3.1.10	Support departments to action the Community Strategic Plan	Jan 01, 2025	Dec 31, 2025	On Track	50%	Accomplishments: <ul style="list-style-type: none"> Completed Q1 Update Completed Q2 Updates Next Steps: <ul style="list-style-type: none"> Present mid-year update to Council
Activity 3.1.11	Provide transit service and explore opportunities for expansion	Jan 01, 2025	Dec 31, 2025	On Track	40%	Accomplishments: <ul style="list-style-type: none"> Submitted two (2) funding applications to expand the service Received OTIF funding to add a second vehicle for commuter and additional on-demand service Next Steps: <ul style="list-style-type: none"> Launch commuter service Monitor the system and make adjustments and improvements as required
Division 3.2	Information Technology	Jan 01, 2025	Dec 31, 2025	On Track <div> <div></div> </div> On Track: 100%	40%	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 3.2.1	Review service contracts	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">Reviewed internet, laptop lease, and printer contracts Next Steps: <ul style="list-style-type: none">Review cell phone contract
Activity 3.2.2	Improve/update/solidify IT processes	Jan 01, 2025	Jun 30, 2025	On Track	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">Completed 2025 laptop replacement Next Steps: <ul style="list-style-type: none">Review policies as required
Division 3.3	Department Administration	Jan 01, 2025	Dec 31, 2025	On Track <div></div> On Track: 100%	<div><div></div>20%</div>	
Activity 3.3.1	Staff Training and Development	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">Staff have mapped out training for 2025 Next Steps: <ul style="list-style-type: none">Review training opportunities as they arise

Emergency and Protective Services

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 4.1	Fire Prevention - Public Education, Fire Safety Standards, and Enforcement	Ongoing	Ongoing	<div><div></div></div> <div>● On Track: 50% ● Completed: 50%</div>	<div><div>78%</div></div>	
Activity 4.1.1	Comprehensive Review of Burn By-Law (33-12) and Update	Aug 01, 2024	Jul 01, 2025	<div><div>On Track</div></div>	<div><div>55%</div></div>	Accomplishments: <ul style="list-style-type: none">Some Draft updates completed.Consulted By-Law Division. Next Steps: <ul style="list-style-type: none">Draft to be reviewed
Activity 4.1.2	Fire Masterplan Revision: Tender Announcement	Ongoing	Ongoing	<div><div>Completed</div></div>		Complete tender process.
Division 4.2	Fire Protection Services	Jan 01, 2025	Nov 01, 2025	<div><div>On Track</div></div> <div>● On Track: 100%</div>	<div><div>37%</div></div>	
Activity 4.2.1	Launch of Station 2 Development Tender	Jan 01, 2025	Nov 01, 2025	<div><div>On Track</div></div>	<div><div>30%</div></div>	Accomplishments: <ul style="list-style-type: none">Land appraisal Next Steps: <ul style="list-style-type: none">Negotiaite with landowner
Activity 4.2.2	Proceed with the replacement of scheduled and damaged equipment, including gloves, boots, helmets, and hoods.	Jun 01, 2025	Sep 30, 2025	<div><div>On Track</div></div>	<div><div>40%</div></div>	Accomplishments: <ul style="list-style-type: none">Ordered equipmentReceived and distributed some equipment Next Steps: <ul style="list-style-type: none">Receive and distribute the remaining equipment

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 4.2.3	Proceed with the Replacement of Personal Protective Equipment, specifically Bunker Gear components such as pants and coats.	Jun 01, 2025	Sep 30, 2025	On Track	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">Ordered equipmentReceived and distributed some equipment Next Steps: <ul style="list-style-type: none">Receive and distribute the remaining equipment
Division 4.3	Emergency Management	Jul 01, 2025	Dec 01, 2025	Upcoming	<div><div></div>0%</div>	
Activity 4.3.1	Execute Yearly Emergency Management Simulation Exercise	Jul 01, 2025	Dec 01, 2025	Upcoming		
Division 4.4	Department Administration	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>36%</div>	
Activity 4.4.1	Staff Training and Development	Jan 01, 2025	Dec 30, 2025	On Track	<div><div></div>61%</div>	Accomplishments: <ul style="list-style-type: none">Completion of NFPA 1001 FFI Recruit Class. Scheduled NFPA 1072 HazMat as well as Pump OPs. Also completed the NFPA 1041 Instructor I.Completed upcoming Pump Ops Course and review other mandatory certification requirements. Schedule NFPA 1001 FFII by end of year. Next Steps: <ul style="list-style-type: none">NS F2 to begin in the Fall
Activity 4.4.2	Update standard operating procedures	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Several SOP's updated and under review. Next Steps: <ul style="list-style-type: none">Ongoing updates and roll out to officer groups for review and approvals.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 4.4.3	Fire master plan	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>33%</div>	Accomplishments: <ul style="list-style-type: none">Awarded Project to Loomex Group. Initial Meetings completed. Most data and statistics compiled for review. Next Steps: <ul style="list-style-type: none">Engagement meetings with Firefighters and Officers scheduled for May as well as site visit and tour of Municipality. To finish compiling Training and Prevention statistics for submission.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 5.1	Asset Management	Jan 01, 2025	Dec 31, 2026	<div><div></div><div></div></div> <div><div></div>Status Pending: 33%</div> <div><div></div>On Track: 67%</div>	<div><div></div>12%</div>	
Activity 5.1.1	O. Reg 588/17 Proposed Level of Service	Jan 01, 2025	Jul 01, 2025	<div><div>On Track</div></div>	<div><div></div>5%</div>	Next Steps: <ul style="list-style-type: none">Entering 2024 data
Activity 5.1.2	Improve the integration of data from VADIM to PSD Citywide	Jun 01, 2025	Dec 31, 2026	<div><div>Status Pending</div></div>	<div><div></div>0%</div>	
Activity 5.1.3	Maximize the use of AMP software	Jan 01, 2025	Dec 31, 2025	<div><div>On Track</div></div>	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">ARO data entered Next Steps: <ul style="list-style-type: none">Transition to new software
Division 5.2	Customer Service	Jan 01, 2025	Dec 31, 2025	<div><div></div><div></div></div> <div><div></div>On Track: 50%</div> <div><div></div>Some Disruption: 50%</div>	<div><div></div>50%</div>	
Activity 5.2.1	Update the Procedural Policy	Jan 01, 2025	Dec 31, 2025	<div><div>Some Disruption</div></div>	<div><div></div>39%</div>	Accomplishments: <ul style="list-style-type: none">Draft complete Next Steps: <ul style="list-style-type: none">Finalize document
Activity 5.2.2	Assist in the implementation of Planning/Building/By-law's new integrated payment system	Jan 01, 2025	Dec 31, 2025	<div><div>On Track</div></div>	<div><div></div>60%</div>	Accomplishments: <ul style="list-style-type: none">Set-up payment processor Next Steps: <ul style="list-style-type: none">Work with Planning during rollout

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 5.3	Treasury	Nov 15, 2024	Jan 01, 2026	<div><div></div><div></div><div></div></div> <div>● On Track: 67% ● Some Disruption: 17% ● Upcoming: 17%</div>	<div><div></div>33%</div>	
Activity 5.3.1	Review integration of Perfect Mind A/R with VADIM processes	Jun 01, 2025	Nov 01, 2025	<div>On Track</div>	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">Initial investigation Next Steps: <ul style="list-style-type: none">Include as part of 2025 audit
Activity 5.3.2	General Ledger Maintenance and Data Clean-Up	Nov 15, 2024	Jan 01, 2026	<div>On Track</div>	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">Completed 2023 audit Next Steps: <ul style="list-style-type: none">Completing 2024 auditReconcile tangible capital assets
Activity 5.3.3	Accelerate efforts to collect taxes on overdue accounts	Feb 01, 2025	Apr 30, 2025	<div>On Track</div>	<div><div></div>35%</div>	Accomplishments: <ul style="list-style-type: none">Have identified arrearsSet-up notification and payment schedule for arrears Next Steps: <ul style="list-style-type: none">Conitnue to review arrears
Activity 5.3.4	Credit Card Management	Jul 01, 2025	Aug 31, 2025	<div>Upcoming</div>		
Activity 5.3.5	Merge Police Service Board entity into municipal governance	Apr 01, 2025	Dec 31, 2025	<div>Some Disruption</div>	<div><div></div>50%</div>	Accomplishments: <ul style="list-style-type: none">Identified grant issues Next Steps: <ul style="list-style-type: none">Confirm grant coordination

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 5.3.6	Implement accounting practices to support Capital Project budget tracking and year-end financing reconciliation	Nov 30, 2024	Dec 31, 2025	On Track	<div><div></div>40%</div>	Accomplishments: <ul style="list-style-type: none">2024 reconciledIntegrated capital budget to actuals performance in 2025 budget Next Steps: <ul style="list-style-type: none">Report to Council on budget to actuals
Division 5.4	Department Administration	Sep 01, 2024	Jan 01, 2027	<div><div></div><div></div><div></div></div> <div><div></div>Status Pending: 33%</div> <div><div></div>On Track: 33%</div> <div><div></div>Some Disruption: 33%</div>	<div><div></div>13%</div>	
Activity 5.4.1	Manage the Municipal Fee Review project	Sep 01, 2024	May 01, 2025	Some Disruption	<div><div></div>30%</div>	Accomplishments: <ul style="list-style-type: none">Hired consultantBackground research conducted Next Steps: <ul style="list-style-type: none">Review draft
Activity 5.4.2	Update Finance Policies	Jan 01, 2025	Jan 01, 2027	On Track	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Identified policies for review Next Steps: <ul style="list-style-type: none">Identify priority policies to update
Activity 5.4.3	Update the Long Range Financial Plan	Jun 01, 2025	Oct 01, 2026	Status Pending	<div><div></div>0%</div>	

Parks, Recreation, and Culture

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 7.1	Parks and Facilities	Ongoing	Ongoing	<div>On Track</div> <div>● On Track: 100%</div>	<div>0%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 7.1.1	Capital Projects	Ongoing	Ongoing	On Track		<p>Accomplishments:</p> <ul style="list-style-type: none">• All capital tenders/RFPs in process.• Awarded contract for 44 MUP, Public Works has taken over supervision of construction.• Heron's Nest Park (Tempo) work has restarted from winter break. Completion expected early June.• Blake Williamson Memorial Hall, tender has been awarded for change of use project. Construction starting May, completion expected September 2025.• Former Oxford Mills Town Hall feasibility study RFP initiated.• Curry Park Dock tender awarded. Installation expected late May. Donation of \$32,000 confirmed by Rotary Club of Kemptville.• Bishop's Mills Park play equipment RFP initiated.• Arena Seating project contract awarded. Seats have been ordered and installation scheduled to be completed by August 1st. Sponsor-a-Seat program ongoing (over 50% sold).• Phase 2 indoor pool study draft report provided to staff for review.• eQuinelle phase 6 park input received from Regional Group regarding desired design elements.• Riverside Park Pump Track rehabilitation quotes received for start up and conceptual design for staff review.• Portable water stations purchased from Kemptville Live, as cited in the Blue Communities Policy and Action Plan. <p>Next Steps:</p> <ul style="list-style-type: none">• Continue to work through procurement procedures for all capital tenders/RFPs• Monitor ongoing contracts.• Hire consultant to prepare conceptual plan and undertake community consultation for Riverside Park Pump Track.• Phase 2 pool study - submit staff comments related to draft plan to consultant and invite

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
						<p>consultant to present to Council.</p> <ul style="list-style-type: none">• eQuinelle phase 6 Park - Develop RFP scope of work for conceptual design and community consultation for 2026 construction.• Oxford Mills Town Hall Feasibility Study - RFP to hire consultant to complete feasibility study.• Create policy/SOP/marketing plan for community use of portable water stations.
Activity 7.1.2	Support asset management	Jan 01, 2024	Dec 31, 2025	<div>On Track</div>	<div>0%</div>	<p>Accomplishments:</p> <ul style="list-style-type: none">• Staff reviewed asset management plan as related to 2025 capital project planning. <p>Next Steps:</p> <ul style="list-style-type: none">• Attend 2025 asset management kick off meeting hosted by Finance team.
Division 7.2	Community and Leisure Services	Ongoing	Ongoing	<div>On Track</div> <div>● On Track: 100%</div>	<div>0%</div>	
Activity 7.2.1	Community Event Support	Ongoing	Ongoing	<div>On Track</div>		<p>Accomplishments:</p> <ul style="list-style-type: none">• Supported Buskerfest and preparations for Canada Day and FASD Triathlon. <p>Next Steps:</p> <ul style="list-style-type: none">• Continue to work with FASD and Canada Day organizers.• Continue to receive, review and support FSEAT applications.
Division 7.3	Department Administration	Ongoing	Ongoing	<div></div> <div>● On Track: 83% ● Completed: 17%</div>	<div>17%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 7.3.1	Participate in User Fee and Rate Review	Ongoing	Ongoing	On Track		Accomplishments: <ul style="list-style-type: none"> Department staff met with consultant team to review fees and charges with respect to PRC and have responded to all requests for information. Next Steps: <ul style="list-style-type: none"> Review draft plan when available and provide feedback.
Activity 7.3.2	Funding Applications	Ongoing	Ongoing	On Track		Accomplishments: <ul style="list-style-type: none"> CSRIF Stream 2 application for proposed dome was not approved. Next Steps: <ul style="list-style-type: none"> Continue to pursue funding programs aligned with department goals.
Activity 7.3.3	Sports field allocation policy	Apr 01, 2025	Dec 31, 2025	On Track	0%	Accomplishments: <ul style="list-style-type: none"> Not initiated in Q1. Next Steps: <ul style="list-style-type: none"> Create work plan for consultation and policy development.
Activity 7.3.4	Spring ice allocation policy	Jan 01, 2025	Dec 31, 2025	On Track	0%	Accomplishments: <ul style="list-style-type: none"> Not initiated in Q1. Next Steps: <ul style="list-style-type: none"> Create work plan for consultation and policy development.

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 7.3.5	Update standard operating procedures	Jan 01, 2025	Dec 31, 2025	Completed	100%	Accomplishments: <ul style="list-style-type: none">Reviewed SOPs and completed updates. Next Steps: <ul style="list-style-type: none">2026 annual review.
Activity 7.3.6	Support active transportation master planning	Jan 01, 2025	Dec 31, 2025	On Track	0%	Accomplishments: <ul style="list-style-type: none">Not yet initiated by Public Works (Project Lead). Next Steps: <ul style="list-style-type: none">Participate in process as requested by project lead.

Planning and Development

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 6.1	Building	Jan 01, 2025	Dec 31, 2025	<div>On Track</div> <div>● On Track: 100%</div>	<div>15%</div>	
Activity 6.1.1	File Digitization	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div>30%</div>	Accomplishments: <ul style="list-style-type: none">Initiated transfer to new records management software. Next Steps: <ul style="list-style-type: none">Continue transferring files.
Activity 6.1.2	Update Building By-law	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div>0%</div>	Next Steps: <ul style="list-style-type: none">Review the Building By-law and bring forward changes for Council's consideration. Anticipated in the Q3-Q4.
Division 6.2	By-Law	Jan 01, 2025	Dec 31, 2025	<div>On Track</div> <div>● On Track: 100%</div>	<div>80%</div>	
Activity 6.2.1	Implementation of AMPS	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div>80%</div>	Accomplishments: <ul style="list-style-type: none">AMPS by-law adopted by Council and implemented on January 2nd, 2025.By-law review has been completed. Next Steps: <ul style="list-style-type: none">Continue to implement AMPS.Training of Staff to be screening officers.
Division 6.3	Planning	Jan 01, 2025	Dec 31, 2025	<div></div> <div>● On Track: 67%</div> <div>● Completed: 33%</div>	<div>70%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 6.3.1	Official Plan Update/Renewal	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">RFP was awarded to Dillon Consulting.Kick Off Meeting was held and a revised project timeline has been adopted. Next Steps: <ul style="list-style-type: none">Meet with the United Counties of Leeds and Grenville to discuss process. UCLG is the approval authority for Local Official Plans.Develop communication and consultation strategy.
Activity 6.3.2	Municipal Land Review - Affordable Housing	Jan 01, 2025	Dec 31, 2025	Completed	<div><div></div>100%</div>	Accomplishments: <ul style="list-style-type: none">Land review has been completed with a presentation to Council in February of 2025.
Activity 6.3.3	Additional Residential Units Incentive Program - In Coordination with Building Division	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>90%</div>	Accomplishments: <ul style="list-style-type: none">Program development has been completed.Two open houses have been held with the community.Two grants have been issued. Next Steps: <ul style="list-style-type: none">Continue to advertise the program.Staff will continue to arrange community consultation to allow for members of the public to find out more information.Presentation of program at Ontario East Municipal Conference in September
Division 6.4	Department Administration	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>55%</div>	

● On Track: 100%

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 6.4.1	Implementation of Development Approvals Software	Jan 01, 2025	Dec 31, 2025	On Track	<div><div>70%</div></div>	Accomplishments: <ul style="list-style-type: none">Beta testing is occurring on the Planning Module.Continued development of By-law and Building modules Next Steps: <ul style="list-style-type: none">Continue to work with MRF to develop the software.Undertake User Experience testing to ensure a product that can be utilized by the community.
Activity 6.4.2	Updating policies and standard operation procedures	Jan 01, 2025	Dec 31, 2025	On Track	<div><div>40%</div></div>	Accomplishments: <ul style="list-style-type: none">Review initiated Next Steps: <ul style="list-style-type: none">Continuing review

Public Works

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 8.1	Engineering	Ongoing	Ongoing	<div><div></div></div> <div>● On Track: 50%</div> <div>● Some Disruption: 50%</div>	<div><div></div></div> <div>19%</div>	
Activity 8.1.1	Capital Bridge Maintenance - McKinney	Ongoing	Ongoing	<div><div>Some Disruption</div></div>		Accomplishments: <ul style="list-style-type: none">Draft tender documents provided by consultant Next Steps: <ul style="list-style-type: none">Finalize and issue tender
Activity 8.1.2	Stormwater Master Plan	Jan 01, 2025	Dec 31, 2025	<div><div>Some Disruption</div></div>	<div><div></div></div> <div>0%</div>	Accomplishments: <ul style="list-style-type: none">Background data and field investigation provided to the consultant Next Steps: <ul style="list-style-type: none">Modelling and Phase 1 report to be provided to the Municipality for review
Activity 8.1.3	Develop an Active Transportation strategy to promote active transportation (e.g., by enhancing, and sharing information on rural routes, developing waterfront trails, mapping and wayfinding apps).	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div></div> <div>20%</div>	Accomplishments: <ul style="list-style-type: none">Active Transportation Master Plan approved March 19th for the 2025 budgetDeveloped and issued RFP for the Master Plan in Q2 Next Steps: <ul style="list-style-type: none">Review bids and award

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 8.1.4	Burritt's Rapids Revitalization	Jan 01, 2025	Dec 31, 2025	<div>On Track</div>	<div>55%</div>	Accomplishments: <ul style="list-style-type: none">Procured consultantBackground research completeDrafted preliminary designsMet with Burritt's Rapids Community Association Next Steps: <ul style="list-style-type: none">Provide 50% design commentsMeet with consultantFinalize designs
Division 8.2	Roads	Ongoing	Ongoing	<div><div></div><div></div></div> <div><div></div> On Track: 50%<div></div> Some Disruption: 50%</div>	<div>8%</div>	
Activity 8.2.1	County Road 43 Expansion	Jan 01, 2025	Dec 31, 2025	<div>Some Disruption</div>	<div>15%</div>	Accomplishments: <ul style="list-style-type: none">Held town hallsProvided communicationsSupported Discover 43 campaign Next Steps: <ul style="list-style-type: none">Support the continued road worksTown Hall in July
Activity 8.2.2	Heavy Fleet Management	Ongoing	Ongoing	<div>On Track</div>		Accomplishments: <ul style="list-style-type: none">Budget Approved March 19thPurchase of Tandem replacement approved by Council March 25thTandem Ordered Next Steps: <ul style="list-style-type: none">Delivery of Tandem expected in fall 2025

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 8.2.3	Capital Road Maintenance	Ongoing	Ongoing	On Track		Accomplishments: <ul style="list-style-type: none">Budget Approved March 19thTenders awarded Next Steps: <ul style="list-style-type: none">Complete work in Q3
Activity 8.2.4	Street Light Upgrade	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Initial conversations with Hydro One Next Steps: <ul style="list-style-type: none">Hydro One to provide layoutsApproval of layouts
Activity 8.2.5	Storm Sewer Rehabilitation	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Initial investigation completeSurvey complete Next Steps: <ul style="list-style-type: none">More surveys and potential investigation with EnbridgeReview layout options
Activity 8.2.6	Pedestrian Crossover (PXO)	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Budget approved March 19Reuben tender complete Next Steps: <ul style="list-style-type: none">Draft concept designs for Pinehill
Division 8.3	Water and Sewer	Ongoing	Ongoing	Some Disruption <div><div></div>Some Disruption: 100%</div>	<div><div></div>5%</div>	

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 8.3.1	WPCP Phase A Expansion	Jan 01, 2025	Dec 31, 2025	Some Disruption	<div><div></div>10%</div>	Accomplishments: <ul style="list-style-type: none">Procured contractorDesign work completeConfirmed updated timelines - Q4 2026 completion Next Steps: <ul style="list-style-type: none">Continue work
Activity 8.3.2	Servicing Master Plan	Ongoing	Ongoing	Some Disruption		Accomplishments: <ul style="list-style-type: none">Background data provided to the consultant.Water and sanitary modelling underwayCompleted Phase 1 for Municipal Review in Q2 Next Steps: <ul style="list-style-type: none">Complete Phase 2 review in Q3Public consultationCouncil approval
Division 8.4	Solid Waste	Ongoing	Ongoing	On Track <div>● On Track: 100%</div>	<div><div></div>5%</div>	
Activity 8.4.1	Transfer Station Master Plan	Ongoing	Ongoing	On Track		Accomplishments: <ul style="list-style-type: none">Draft RFP createdIssue RFP Next Steps: <ul style="list-style-type: none">Award contract
Activity 8.4.2	Solid Waste/Organics Collection Contract	Jun 01, 2025	Dec 31, 2025	On Track	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Posted tender Next Steps: <ul style="list-style-type: none">Council award contract

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Activity 8.4.3	Landfill Monitoring Contract	Ongoing	Ongoing	On Track		Accomplishments: <ul style="list-style-type: none">RFP was issued February 24thRFP Closed March 21stProposals under evaluationAwarded contract Next Steps: <ul style="list-style-type: none">Continue contract oversight
Division 8.5	Department Administration	Jan 01, 2025	Dec 31, 2025	On Track ● On Track: 100%	<div><div></div>12%</div>	
Activity 8.5.1	Policy Update	Jun 01, 2025	Dec 31, 2025	On Track	<div><div></div>0%</div>	Next Steps: <ul style="list-style-type: none">Entrance Policy
Activity 8.5.2	Staff Training and Development	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>20%</div>	Accomplishments: <ul style="list-style-type: none">Roads training complete Next Steps: <ul style="list-style-type: none">Assess opportunities as they arise
Activity 8.5.3	Records clean-up	Jan 01, 2025	Dec 31, 2025	On Track	<div><div></div>15%</div>	Accomplishments: <ul style="list-style-type: none">Transitioned from personal drives Next Steps: <ul style="list-style-type: none">Continue transition to FileHold



Municipality of North Grenville

Community Strategic Plan



January 2025 Update



Contents

3	Reconciliation in North Grenville
4	A Message from the Mayor
7	A Message from the CAO
8	Introduction
14	Developing the Strategic Plan
15	The Strategic Planning Process
16	Key Insights from the Community Survey
17	The Community Strategic Plan
18	Vision and Mission
19	Values
20	Strategic Pillars
21	#1 Balanced and Environmentally Sustainable Growth
24	#2 A Strong, Connected, and Vibrant Community
27	#3 Diverse and Resilient Economic Development
30	#4 Efficient Governance and Service Delivery
33	#5 A Caring Community
36	How We Will Use this Plan



Reconciliation in North Grenville

The Municipality of North Grenville acknowledges that the Municipality operates on the territory of the Anishnabek.

We recognize all First Nations, Métis, and Inuit peoples who now call North Grenville their home. We respect and support the need for cultivating a strong relationship, and we commit to Indigenous-informed decision making to foster the path towards reconciliation.



A Message from the Mayor

North Grenville is a remarkable place.

A unique constellation of rural hamlets as well as the town of Kemptville, our community has a storied history defined by geography, settlement patterns, and the rise and fall of various businesses and industries. Most importantly, however, North Grenville has been, and continues to be defined by the people who – for over 230 years - have come to call this place home.

There are families who reside here whose roots extend over several generations. At the same time, every day North Grenville welcomes new residents who are discovering our community for the first time. Regardless, an ethic of caring and connectedness is a strong tenant of how people see themselves, each other, and what they expect from their community and its leaders.

This Community Strategic Plan is a ten-year road map that, to the best of our ability, reflects the priorities of North Grenville's residents and local businesses.





While the strategic actions proposed largely reside with the Municipality, they will only succeed through meaningful partnerships with community organizations, robust municipal Advisory Committees, and a steadfast commitment to finding 'Made-in-North Grenville solutions' which are based on innovative best practices that recognize our particular opportunities and challenges – now and for the future.

In the lead up to this plan, our goal was to ensure robust community input, during a pandemic no less. We are extremely proud of the nearly 2,000 residents that took the time to respond to our community survey, and grateful for all of the conversations that our Municipal team led with stakeholders, advisory groups, and individuals. This Community Strategic Plan reflects the shared insights of those public participants, staff, management, Advisory Committees, community groups, and Council who engaged in the process.

There is no doubt that one of the major - if not primary - challenges that North Grenville faces is its growth. This growth has been an ongoing phenomenon for nearly two decades, and to some extent has accelerated during the pandemic as folks looked for alternatives to city life. Fundamentally, balancing a high rate of growth with the preservation of a high quality of life many of us have come





to enjoy is at the heart of this Strategic Plan. Further, maintaining the rural character of our community while protecting natural assets over which we have control needs to be a significant priority.

And while these are well-articulated objectives in the Strategic Plan, as always, the proof will be in the pudding. The plan aims to achieve the community's vision which, we have understood to be the following: "North Grenville is a caring, vibrant, and cohesive community, where sustainable growth is managed to enhance the quality of urban and rural life for all."

We would like to thank residents and business leaders, community members and groups, staff, and our external consulting team for your engagement in, and commitment to, the process of developing this Strategic Plan. Your passion for our community and

its future is truly inspiring, and the strength of your convictions for what cannot be lost is impressive .

The plan is based on a foundation of five pillars:

1. Balanced and Environmentally Sustainable Growth
2. A Strong, Connected, and Vibrant Community
3. Diverse and Resilient Economic Development
4. Efficient Governance and Service Delivery
5. A Caring Community

We hope you see some of yourself reflected in this plan and will join us in the work ahead. While it will not always be easy, it will be incredibly rewarding.

Nancy Peckford





A Message from the CAO

North Grenville is a growing community that offers diverse programs and services that foster a quality of life that represents the values of its residents.

North Grenville is a vibrant and growing community that takes pride in offering a wide range of programs and services aimed at enhancing quality of life and reflecting the core values of our residents.

The North Grenville Community Strategic Plan is a forward-thinking, 10-year roadmap designed to guide our vision for future growth and development. As our community continues to expand rapidly, this Plan has been thoughtfully crafted with flexibility to address both current and future challenges. At its core, the Plan ensures that the needs of our residents and businesses remain central to every decision we make.

Under my leadership as the new Chief Administrative Officer (CAO), I am excited to champion the implementation of this Strategic Plan. It provides us with a solid framework to seize new opportunities and effectively navigate the complexities of a growing community. My focus will be on ensuring that our vision is brought to life in a way that is both sustainable and responsive to the evolving needs of our residents.

The strength of this Plan lies in its foundation—comprehensive community and stakeholder engagement. Through this collaboration, we've established a clear vision, actionable strategies,

and measurable outcomes. The key themes within the Plan articulate our collective aspirations and provide a roadmap for working together to achieve our shared goals. They empower us to embrace innovation and tackle challenges head-on.

I want to extend my gratitude to the Strategic Planning Team and to everyone who contributed their insights and ideas during this process. As we move forward, I am committed to fostering ongoing engagement with residents, businesses, and stakeholders. Your input will continue to shape our path and ensure that North Grenville remains a thriving, welcoming community where we all can live, work, and grow.

Together, we will bring this vision to life and build a future that reflects the best of North Grenville.

Karen Dunlop





Introduction

Our Municipality and Community

First and foremost, North Grenville is now home to over 17,000 people - and growing. As such, it clearly has urban areas with urban opportunities and challenges, just like many other residential communities across Ontario.

On the other hand, as the product of amalgamation in 1999, North Grenville is also home to several rural hamlets with remarkably distinct histories and thousands of rural residents who have helped to fundamentally shape what our community is today. Their impact is deeply etched on this place, and many have chosen to stay or are drawn to North Grenville because of its rural character.

We are also blessed with a variety of other special attributes, including a deep caring and connectedness that has persisted across time, and our rapid growth. Important environmental assets, including Ferguson Forest and the Ferguson Forest Nursery, the 6,000-hectare Limerick Forest owned by the United Counties of Leeds and Grenville, as well as the 626-acre Kemptville Campus, recently acquired in 2018 by the Municipality of North Grenville





following the closure of Kemptville College, have fostered, and will continue to, key economic and recreational opportunities for our community.



Our network of waterways and multi-use and multi-seasonal trails, not to mention our deeply rooted and dynamic agricultural community, create an appeal here in North Grenville that is a compelling mixture of both urban and rural qualities.



North Grenville has clearly built its reputation as a very special place for a broad range of people to live, to raise a family, to enjoy retirement while embracing the natural environment, various recreational opportunities, and the chance to connect with each other as members of this community.



Our appeal, and rapid growth over the last two decades, is a testament to our reputation as a great place to live – but, not surprisingly, presents its own set of challenges. The pressures that North Grenville faces which are associated with persistent and high growth are complex. As one of the fastest growing municipalities in Eastern Ontario, ensuring that we manage growth so that it is truly sustainable, and doesn't compromise our capacity to stay connected or engaged with each other, is critical.



For those who live here now, North Grenville is a great place to live. Fundamentally, the goal is to keep it that way.





A 10-Year Plan:

A Commitment to Our Community, Our Priorities, and Our Performance.

An inclusive plan

This Community Strategic Plan reflects the shared insights of almost 2,000 public participants, municipal staff members, senior management, and Council. Those insights helped to define the high-level goals in this document, as well as identify actions that need to be taken to make North Grenville the best it can be.

A 10-year horizon: Councils serve for four-year terms, but truly strategic issues do not fit nicely into four-year bundles. To allow for this, Council has established a 10-year horizon for this Plan.

As a point-in-time perspective of North Grenville's issues, this Strategic Plan will be implemented based on annual choices about operating plans

and budgets, and renewed commitments by the Municipality's leadership. In other words, this Plan is a living document – it puts strategy, into action.

A Strategic Plan for the community, not just the municipal corporation: The local government of the Municipality of North Grenville (MNG) has a defined set of services that it delivers; and the community has many strategic issues that do not fit nicely inside municipal operating plans. This Plan considers both the needs of the community and the needs of the municipal corporation to achieve the vision for the Municipality, and the community overall.

It includes areas where the Municipality directly delivers services, invests in capital assets, and regulates the community through by-laws. It also considers areas where Council can lead by advocating for assistance from senior governments, or by convening non-government partners for collaborations within the community.



A vision, backed-up by implementation details and performance measurement.

North Grenville's Plan includes:



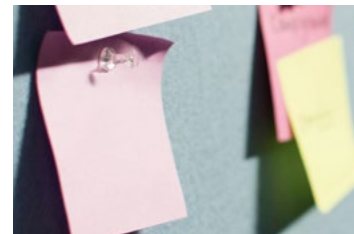
A long-term vision for the community.



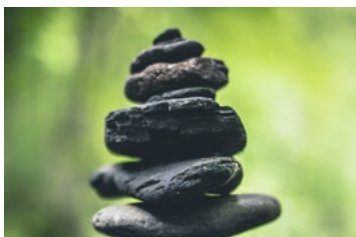
Five strategic pillars that are critical to the success of the vision.



The ongoing mission of the local government.



The specific priorities that will help the Municipality achieve the pillars



The values of the community and organization.

"Strategic Plans are of no use if they are made and left on the shelf."



MNG's Community Strategic Plan is grounded in our commitment to making progress on our performance goals; and will help guide Council, leadership, and staff in the day-to-day work of the Municipality.

Staff reports will include links to show how initiatives are connected to strategic plan goals. Budget and long-term capital decisions will be linked back to priorities in the Plan.



A Plan that will evolve over time:

In 2019, who could have anticipated that 2020 and 2021 would be dominated by COVID-19?

Over the next 10 years, we recognize that priorities may change as new conditions and circumstances emerge. North Grenville administration will monitor performance, and update initiatives on a regular basis to continuously reflect the progress we have made, changing realities, and community needs to which we must adapt.





Developing the Strategic Plan



This Community Strategic Plan reflects the shared insights of almost 2,000 public participants, municipal staff members, senior management, Advisory Committees and Community Groups, and Council.

It is informed by an analysis of North Grenville's strengths, weaknesses, opportunities, and threats (SWOT).





The Strategic Planning Process

The planning process involved six key steps:



The diversity of perspectives and inputs that supported the development of this Strategic Plan anchor North Grenville in its community; and help to set out how we will foster a balanced and sustainable place, with a high quality of life for everyone.

*Which targeted key stakeholder groups including advisory committees and community groups such as Active Transportation, Environmental Action, Arts and Culture, Agricultural and Rural Affairs, Heritage, Community Economic Development, the Public Library, and the Youth Centre.



Key Insights from the Community Survey

North Grenville conducted a community survey to gather data and insights on quality of life, reasons for living in North Grenville, and to understand key issue areas from the perspective of the community.



The Community Survey shows that 97% of residents enjoy living in North Grenville.



66% and 65% of residents cite that the “great mix of rural and urban lifestyles” and the “good quality of life” that it offers, respectively, are the top two reasons residents enjoy living in North Grenville.



56% of residents stated that the access to natural features (like trails) is the top reason for living in North Grenville.



55% of residents state that North Grenville’s “strong sense of community and ‘neighbourliness’” is the reason they enjoy living in North Grenville.



69% of respondents are happy with the direction of North Grenville’s government – citing that it is “on the right track”.



When thinking about growth in North Grenville, 53% of residents believe that it can be good for the community, if it is balanced, and well managed.

1,900*
Responses

The survey was available to all residents in North Grenville, including the business community, and yielded nearly 1,900 responses collectively. Above are some highlights from the survey.

*Approximately



The Community Strategic Plan





Vision

"North Grenville is a caring, vibrant, and cohesive community, where growth is sustainably managed to enhance the quality of urban and rural life for all"

Mission

"Every day we proudly serve, and meaningfully engage our residents and businesses with made-in-North Grenville solutions that advance the needs and aspirations of the community"



Values

As a community, we strive for...

Balanced and environmentally
friendly development

Embracing the fundamental goals
of equity, diversity, and inclusion

Reconciliation with Indigenous
peoples, both close and far

Community cohesion
and self-reliance

Strong civic engagement

Community care and participation

Our Municipality will work to...

Sustainably manage growth

Preserve our small-town feel

Foster a great quality of life

Promote accessibility,
health, and safety

Preserve the natural,
and built heritage

Protect the natural
environment

Our municipal workplace is committed to fostering...

Leadership in local government

Authentic “made in-North Grenville” solutions

Ethical behaviour

Transparency and accountability

Service delivery excellence and great
customer service

Value for money in municipal spending and
investment

Continuous improvement

Collaboration and team-oriented work

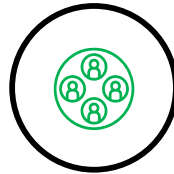
Being an employer of choice



Strategic Pillars



Balanced and
Environmentally
Sustainable Growth



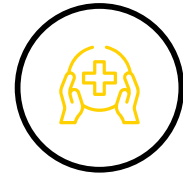
A Strong,
Connected,
and Vibrant
Community



Diverse and
Resilient Economic
Development



Efficient
Governance and
Service Delivery



A Caring
Community



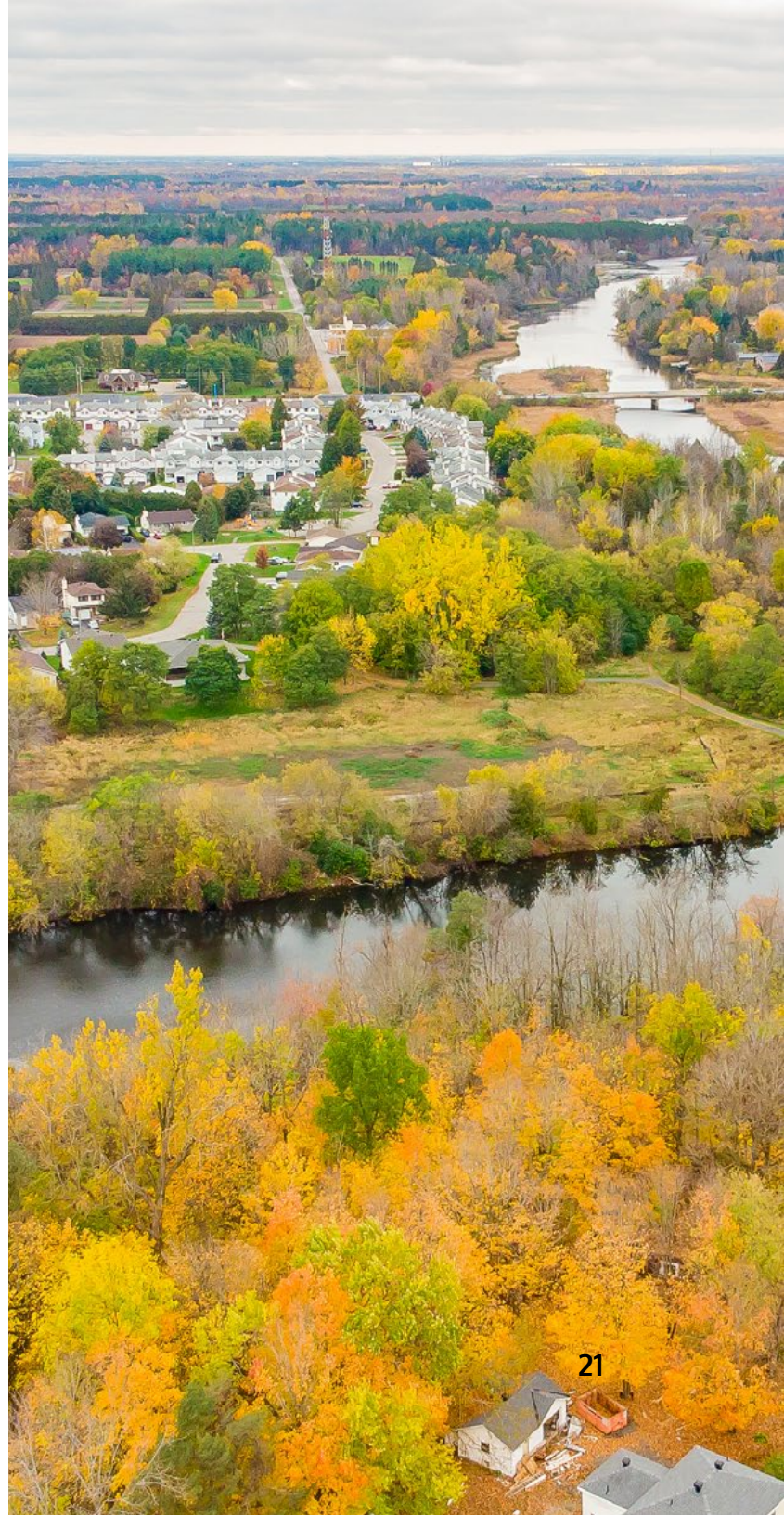


Strategic Pillar #1

Balanced and Environmentally Sustainable Growth

For North Greenville, balanced and environmentally sustainable growth means setting clear goals related to managing growth and infrastructure needs in a way that does not harm the environment, or our “small-town” feel. It means mitigating climate change, preserving our heritage and history, and fostering an even better quality of life, for all residents.

Goals ►





1.1 Mitigate Climate Change Impacts and Preserve the Natural Environment



1.1.1 Develop a “Healthy Environment” Plan to guide environmental sustainability in North Grenville.

1.1.2 Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.

1.1.3 Apply environmental sustainability principles of design and operations to facility rehabilitation.

1.1.4 Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).



1.2 Sustainably Manage Growth to Enhance our Community Cohesion and Quality of Life



1.2.1 Define MNG’s identity, and the meaning of “small-town feel” by consulting with community members.

1.2.2 Develop an Urban-Rural Strategy.



1.2.3 Develop an approach to data collection related to population growth and demographics, in order to establish a clear understanding of growth patterns in the Municipality.





1.3 Promote Environmentally Conscious Development



- 1.3.1 Establish electric vehicle charging station requirements in building codes via municipal mechanisms such as subdivision agreements, or site plan control documents.
- 1.3.2 Implement environmentally conscious design and engineering standards for Municipal infrastructure projects and establish a target for private developments.
- 1.3.3 Promote Leadership in Energy and Environmental Design (LEED) standard construction for larger commercial, institutional, and industrial developments.

1.4 Preserve and Promote North Grenville's Natural and Built Heritage

- 1.4.1 Develop a Heritage Strategy that establishes a regular review cycle for building designation.
- 1.4.2 Establish Heritage Design Standards.
- 1.4.3 Establish a Heritage Tourism Program featuring prominent heritage features and buildings.
- 1.4.4 Identify opportunities for the adaptive reuse of municipally owned Heritage Buildings, such as the Oxford-on-Rideau Township Hall and Maplewood Hall.

1.5 Explore Opportunities for Increasing Housing Supply and Mix



- 1.5.1 Implement the housing strategy and clearly define the role of the Municipality in housing development (e.g., moving away from single-family dwellings) and planning standards.
- 1.5.2 Explore planning policies to permit multiple small dwellings on a single property (e.g., tiny homes).
- 1.5.3 Review Highway Commercial designated lands to identify opportunities for mixed use, high-density residential development.
- 1.5.4 Identify opportunities for residential infill and intensification.



Strategic Pillar #2

A Strong, Connected, and Vibrant Community


A strong, connected, and vibrant community is critical to our vision. Better community engagement, healthy, and connected living, as well as an environment rich in arts and culture will not only improve community outcomes, but will also strengthen cohesion, and well-being for our residents.

Goals





2.1 Strengthen Community Engagement

- 2.1.1 Foster engagement and partnerships among community organizations and leverage benefits of partner organizations, including on organizing events, arts and culture, and improving face-to-face and digital town halls etc.
- 2.1.2 Continue to expand the use of community groups and Advisory Committees.
-  2.1.3 Create hybrid options for public engagement in Council sessions (in-person/digital).
- 2.1.4 Strengthening volunteerism, philanthropy, and building organizational capacity of our local not-for-profits.


2.2 Promote a Healthy Lifestyle





- 2.2.1 Examine the business case for an indoor recreation/aquatic centre.
- 2.2.2 Develop an Active Transportation strategy to promote active transportation (e.g., by enhancing, and sharing information on rural routes, developing waterfront trails, mapping and wayfinding apps).
- 2.2.3 Implement the Parks, Recreation, and Culture (PRC) Master Plan.



2.3 Build and Grow in a Connected Way

- 2.3.1 Consult urban and rural community members to better define an “integrated and connected” community (e.g., via differentiated noise by-laws by area).
- 2.3.2 Improve communication and collaboration with existing communities ahead of a major development applications.
-  2.3.3 Promote development policies that incorporate connectivity and coordination with the surrounding area.

2.4 Invest in Arts and Culture

- 2.4.1 Undertake a strategic visioning exercise to identify arts and cultural space needs and determine potential strategies to address demonstrated needs over time (from PRC Master Plan).
- 2.4.2 Consider opportunities for repurposing surplus municipal buildings for arts and cultural uses prior to disposal (from PRC Master Plan).
-  2.4.3 Create Arts and Culture implementation policy.
-  2.4.4 Establish an Arts and Culture Fund.



Strategic Pillar #3

Diverse and Resilient Economic Development

A diverse and resilient economy is about closing the gap between different groups, setting up a robust and attractive business landscape, and ensuring that North Grenville residents can access the goods they need, when they need them – for both leisure, and necessity.

Goals





3.1 Improve Access to Internet and Broadband Services

- 3.1.1 Implement recommendations from the Broadband Study.
- 3.1.2 Identify key areas of need for development for internet service provider partners.

3.2 Enhance Tourism

- 3.2.1 Implement the approved Tourism Strategy.
- 3.2.2 Develop a Waterfront Access Strategy.

3.3 Diversify and Promote the Downtown Core

- 3.3.1 Develop a secondary plan for the Downtown core to define a vision for what downtown should look like, the desired types of growth, and preservation efforts.
- 3.3.2 Develop a Downtown Revitalization Plan.



3.4 Improve Business Attraction, Expansion, and Retention



3.4.1 Develop an Economic Development Strategy that also includes overall goals and targets for Business Attraction, Retention, and Expansion.



3.4.2 Identify existing gaps and barriers to attracting new businesses, and develop mitigating strategies to support attraction (e.g., older building, limitations to redevelopment, use of brownfield development policies).

3.4.3 Develop a strategy to support green industry.

3.5 Leverage the Benefits of Partner Organizations, and Natural Assets

3.5.1 Identify and develop an inventory of existing natural assets / heritage assets.

3.5.2 Review existing programs with Conservation Authorities, and work in collaboration with Conservation Authorities to define new areas for protection.

3.5.3 Develop a prudent Public-Private Partnerships (PPP) strategy.

3.5.4 Continue partnerships with business organizations.

3.5.5 Strengthen the relationship between Parks Canada and the Municipality, with the common goal of enhancing opportunities for residents and tourists.



Strategic Pillar #4

Efficient Governance and Service Delivery

We want to be continuously improving. Efficient governance and service delivery means continuing to be fiscally responsible, committing to longer-term planning, and making sure that processes, protocols, and services are modernized. It also means increasing our ownership, and leadership over what happens in North Grenville – which will require us to work closely with other levels of government, and community partners.

Goals





4.1 Provide Fiscal Responsibility

- 4.1.1 Report on North Grenville's performance on the budget to increase transparency, and public access to information.
- 4.1.2 Establish data-driven decision making related to budget performance and forecasting.
- 4.1.3 Develop a comprehensive financial strategy including the effective and efficient use of reserves and reserve funds.

4.2 Commit to Asset Management Planning

- 4.2.1 Maintain compliance with provincial requirements for Asset Management Planning.
- 4.2.2 Establish departmental commitments to thorough corporate asset management by creating dedicated resources.
- 4.2.3 Ensure maintenance, review, and operational support requirements of existing assets.
- 4.2.4 Implement technology solutions to support and facilitate planning and asset management.

4.3 Modernize Municipal Processes and Services

- 4.3.1 Enhance service modernization and public engagement programming to ensure efficient and accessible municipal services.
- 4.3.2 Develop and implement an integrated corporate Risk Management Program.
- 4.3.3 Develop a comprehensive program to improve corporate data management and cyber-security.



4.4 Commit to Continuous Improvement

- 4.4.1 Conduct a review of municipal services and organizational structure to ensure that North Grenville is right-sized to efficiently and effectively deliver services.
- 4.4.2 Implement a continuous review program for existing processes and policies at both the departmental and corporate level.
- 4.4.3 Develop a robust human resources strategy to strengthen talent attraction and retention.
- 4.4.4 Enhance talent development and leverage existing knowledge and expertise to support strengthened municipal service provision.

4.5 Provide Oversight over Proposed Eastern Ontario Correctional Complex

- 4.5.1 Confirm commitments from the Province.
- 4.5.2 Confirm relations/processes when facility opens.
- 4.5.3 Advocate for additional social services (external) to support the Eastern Ontario Correction Complex's integration into the community.





Strategic Pillar #5

A Caring Community

Ensuring that community members with diverse lived experiences are supported, and can access the right services, at the right time is vital for our future, and our vision. Cultivating a caring community means working with different levels of government, improving equity, diversity, and inclusion, and mitigating housing challenges among already vulnerable groups.

Goals ▶





5.1 Champion Improvements to Health and Safety, and Social Services; and Advocate for Community Needs with Senior Governments

- 5.1.1 Identify key gaps in social services, and define current state needs, as well as projected needs for the next 10 years (e.g., mental health, sexual assault support, domestic abuse, among others).
- 5.1.2 Review emergency and protective services to ensure the needs of our growing community are met.
- 5.1.3 Work with local stakeholders and medical organizations to recruit physicians and nurse practitioners to the community.
- 5.1.4 Develop partnerships with key service delivery organizations to help advocate for better social services.
- 5.1.5 Improve road safety to encourage active transportation.
- 5.1.6 Use the upcoming Road Safety Strategy to improve community awareness and education on road safety.
- 5.1.7 Communicate health and social service-related needs based on identified gaps.
- 5.1.8 Develop a public transportation strategy and integrated service delivery model to support social service provision.



5.2 Pursue Affordable Housing Objectives



- 5.2.1 Develop an Affordable Housing Policy to define key objectives and targets, and to mobilize the recommendations of the Mayor's task force on affordable housing.



- 5.2.2 Establish a monitoring program to track the number of affordable units.



- 5.2.3 Convene a Housing Advisory Committee to monitor affordable housing objectives and make policy recommendations to Council.



5.3 Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation

- 5.3.1 Evaluate policies from an Equity, Diversity, and Inclusion perspective to ensure that policies are not exclusionary.

- 5.3.2 Complete the Reconciliation framework.

- 5.3.3 Increase engagement with equity deserving groups including but not limited to, people with disabilities, francophones, Indigenous people, newcomers, older adults, racialized community members, rural residents, 2SLGBTQIA+, those facing socioeconomic disadvantage, women, minority faith-based and spiritual group members, and youth.



How We Will Use this Plan

Putting Strategy into Action

Our Community Strategic Plan is the foundation for developing further plans, for informing our day-to-day actions, and for communicating our aspirations. By providing an overarching framework for achieving our vision, this Plan will:

- Support, and guide Council decision-making
- Underpin, and integrate budget and business planning processes
- Enable advocacy with other levels of government, as well as encourage community partnerships
- Provide clear communication and engagement opportunities with community members, based on our defined strategic pillars and goals





To execute the Strategic Plan outlined in this document, North Grenville's staff and leadership will undertake the following overarching activities:

- To support progress monitoring, and to enable updated reporting and agility in the organization, North Grenville will report key activities and results related to delivering the Strategic Plan on a regular basis.
- To ensure strong communication between local government, and the community, North Grenville will share success stories related to the achievement of our goals and priorities based on progress made against the Strategic Plan.
- To support an accurate, and truly forward-looking Strategic Plan, North Grenville will conduct periodic, in-depth reviews of progress-made against the Plan, and will update the performance metrics, and key activities to reflect the evolving circumstances and conditions in North Grenville.

North Grenville has been awarded ISO 37120 Platinum certification for 2021, 2022, and 2023 by the World Council on City Data (WCCD). The 104 key performance indicators tracked for the certification support the localized implementation of the United Nation's Sustainable Development Goals. The ISO standard, and its annual reporting, will be used by the Municipality to continue to ensure that delivery of service to residents remain at world class standards. The data analysis and partnership with the WCCD will also help the Municipality identify potential areas of future sustainable development and track progress of the Community Strategic Plan.



2025 Mid-Year Strategic Plan and Department Work Plan Update

Background

- ▶ **The Strategic Plan was adopted by Council in 2022.**
- ▶ **Every year each department creates a Work Plan in line with the budget.**
- ▶ **Progress has been made across each pillar of the Strategic Plan and in each department.**



1.1 Mitigate Climate Change Impacts and Preserve the Natural Environment

- 1.1.1 Develop a "Healthy Environment" Plan to guide environmental sustainability in North Grenville.
- 1.1.2 Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.
- 1.1.3 Apply environmental sustainability principles of design and operations to facility rehabilitation.
- 1.1.4 Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).

1.2 Sustainably Manage Growth to Enhance our Community Cohesion and Quality of Life






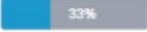




- 1.2.1 Define MNG's identity, and the meaning of "small-town feel" by consulting with community members.

- 1.2.2 Develop an Urban-Rural Strategy.



- 1.2.3 Develop an approach to data collection related to population growth and demographics, in order to establish a clear understanding of growth patterns in the Municipality.



Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Strategic Pillar 1	Balanced and Environmentally Sustainable Growth	Jan 25, 2022	Dec 31, 2031	 ● On Track: 39% ● Some Disruption: 33% ● Completed: 28%	 53%	
Goal 1.1	<u>Mitigate Climate Change Impacts and Preserve the Natural Environment</u>	Jan 25, 2022	Dec 31, 2031	 ● On Track: 50% ● Some Disruption: 50%	 33%	
Key Action 1.1.1	Develop a "Healthy Environment" Plan to guide environmental sustainability in North Greenville.	Jan 01, 2024	Dec 31, 2024	 Some Disruption	 10%	Accomplishments: <ul style="list-style-type: none"> Initial data collection for the Climate Action Plan Joined the Clean Air Council Met with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory Committee Next Steps: <ul style="list-style-type: none"> Join the Partners for Climate Protection Network Initiate stakeholder engagement Initiate public engagement
Key Action 1.1.2	Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.	Jan 01, 2024	Jun 24, 2025	 Some Disruption	 10%	Accomplishments: <ul style="list-style-type: none"> Initial data collection for the Climate Action Plan Joined the Clean Air Council Met with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory Committee Next Steps: <ul style="list-style-type: none"> Join the Partners for Climate Protection Network Initiate stakeholder engagement Initiate public engagement

Corporate Services

Plan Label And Number	Description	Start Date	End Date	Status	Progress	Last Update
Division 3.1	Corporate Strategy	Jan 01, 2025	Dec 31, 2025	<div> <div></div> <div>On Track: 91%</div> <div>Upcoming: 9%</div> </div>	<div> <div></div> <div>33%</div> </div>	
Activity 3.1.1	Continue to action the Broadband Study	Jan 01, 2025	Dec 31, 2025	On Track	<div> <div></div> <div>25%</div> </div>	Accomplishments: <ul style="list-style-type: none"> Completed a Municipal Access Agreement (MAA) with Rogers Next Steps: <ul style="list-style-type: none"> Complete MAAs with Bell and Xplore Conduct speed testing in 2026 following the completion of the funded projects at the end of 2025
Activity 3.1.2	Create a Climate Action Plan	Jan 01, 2025	Dec 31, 2025	On Track	<div> <div></div> <div>5%</div> </div>	Accomplishments: <ul style="list-style-type: none"> Collected local data to support the Leeds and Grenville County Climate Action Plan. Next Steps: <ul style="list-style-type: none"> Engage students from the Telfer School of Management (University of Ottawa) to support the planning and development of North Grenville's contributions to the Climate Action Plan. Conduct engagement Draft a Climate Action Plan

North Grenville Strategic Plan



At the January 25, 2022 Council meeting Council enthusiastically adopted the Municipality of North Grenville's 10-year Community Strategic Plan. The plan aims to achieve the community's vision, *"North Grenville is a caring, vibrant, and cohesive community, where growth is sustainably managed to enhance the quality of urban and rural life for all."*

This Community Strategic Plan reflects the shared insights of almost 2,000 public participants, advisory committee members, community groups, Council, and municipal staff who engaged in the process. **Thank you** to everyone who participated.

The plan is based on a foundation of five pillars:

1. Balanced and Environmentally Sustainable Growth
2. A Strong, Connected, and Vibrant Community
3. Diverse and Resilient Economic Development
4. Efficient Governance and Service Delivery
5. A Caring Community

As the goals and actions of the plan are achieved, progress will be shared with the [community dashboard](#).

Each year Council reviews the strategic plan in conjunction with the Department Work Plans. See the latest updates in the Key Documents Section.

Strategic Pillars



Check out the [new community dashboard](#) which tracks the progress of the strategic plan

Who's listening

Hillary Geneau

Director of Corporate Services
vision@northgrenville.on.ca

613-258-9569 ext. 162

Ashley Cuthbert

Corporate Services Administrative Assistant

613-258-9569 ext. 177

[Subscribe](#)

Key Documents

- 2025 Department Work Plans [View](#)
- Community Strategic Plan Progress Report - January 2025 Update [View](#)
- Community Strategic Plan - January 2025 Update [View](#)
- NG Strat Plan updated April 2023 [View](#)
- 10 Year Community Strategic Plan [View](#)



At the January 25, 2022 Council meeting Council enthusiastically adopted the Municipality of North Grenville's 10-year Community Strategic Plan. The plan aims to achieve the community's vision, "North Grenville is a caring, vibrant, and cohesive community, where growth is sustainably managed to enhance the quality of urban and rural life for all."






This Community Strategic Plan reflects the shared insights of almost 2,000 public participants, advisory committee members, community groups, Council, and municipal staff who engaged in the process.

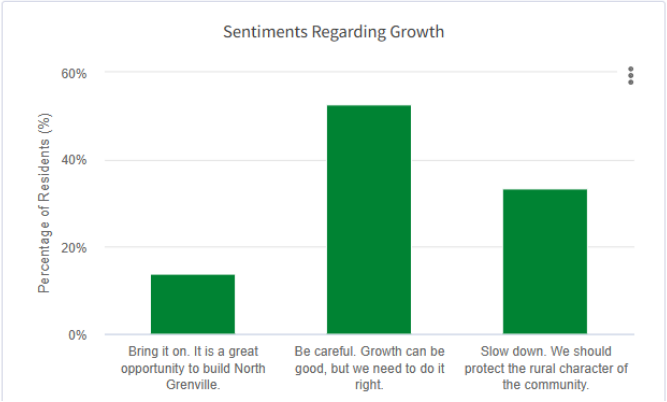


Balanced and Environmentally Sustainable Growth

53%



Description	Progress	Status
Mitigate Climate Change Impacts and Preserve the Natural Environment	33%	
Sustainably Manage Growth to Enhance our Community Cohesion and Quality of Life	70%	
Promote Environmentally Conscious Development	60%	
Preserve and Promote North Grenville's Natural and Built Heritage	42%	
Explore Opportunities for Increasing Housing Supply and Mix	65%	



Mitigate Climate Change Impacts and Preserve the Natural Environment



Description	Progress	Status
Develop a "Healthy Environment" Plan to guide environmental sustainability in North Grenville.		Some Disruption
Create a greenhouse gas (GHG) attenuation policy for MNG operations and procurement; and begin collecting data on GHG emissions in the region more broadly.		Some Disruption
Apply environmental sustainability principles of design and operations to facility rehabilitation.		On Track
Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).		On Track

Fine Particulate Matter Concentration

6.4µg/m³

2022: Year-over-Year Changes

▽ Decreased from 6.53µg/m³ in 2021

ISO 37120



Percentage of Solid City Waste that is Recycled

18.89%

2022: Year-over-Year Change

▽ Decreased from 20.56% in 2021

ISO 37120



Percentage of Solid Waste that is Biologically Treated and Used as Compost or Biogas

20.75%

2022: Year-over-Year Growth

△ Increased from 6.46% in 2021

ISO 37120





[Home](#) / [Pillar 1: Balanced and Environm...](#) / [Mitigate Climate Change Impact...](#) / Develop a "Healthy Environment" Plan to guide...

Develop a "Healthy Environment" Plan to guide environmental sustainability in North Grenville.



Latest Update:

Accomplishments:

- Initial data collection for the Climate Action Plan
- Joined the Clean Air Council
- Met with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory Committee

Next Steps:

- Join the Partners for Climate Protection Network
- Initiate stakeholder engagement
- Initiate public engagement



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: Retirement Transition Agreement Program

Report No: CAO-2025-022

Prepared by: Karen Dunlop, Chief Administrative Officer

Recommendation(s)

THAT Council directs staff to enact a transition agreement program on a five-year trial basis.

Executive Summary

Purpose

- To implement a system that would provide for a continuation of corporate knowledge and facilitate succession planning and recruitment for the Municipality of North Grenville.
- The intent of this program is to assist eligible long standing municipal employees to voluntarily and irrevocably retire from their employment with North Grenville, in exchange for an incentive program based on the terms outlined below.
- The proposed program would provide for health, dental and limited Life insurance benefits for a maximum of two years post-retirement, as defined below.

Key Findings

- The Municipality has long-standing employees and it is deemed to be desirous to adopt a policy, on a five year trial basis, to facilitate succession planning and recruitment.
- A voluntary retirement transition Agreement program is designed to encourage long standing employees who are eligible to retire with an immediate OMERS pension and to formalize retirement agreements and transition plans.

Financial Implications

- **TO BE REVIEWED** by the municipal health care provider and finance

Background/Analysis

- To be eligible for the program, an employee must meet all the following criteria;
 - Must have ten (10) or more continuous years of service with the Municipality of North Grenville.
 - Must be eligible for an immediate OMERS retirement pension upon retirement.
 - Be 55 or older
 - Coverage would be the same as existing coverage (ie: family or single employee only)

General Policy Parameter

1. Participation in and applications to the Program shall be entirely voluntary.
2. To participate in the Program, an eligible employee must make application by way of a written memo to the Chief Administrative Officer (CAO) for consideration by the Municipality. Applications, approved by the CAO. When a policy anomaly is identified, Council approval.
3. Approval of applications will be at the sole discretion of the Municipality, based on a number of factors including and not limited to; the number of individuals making application, operational requirements and availability of funds.
4. If an employee is accepted, they will be provided with a Retirement Transition Agreement, which will be required to be executed to indicate their irrevocable election to retire from their employment under this program.
5. Eligible employees electing to participate in this program must provide a minimum of three (3) months' notice of retirement, and must irrevocably elect to retire from their employment with the municipality no later than six (6) months from the date the Retirement transition Agreement is fully executed. The municipality shall report the eligible employee's retirement date to OMERS, which will issue the eligible employee a pension option package.
6. As employees participating in this Program are voluntarily retiring, they have no entitlement to termination notice, pay in lieu of notice or severance pay under the Employment Standards Act, 2000 or the common law.
7. The municipality encourages employees to seek advice from an independent financial advisor prior to applying to the Program.
8. The program is being implemented on a trial basis in response to known organizational needs and may be discontinued at the discretion of Municipal Council. Employees wishing to apply under the Program are asked to contact Human Resources. Those employees accepted for a Retirement Transition Agreement under the terms of the Program will be provided with an Acceptance and Release letter within 45 days thereafter.

9. All formal communication related to changes of leadership associated with the Program will be the responsibility of Human Resources and any informal messaging by the retiring employee will be supportive of overall Municipal communications.

Voluntary Retirement Transition Program

1. The municipality will make best efforts to secure a replacement for the retiring employee that affords a period of overlap of at least four (4) weeks and no more than four (4) months to allow for a smooth transition of knowledge transfer to the incoming employee.
 - a. Efforts will be made to ensure the overlap period occurs before any paid leave to be taken by the retiring employee in advance of their retirement date.
 - b. The suspension of all prorated annual allotments for the year of retirement will be included in the calculation of the retirement date.
2. The retiring employee will retain their existing job title, unless otherwise specifically changed and agreed in the Retirement Transition Agreement. The incoming replacement hired, will use the title of “designate” or “interim” until the date of retirement for the retiring employee.
3. Upon hire of the replacement employee, the retiring employee will effectively cease the usual duties and responsibilities of the role and shift to an advisory, mentorship capacity to facilitate a seamless transition, to the best of their abilities.
 - a. Depending on the length of the overlap between the retiring and incoming employees, the retiring employee may be assigned supplemental tasks in keeping with their skills, abilities and expertise.
 - b. The retiring employee will make themselves available to the incoming hire as requested to transition knowledge, answer questions and provide reasonable advice. The retiree will not report to the replacement employee nor be responsible for the actions or decisions made by their replacement.

Retiree Benefits

Accepted eligible employees may elect to receive the incentive payment as employer paid premiums for retiree benefits (Life Insurance, extended health care, Dental, and Emergency Travel assistance coverage only) under the applicable Municipal Retiree Benefit Plan. For clarity, Retiree benefits do not include Optional life, Optional Spouse life, AD&D, Long Term Disability, or Short-Term Disability.

The employees eligibility for coverage and entitlement of benefits under the retiree Benefits plan will at all times be subject to the applicable terms of the Retiree Benefits plan Policy, which is subject to change at any time and without notice, including after retirement.

While the employee remains eligible for coverage under the Retire Benefits plan, the Municipality would pay the premiums for a period of Twenty Four (24) months from the employees retirement, or until the employee reaches the age of seventy (70), which ever occurs first.

The employee is to be aware that benefits coverage will not continue beyond the age of seventy (70) years.

Roles and responsibilities

To be determined between Human Resources, Chief Administrative Officer and employee.

Approval and Review

This program will be in effect on a trial basis for five years from the time of Council approval. Extension or renewal of the program beyond this period may be considered by Council after review of its effectiveness.

Appendices

To be developed- Sample Voluntary Retirement Transition Agreement

Relevance to Strategic Priorities

Strategic Pillar	Pillar #5 - A Caring Community
Goal	Goal #5.3 - Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation
Key Action	Action #5.3.3 - Increase engagement with equity deserving groups including but not limited to, people with disabilities, francophones, Indigenous people, newcomers, older adults, racialized community members, rural residents, 2SLGBTQIA+, those facing socio

Options and Discussion

1. Approve the recommendation
2. Do not approve the recommendation

Financial Impact

This item has been identified in the current budget: Yes ☐ No ☐ N/A

This item is within the budgeted amount: Yes ☐ No ☐ N/A

Internal/External Consultation

Senior leadership Team and our Service Provider have been consulted in the preparation of this report.

Communications

N/A

Attachments

- None



Municipality of North Grenville

To: **Council**

Meeting Date: July 8, 2025

Subject: Advisory Committee Resolutions and Notice of Motions Summary

Report No: CAO-2025-023

Prepared by: Karen Dunlop, Chief Administrative Officers

Recommendation(s)

THAT Council receives the Advisory Committee Resolutions and Notice of Motions Summary, Report NoAO-2025-023 for information.

Executive Summary

Purpose

- To provide a comprehensive and complete list of the outstanding Advisory Committee resolutions and Council Notice of Motions including departmental representatives and timelines.

Key Findings

- The attached charts show the Notice of Motions and their current status, plus the Advisory Committee recommendations from 2024 and 2025.
- These represent a significant amount of addition to Workplans. Consideration to other projects underway to complete the requested actions has been included in the charts

Financial Implications

- Any additional resources will be brought forward with the individual recommendations as part of the staff report.

Background/Analysis

- This list has been compiled from the recommendations from the Advisory Committees and the Notices of Motion over the past few years.
- The chart provides the recommendation or motion, the department that will action and a status, if one of available.
- This chart has been recently compiled and Senior Leadership Team will continually review and provide an update to ensure these items are included in future workplans, if required.
- Some have been incorporated into Master Plans or Capital projects already underway.

Relevance to Strategic Priorities

- The Alignment for the Strategic Plan crosses many pillars. The use and connection of the Advisory Committees takes components from A Strong, Connected and Vibrant Community, Pillar 2.
- The Notices of Motions cross multiple Pillars from Promoting a Healthy Lifestyle under Pillar 2 , developing an Active Transportation Plan, Implementation of a PRC Master plan, Create Arts and Culture implementation Policy and an Arts and Culture Fund.
- Both the recommendations and the Notices of Motion also cover many aspects of Pillar 4- Efficient Governance and Service Delivery with a commitment o Continuous Improvement and Pillar 5 A Caring Community. Improving Road Safety to encourage Active Transportation.

There was no single Alignment but many across the full range of Pillars and initiatives.

Options and Discussion

1. Approve the recommendation
2. Do not approve the recommendation

Financial Impact

This item has been identified in the current budget: Yes ☐ No ☐ **N/A**

This item is within the budgeted amount: Yes ☐ No ☐ **N/A**

Staffing implications, as they relate to implementing Council's decision on this matter, are limited to the existing staff complement and applicable administrative policies as approved by Council.

Internal/External Consultation

- Council
- Advisory Committees
- Staff

Communications

- These charts and updates will rise to Council on a quarterly basis to ensure Council is informed of the status of the motions. Were they sit on the complete scale and if additional resources or direction is required.
- This is the list as of the writing of the report and will evolve and be updated as recommendations are added or completed.

Attachments

- Notice of Motions Tracking Spreadsheet
- Advisory Committee Significant Resolutions Tracking Spreadsheet – 2025
- Advisory Committee Significant Resolution Tracking Spreadsheet – 2024

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
JB	KS	<p>Be it resolved that:</p> <p>Council recommend to the United Counties of Leeds and Grenville to designate two Community Safety Zones in North Grenville on County jurisdiction roads:</p> <p>On County Road 18 in front of the Oxford on Rideau Elementary School On County Road 44 in front of the Kemptville College Campus; AND That Council request the United Counties of Leeds and Grenville to investigate speed reductions in all community safety zones in North Grenville.</p>	Motion delivered to United Counties of Leeds and Grenville following passing		Yes
JB	DW	<p>Be it resolved that:</p> <p>Council direct staff to:</p> <p>Identify unnecessary hurdles to residential infill and intensification within the Municipality's Zoning Standards, including but not limited to density, parking, and lot coverage; and Prepare a report with recommendations on improved zoning standards that are supportive of residential infill and intensification.</p>	Deputy Directof of PD brought forward Report #PD-2024-035 on august 14, 2024 with general housekeeping amendments to the Zoning By-law to address this. By-law 66-24, amending By-law 50-12, was enacted to the hurdles brought forward by Notice of Motion	14-Aug-24	Yes.
JB	DW	Be it resolved that: Council direct Staff to report back no later than April 10th regarding refreshment vehicle licence and related fee options to accommodate Special Events and / or non seasonal applications.	<p>Manager of By-law Services brought forward Report #PD-2024-022 on July 10, 2024.</p> <p>Council approved amendments to By-law 105-215 which amended schedule 'B' of the By-law (being for Refreshment Vehicles). No indication that this amendment addresses the Notie of motion.</p>	10-Jul-24	Yes

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	DW	<p>WHEREAS the Municipality of North Grenville Municipal Centre supports a number of key events including hockey, figure skating and mixed martial arts within the municipality including a variety of sports associations; AND</p> <p>WHEREAS the Kemptville Storm Girls Hockey will be celebrating their 30th season; AND</p> <p>WHEREAS registration for minor hockey, and other sports groups increases year over year; AND</p> <p>WHEREAS there is an increasing demand for spectator seats as support and attendance at events at the North Grenville Municipal Centre rises; AND</p> <p>WHEREAS the Municipality of North Grenville currently only has spectator seats in the form of cement tiered seating which provides challenges in the form of comfort, support and climate control for spectators; AND</p> <p>NOW THEREFORE be it resolved that Council direct Staff to report back to Council in the month of August on the costs associated with acquiring and installing up to 500 seats in Arena 1 in the North Grenville Municipal Centre as a capital project for 2025 with additional consideration for a cost-sharing fundraising program that could be developed for Fall 2024 to help offset the significant capital project and showcase the community support for event spectatorship in North Grenville.</p>	<p>Director of PRC brought Report #PRC-2024-010 on September 17, 2024. Council approved an amendment to the MunciiaplDontion Policy to include Arena 1 seat donation program as set out in the report. Council also accomodated a \$60,000 2025 budget pre-approval and directed staff to initiate a RFP for seat installation.</p>	17-Sep-24	Yes

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	JB	<p>WHEREAS primary care frequently represents an individual's first point of contact with the health care system and is often regarded as the foundation for health care, including but not limited to the prevention of illness and maintenance of health;</p> <p>AND WHEREAS little to no attention has been given to the role of</p> <p>the primary care nurse (NP, RN and RPN) by governments, employers and professional associations and as a result, this role is grossly under-utilized to the detriment of the public and health system as a whole;</p> <p>AND WHEREAS more than two million people living in Ontario don't have access to a dedicated primary care providers;</p> <p>AND WHEREAS there is significant potential for the roles of Nurse Practitioners, Registered Nurses and Registered Practical Nurses in primary care to be expanded to optimize patient care outcomes and achieve system efficiency and cost-effectiveness including but not limited to reducing patient waitlists for appointments, reducing non-emergent visits to Emergency Departments, as well as reducing hospital re-admissions;</p> <p>AND WHEREAS capitalizing on the education and experience of NPs, RNs, RPNs is central to solving access to primary care for everyone, including people living in rural and remote communities;</p> <p>AND WHEREAS most primary care organizations do not have the ability to charge for services provided by another health care provider;</p> <p>AND WHEREAS the addition of Registered Nurses on Mobile Crisis Teams has proven to be cost effective in the significant reduction of police arrests and transfers of people to Emergency Departments;</p> <p>AND WHEREAS NPs and RNs represent a grossly under-utilized resource in Ontario's Primary Care system;</p>	<p>Circulated as directed by resolution.</p> <p>Responses from Municipalities not received to date.</p>	None.	Yes

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
JB	KS	<p>WHEREAS, during the pandemic, many of the estimated 70 percent of residents who would normally LEAVE the COMMUNITY to commute to jobs elsewhere were able to work effectively from North Grenville and consequently increasingly frequented local shops and utilized professional and health related services, thereby contributing to local economic activity to the benefit of the community as a whole;</p> <p>AND WHEREAS, recently we have seen increased "back to the office" mandates from many employers outside of the Municipality, including federal departments and agencies as mandated by the Treasury Board, thereby reducing the economic gains that many local businesses, entrepreneurs, and services have experienced from this cohort of employees;</p> <p>NOW THEREFORE BE IT RESOLVED THAT Council endorse the efforts by Kemptville Campus Education and Community Centre and the Mayor to actively solicit for the establishment of co-working/remote facilities on Campus including, but not limited to, federal departments and agencies.</p>	Ongoing Campus initiative, Direction to be established		

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	KS	<p>WHEREAS trees are often planted</p> <p>As part of roadworks contracts, As part of the Commemorative Gift Program in memory of someone or in honor of someone or some event, or to enhance our community, As part of recreational parkland development or enhancement.</p> <p>WHEREAS these trees, as part of landscaping plans in a contract or donation from residents, are funded by taxpayers and therefore become NG assets,</p> <p>WHEREAS there is solid evidence related to the benefits of trees including;</p> <p>The reduction of stress and anxiety. lowering blood pressure, improving mood, alleviating depression particularly in young people, prevention of cognitive decline and overall improved mental and physical health, A positive environmental impact including, improved soil quality, improved air quality, decreased air pollution, reduced flooding and erosion, removal of pollutants from rainfall which ultimately replenishes our aquifers, Provision of shade, reduction of UV exposure and provision of a natural wind break, Visual and esthetic effects include blocking views of commercial buildings and car parks, as well as filtering light and noise.</p> <p>WHEREAS the Municipality has a responsibility for the care, maintenance and replacement of all its assets,</p> <p>NOW THEREFORE BE IT RESOLVED that the Municipality of North Grenville establish a By-Law to include trees, which have been purchased with tax dollars, as natural assets and establish a policy for the care, maintenance and replacement of such trees in our parks and public spaces;</p> <p>AND THAT Council assign the initial consultation and deliberation of such By-law to the Environmental Action Advisory Committee to report back on by the end of Q1 2025.</p>	<p>PW to work with PRC New Director and Asset manager Coordinator</p>		

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	KS	<p>WHEREAS there is solid evidence related to the benefits of trees including.</p> <p>The reduction of stress and anxiety. lowering blood pressure, improving mood, alleviating depression particularly in young people, prevention of cognitive decline and overall improved mental and physical health,</p> <p>A positive environmental impact including, improved soil quality, improved air quality, decreased air pollution, reduced flooding and erosion, removal of pollutants from rainfall which ultimately replenishes our aquifers,</p> <p>Provision of shade, reduction of UV exposure and provision of a natural wind break,</p> <p>Visual and esthetic effects include blocking views of commercial buildings and car parks, as well as filtering light and noise.</p> <p>WHEREAS there are several trails and parks which abut commercial or industrially zoned land,</p> <p>AND WHEREAS there is a By-Law which establishes a buffer between residential lands and commercial/industrial land,</p> <p>NOW THEREFORE BE IT RESOLVED that the Municipality of North Grenville establish a bylaw to include a similar buffer of native trees in the site plans of any future commercial/industrial and residential development abutting all municipal recreation trails and parks.</p>	<p>At the time of the motion Council was advised that legislation changes have stopped planning staff from being able to enforce landscaping through site plan control. The appropriate mechanism for this would be the Zoning By-law which would need to be amended to included. This was communicated to Council at the time of the motion as per the minutes.</p> <p>Project will likely be assigned to Planning and folded into a general amendment to the zoning by-law or a comprehensive review.</p> <p>Planning to provide update Q4 2025.</p>		P

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	DW	<p>WHEREAS Downtown Kemptville and Reuben Crescent has a mixture of residential, commercial, institutional and recreation establishments as well as limited mixed parking;</p> <p>WHEREAS the Municipality of North Grenville has approved several additional multi residential unit developments in Downtown Kemptville including 2 developments with a total of 277 units on Reuben Crescent;</p> <p>WHEREAS there are 3 very busy sports and recreation establishments including the North Grenville Curling Club and the Royal Canadian Legion on 2 corners of Reuben Crescent;</p> <p>WHEREAS there are currently lengths of sidewalks that are not connected and are on alternate sides of the Reuben Crescent;</p> <p>WHEREAS Riverside Park, a very actively used park, is also along Reuben Cres which attracts people of all ages who walk, cycle and drive to the park;</p> <p>WHEREAS an increase in preference for walking and cycling, and a focus on fitness is noted among the population of North Grenville,</p> <p>WHEREAS a strongly connected community that cares about the health and safety of residents are important pillars of our Strategic Plan;</p> <p>AND WHEREAS the Health, Wellness, Fitness and Active Transportation Advisory Committee recommend and supports this motion;</p> <p>THEREFORE BE IT RESOLVED THAT the Municipality of North Grenville undertake an Active Transportation Study of the Downtown Commercial Area (C1), with particular attention to Reuben Cres, to determine the best safe options for sidewalks and cycling.</p>	<p>At the time of the motion, Council was informed that design may be considered and approved in 2025, however constructions is likely not to occur.</p> <p>At the time of the motion, CAO confirmed Active Transportation Master Plan is being pursued in 2025. All suggested connections will be reviewed in more detail through this process to ensure appropriate connectivity.</p> <p>Traffice engineering considerations will stop this from being constructed in 2025.</p> <p>Part of Active Transportation Master Plan as a special consideration area.</p>		

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DO	DW	<p>WHEREAS the Municipality of North Grenville has approved site plans for at least 4 new residential developments west of County Road 44 both North and South of County Road 43 which could have in excess of 2000 new residential units and commercial establishments,</p> <p>WHEREAS the current expansion of County Road 43 including multi-use pathways on both sides only extends west as far as County Road 44 and further expansion of County Road 43 to Sommerville Road is estimated to be more than a decade in the future,</p> <p>WHEREAS there is currently no pedestrian crosswalk on County Road 43 west of County Road 44,</p> <p>WHEREAS there is currently no pedestrian sidewalk on the south side of Van Buren and the PXO is located at the Rail Trail,</p> <p>WHEREAS there is new development proposed on the south side of Van Buren of 50 Town homes, Brookside Phase II Development off Raina Way, with 277 units, and a commercial plaza.</p> <p>WHEREAS the Municipality of North Grenville has retroactively established active transportation connectivity to previous developments such as eQuinelle and Victoria Park,</p> <p>WHEREAS an increase in preference for walking and cycling, and a focus on fitness is noted among the population of North Grenville, including walking school bus programs,</p> <p>WHEREAS a strongly connected community that cares about the health and safety of residents are important pillars of our Strategic Plans.</p> <p>AND WHEREAS the Health, Wellness, Fitness and Active Transportation Advisory Committee recommends and supports this motion,</p>	<p>At the time of the motion, Council was informed that design may be considered and approved in 2025, however constructions is likely not to occur.</p> <p>At the time of the motion, CAO confirmed Active Transportation Master Plan is being pursued in 2025. All suggested connections will be reviewed in more detail through this process to ensure appropriate connectivity.</p> <p>Traffic engineering considerations will stop this from being constructed in 2025.</p> <p>Part of Active Transportation Master Plan.</p>		

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
JB	DO	<p>WHEREAS the Nation Valley ATV Club has requested that the United Counties of Leeds and Grenville permit ATV traffic on two specific sections of County Road 20 within North Grenville;</p> <p>AND WHEREAS ATV traffic is permitted on various sections of other county roads as set out in By-Law 15-50 ,as amended, of the United Counties of Leeds and Grenville;</p> <p>AND WHEREAS ATV traffic is permitted on municipal roads within North Grenville as set forth in By-Law 104-16, as amended, being a by-law to regulate the operation of off-road vehicles on municipal roads;</p> <p>AND WHEREAS the Nation Valley ATV Club’s request is in line with the municipal and county goals to enhance connectivity for trail users while also maintaining safety for all road users;</p> <p>NOW THEREFORE be it resolved that the Municipality of North Grenville supports the Nation Valley ATV Club application to the United Counties of Leeds and Grenville to permit ATV traffic on two specific sections of County Road 20 within the Municipality of North Grenville;</p> <p>AND THAT Council authorize the Mayor to sign and deliver the attached Letter of Support to the United Counties of Leeds and Grenville.</p>	Motion delivered to United Counties of Leeds and Grenville following passing	None	Yes
JB	DW	<p>Be it resolved:</p> <p>THAT Council request the United Counties of Leeds and Grenville consider all lands 2.5 acres or less be reviewed and excluded from the Agricultural Area Review to prevent residential use property owners from being negatively impacted.</p>	Motion delivered to United Counties of Leeds and Grenville following passing	None	Yes
JB	DO	<p>THAT Council direct staff to review the affordable housing policy and return with a report, no later than Q3 2025 recommending</p> <p>flexibility in the 25% affordable housing target while maintaining a minimum of 15% affordability; and, additional incentives for developers to achieve a minimum of 15% affordability.</p>	Planning will be presenting to Council Q3, 2025	13-Aug-25	

Mover	Seconder	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
DW	KS	THAT Council accept the recommendation of the Mayor’s Taskforce on Clean Technology dated March 17, 2025 which states “The Mayor’s Task Force on Clean Technologies recommend that Council facilitate meetings with Canadian Wollastonite to explore options to supplement road salt as a grit with wollastonite as a pilot project”.	To be explore for Campus Winter 2025/2026 as a grit addition, Pilot program.		
KS	JB	<p>WHEREAS the Government of Ontario has introduced Bill 5: Protecting Ontario by Unleashing Our Economy Act, 2025, which proposes substantial changes to environmental planning policies, including replacing the Endangered Species Act with a new framework that reduces protections for at-risk species, and enabling the creation of Special Economic Zones that may override local planning authority and environmental oversight;</p> <p>AND WHEREAS the Municipality of North Grenville supports increasing housing supply and economic growth, but believes this must be done in a way that upholds environmental responsibility and maintains the integrity of local planning processes;</p> <p>AND WHEREAS Bill 5, as proposed, weakens safeguards for natural heritage systems, threatening biodiversity, and diminishing the authority of municipalities to manage growth in accordance with local needs and official plans;</p> <p>AND WHEREAS the Municipality of North Grenville urges the Government of Ontario to recommit to upholding the rights of Indigenous Peoples as affirmed in Canadian law through the United Nations Declaration on the Rights of Indigenous Peoples Act and engage in transparent inclusive consultations with Indigenous Nations and civil society before tabling new development legislation;</p> <p>AND WHEREAS Special Economic Zones would allow the Province to unilaterally override municipal decision-making by exempting Special Economic Zones from Municipal By-laws;</p> <p>AND WHEREAS the use of Special Economic Zones to bypass local deliberation on proposed projects may not deliver on the promise of supporting economic growth;</p> <p>THEREFORE BE IT RESOLVED THAT Council of the Municipality of North Grenville:</p> <p>Opposes all provisions in Bill 5 that reduce environmental protections and Ontario’s proud legacy of protections of endangered species, that override the rule of law and that nullify Municipal planning authority;</p> <p>Urges the Province of Ontario to support housing and infrastructure development in ways that align with sound</p>	Motion delivered to all entities itidentified within the motion	None	Yes

Mover	Second	Motion Details	SMT and/or Council Established Action	Council Follow Up Date(s)	Complete
		Be it resolved: THAT Council direct Mayor Nancy Peckford to proposed new mapping to the United Counties of Leeds and Grenville in regards to the Land Evaluation Area Review (L.E.A.R) process that responds to significant concerns about the long-term multi generational impacts of change of land designation from rural to agricultural.	Introduced May 27, 2025 and scheduled for deliberation on June 11, 2025	None	

Committee Code	Motion Number	Date of Motion	Mover	Seconder	Motion	Notes	Clerk Office Action Recommended	SMT Considered	SMT Action Determined/Updates as needed	Date Action Completed	Department leading	
HWFATAC	HWFATAC-2025-03	14-Jan-25	Doreen O'Sullivan	Robert Angi	Be It Resolved that: HWFATAC recommends Council approve the construction of a Multiuse Pathway (MUP) on the west side of County Road 44, from the Firehall, South to County Road 43.	Two similar NoMs received by Council in Fall 2024. Identified need to action the Action Transportation Master Plan to ensure active transportation conenctiosn complement one another	Include Active Transportation Plan in 2025 and/or staff report to Council for direction to get started and/or send to appropriate staff for consideration in project etc.	12-Mar-25	The 2025 budget has an allotment for an active transportation plan. Nothing should be done until this is completed.		PW/PRC	
HWFATAC	HWFATAC-2025-04	14-Jan-25	Doreen O'Sullivan	Charles McDonald	Be it resolved that: The HWFATAC recommends to Council the an identifiable need of a Multi-Use Pathway (MUP) or sidewalk on the south side of Concession Road, extending from Prescott Street to Hurd Street or at least to the new proposed French Catholic School, with a Pedestrian Crosswalk (PXO) at the entrance to the new school.	Same note as for HWFATAC-2025-03	Same note as for HWFATAC-2025-04	12-Mar-25	Mark to bring forward a report to Council in May 6. Update: A report was not recieved for May 6. Adding this report to agenda forecast for a specific date would be helpful		PRC	
ACHAC	ACHAC-2025-05	30-Jan-25	Nancy Dery	Rebecca Campbell	WHEREAS, the development of a Public Art Policy is essential to supporting a vibrant cultural environment in North Grenville;WHEREAS, the proposed Public Art policy outlines a framework for creating, installing, and maintaining public art in the community;NOW BE IT RESOLVED The ACHAC request that Council accept the Public Art Policy Version #3 2025, created by the Arts Culture and Heritage Advisory Committee.	None.	Have PRC to review the document to ensure there is not a similar existing document. This could rise to Council without a staff report, but would suggest we "recommend" Council direct staff to work with the Committee to ensure the policy is fulsome and procedurally accurate/correct before Council adoption.	12-Mar-25	PRC to review the document. This will be actioned by the New Director of PRC in 2025 for adoption of Council by end of 4th Quarter 2025.		PRC	
ACHAC	ACHAC-2025-06	30-Jan-25	Nancy Dery	Rose David	BE IT RESOLVED THAT, The ACHAC advises Council to adopt the North Grenville Public Art Policy dated January 2025.BE IT RESOLVED THAT, The ACHAC advises Council to establish an ongoing line item in the Municipality's annual annual budget, being up to 1% of residential and commercial tax generated revenues, to be used for commissioning, fabrication and installation of new art pieces and projects (subject to the approval of Municipality Council during the annual budget cycle).	None.	Should go forward to Council with a staff report - we do not know the monetary value of the 1% of residential and commercial tax generated revenues. Council would need figures. I also feel this will be more of a 2026 budget consideration given how late it came in for the 2025 year.	12-Mar-25	PRC to review the document. This will be actioned by the New Director of PRC in 2025 for adoption of Council by end of 4th Quarter 2025.		PRC	
ACHAC	ACHAC-2025-04	30-Jan-25	John Barclay	Rose David	WHEREAS, There is an identified need for increased public space(s) to house, engage in, and support arts, culture, and heritage activities for the municipality of North Grenville's residents and visitors.And recognizing recommendations #23 and #24 from the Parks, Recreation, and Culture master plan1:"#23. Undertake a strategic visioning exercise to identify arts and cultural space needs and determine potential strategies to address demonstrated needs over time.#24. Consider opportunities for repurposing surplus municipal buildings for arts and cultural uses prior to disposal. Revitalized heritage facilities may be repurposed for uses such as museums, art galleries, exhibition spaces, and/or creative studios."And in response to the February 2021 recommendation from the former North Grenville Heritage advisory committee2:"That Council acknowledge the data and specimens accumulated by Dr Fred Schueler and Aleta Karstad as an important element of North Grenville's heritage, and take appropriate, prudent, and affordable action to assist them in finding homes for their specimens, and in making use of their data and specimens for research and public education"BE IT RESOLVED THAT, The ACH advisory committee advises Council to request staff to identify any unused or underused municipal spaces that could be repurposed for immediate use by Fragile Inheritance3 as they work to secure their collection of irreplaceable natural specimens primarily collected from the North Grenville region.	None.	Bring forward to Council with a covering report from facilities	12-Mar-25	This fits into what PRC wants to accomplish with the Old Town Hall. This is a couple of years away. PRC may come forward with something in Q4 2025.		PRC	
EAAC	EAAC-2025-07	24-Feb-25	Peter Friedrichs	Sasha Honsl	Council accepts and adopts the revised Terms of Reference as presented as they are more in line with the Environmental Action Advisory Committee current focus.	Clerk's office reviewed to ensure the changes do not impact the purpose or mandate of any other Advisory Committee	Bring forward to Council as other business, no covering report necessary.	12-Mar-25	Update: EAAC ToR changes rose to Council on April 8 with changes suggested by staff to avoid cross over between committees. Council requested more emphasis on tree care and management and returned to the committee for adjustments. Will follow up with EAAC		Clerk	
HWFATAC	HWFATAC-2025-17	15-Apr-25	Anne Jesseau	Charles McDonald	BE IT RESOLVED THAT the Health, Wellness, Fitness & Active Transportation Advisory Committee recommend that the Public Work and or the Parks and Recreation department explore options to collect data on the usage of Settler's Trail (east and west of County Rd. 44) , Rail Trail, Alf Campbell Trail, Maple Sugar Bush Trail and Libby Island, including trail user activity, to support informed planning and maintenance improvement of the active transportation network.	None.		16-Apr-25	To be reviewed as part of Active Transprtation Masterplan		PW/PRC	
ACHAC	ACHAC-2025-17	22-Apr-25	Tom Graham	John Barclay	That the Arts, Culture & Heritage Advisory Committee receive the Heritage Interpretive Panel Update and request Council to direct staff to proceed with contracting Fantasy to replace three existing panels under the guidance of the ACHAC. Funds for this work to be drawn from the 2025 budget allocation to Heritage from the Planning Department.			16-Apr	Amy and Hillary working on this. First panel purchased.		Strategy	

Committee Code	Motion Number	Date of Motion	Mover	Seconder	Motion	Notes	Clerk Office Action Recommended	SMT Considered	SMT Action Determined/Updates as needed	Date Action Completed	Department leading	
ACHAC	ACHAC-2025-18	22-Apr-25	John Barclay	Rebecca Campbell	That the Arts, Culture and Heritage Advisory Committee recommend that Council approve an amendment to Section 2.2.6 of the (Draft) Public Art Policy to include an obligation for both the Municipality and artists to include an impact assessment on the environment as part of the public art process.				PRC to review the document. This will be actioned by the New Director of PRC in 2025 for adoption of Council by end of 4th Quarter 2025.			
EAAC	EAAC-2025-14	28-Apr-25	Peter Friedrichs	Nancy Peckford	Be it resolved that, the environmental Action Advisory committee (EAAC) supports the Municipality of North Grenville in establishing a By-law recognizing trees purchased with tax dollars as natural assets and in creating a policy for the care, maintenance and replcement of such trees in parks and public spaces AND THAT staff be requested to prepare a draft By-law for council's consideration	Council passed a notice of motion in this regard December 2024	No action at this time - staff to address through the Notice of Motion adopted by Council	22-May	Mike to discuss with PRC, Roger looking at natural assets			
MTFCT	MTFCT-2025- 14	28-Apr-25	Greg Lane	Kevin Willey	The MTFCT recommends that Council supports the MTFCT's role as a co-convenor of the Sustainable Business Summit, its continued involvement in planning and delivery, and further approve financial support of up to \$5,000 toward the total cost of the event		This request is not within the Committee Mandate. The budget component for this group was missed, but Deputy Treasurer is working on the allocation in accordance with council's decision in March 2024 for a \$17,500 budget allocation	22-May		2025 Complete	Ec Dev	
ACHAC	ACHAC-2025-28	26-May-25	Nancy Dery	Rose David	THAT The Arts, Culture, and Heritage Advisory Committee (ACHAC) supports the decisions made by the Arts Culture Development Fund Adjudication Committee regarding the submitted applications.AND THAT funding for the Mosaic Mural application shall be conditional upon the applicant providing confirmation of the final location of the proposed art installation prior to the release of funds.		No action at this time- funds have already been approved by Council for distribution to successful applicants.	NA				

CORPORATION OF THE MUNICIPALITY OF NORTH GRENVILLE

BY-LAW NO. 60-25

*A By-Law to Confirm the Proceedings of Council
At its Regular Meeting held on July 8, 2025*

WHEREAS the *Municipal Act 2001* states that a municipal power including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of North Grenville at this meeting be confirmed and adopted by by-law;

NOW THEREFORE the Corporation of the Municipality of North Grenville hereby enacts as follows that:

1. The action of the Council of the Corporation of the Municipality of North Grenville at its regular meeting held on July 8, 2025, in respect of each recommendation contained in the report of the Committees and each motion and resolution passed and other action taken by Council of the Corporation of the Municipality of North Grenville at its meeting be hereby adopted and confirmed as if all such proceedings were expressly embodied in the by-law.
2. The Mayor and the proper Officers of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor and Clerk are hereby directed to execute all documents necessary in that behalf, and the said Clerk is hereby authorized and directed to affix the corporate seal of the municipality to all such documents.

PASSED AND ENACTED ON THIS
8TH DAY OF JULY, 2025.

NANCY PECKFORD
Mayor

MARY REMMIG
Acting Clerk