



Municipality of North Grenville

10-Year Community Strategic Plan





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Reconciliation in North Grenville

The Municipality of North Grenville is committed to a meaningful truth and reconciliation process and is actively working with Indigenous residents and leaders on a community framework.

We respect both the land and the people of this land including all Indigenous people who have walked in this place.



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.



The North Grenville Community Strategic Plan is a 10-year forward-thinking guide for the Municipality that sets out a vision for future opportunities and objectives for the organization to achieve. Given the growth of our community, this plan has been designed and developed to be flexible in order to meet the challenges that we face moving forward. The strength of the Plan will position us to keep the needs of our residents and businesses at the forefront of all our decision-making.



The Strategic Plan, supported by a strong vision, implementation details, and performance measurement is founded on information gathered through the robust community and stakeholder engagement.



The key themes express what the Municipality wants to achieve and how we will work towards achieving those goals. The strength of the key themes will assist us in seizing on opportunities that arise, while

at the same time allowing us to meet the complex challenges that face growing communities like North Grenville.

On behalf of the Strategic Planning Team, I want to thank everyone who participated in this process and who took the time to provide their invaluable input. As we move forward, we will continue to foster meaningful engagement opportunities with our stakeholders and residents in an open and transparent fashion. We will also continue to rely on the community to assist us in meeting the goals and priorities set out in the Strategic Plan to make North Grenville a great place to live and in which to do business.

Gary Dyke





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:



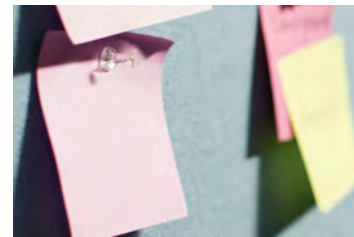
A long-term vision for the community.



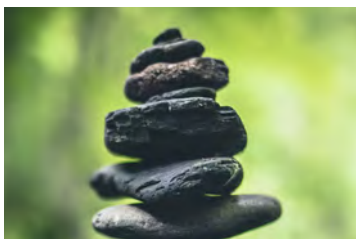
Five strategic pillars that are critical to the success of the vision.



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:

- 1 Mayor, Councillor and Staff one-on-one Interviews
- 2 Mayor and Councillor Workshops
- 3 Senior Management Workshops
- 4 A Community Survey
- 5 Public Consultations
- 6 Community Focus Groups*

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



 **North
Grenville**

The Community Strategic Plan



The background of the slide is a photograph of a house with a wooden porch. On the left, there are several flower boxes with red, pink, and white flowers. On the right, there is a red wooden bench with a sign that says "Oxford Mills COMMUNITY ASSOC." and a small sign that says "Patio Entrance".

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

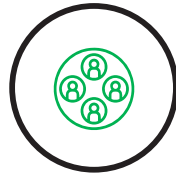
Being an employer of choice



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 Grenville, 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. Mitigate Climate Change Impacts and Preserve the Natural Environment

- 1.1 Develop a “Healthy Environment” Plan to guide environmental sustainability in North Grenville.
- 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.
- 1.3 Apply environmental sustainability principles of design and operations to facility rehabilitation.
- 1.4 Strengthen Official Plan policies that direct and guide development on preserving the natural environments (e.g., alternative forms of site development).

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

- 2.1 Define MNG’s identity, and the meaning of “small-town feel” by consulting with community members.
- 2.2 Develop an Urban-Rural Strategy.
- 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.

3. Promote Environmentally Conscious Development

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



4. Preserve and Promote North Grenville's Natural and Built Heritage



4.1 Develop a Heritage Strategy that establishes a regular review cycle for building designation.

4.2 Establish Heritage Design Standards.

4.3 Establish a Heritage Tourism Program featuring prominent heritage features and buildings.

4.4 Identify opportunities for the adaptive reuse of municipally owned Heritage Buildings, such as the Oxford-on-Rideau Township Hall and Maplewood Hall.



5. Explore Opportunities for Increasing Housing Supply and Mix



5.1 Develop a housing strategy and clearly define the role of the Municipality in housing development (e.g., moving away from single-family dwellings) and planning standards.

5.2 Explore planning policies to permit multiple small dwellings on a single property (e.g., tiny homes).

5.3 Review Highway Commercial designated lands to identify opportunities for mixed use, high-density residential development.

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 





6. Strengthen Community Engagement

- 6.1** 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.
- 6.2** Continue to expand the use of community groups and Advisory Committees.
- 6.3** Create hybrid options for public engagement in Council sessions (in-person/digital).
- 6.4** Strengthening volunteerism, philanthropy, and building organizational capacity of our local not-for-profits.

7. Promote a Healthy Lifestyle

- 7.1** Examine the business case for an indoor recreation/aquatic center.
- 7.2** 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).
- 7.3** Implement the Parks, Recreation, and Culture (PRC) Master Plan.



8. Build and Grow in a Connected Way

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

9. Invest in Arts and Culture

- 9.1** 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).
- 9.2** Consider opportunities for repurposing surplus municipal buildings for arts and cultural uses prior to disposal (from PRC Master Plan).
- 9.3** Create Arts and Culture implementation policy.
- 9.4** 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 ▶





10. Improve Access to Internet and Broadband Services

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

11. Enhance Tourism

- 11.1 Implement the approved Tourism Strategy.
- 11.2 Develop a Waterfront Access Strategy.

12. Diversify and Promote the Downtown Core

- 12.1 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.
- 12.2 Develop a Downtown Revitalization Plan.



13. Improve Business Attraction, Expansion, and Retention

- 13.1** Develop an Economic Development Strategy that also includes overall goals and targets for Business Attraction, Retention, and Expansion.
- 13.2** 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).
- 13.3** Develop a strategy to support green industry.

14. Leverage the Benefits of Partner Organizations, and Natural Assets

- 14.1** Identify and develop an inventory of existing natural assets / heritage assets.
- 14.2** Review existing programs with Conservation Authorities, and work in collaboration with Conservation Authorities to define new areas for protection.
- 14.3** Develop a prudent Public-Private Partnerships (PPP) strategy.
- 14.4** Continue partnerships with business organizations.
- 14.5** 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 ►





15. Provide Fiscal Responsibility

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

16. Commit to Asset Management Planning

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

17. Modernize Municipal Processes and Services

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



18. Commit to Continuous Improvement

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

19. Provide Oversight over Proposed Eastern Ontario Correctional Complex

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



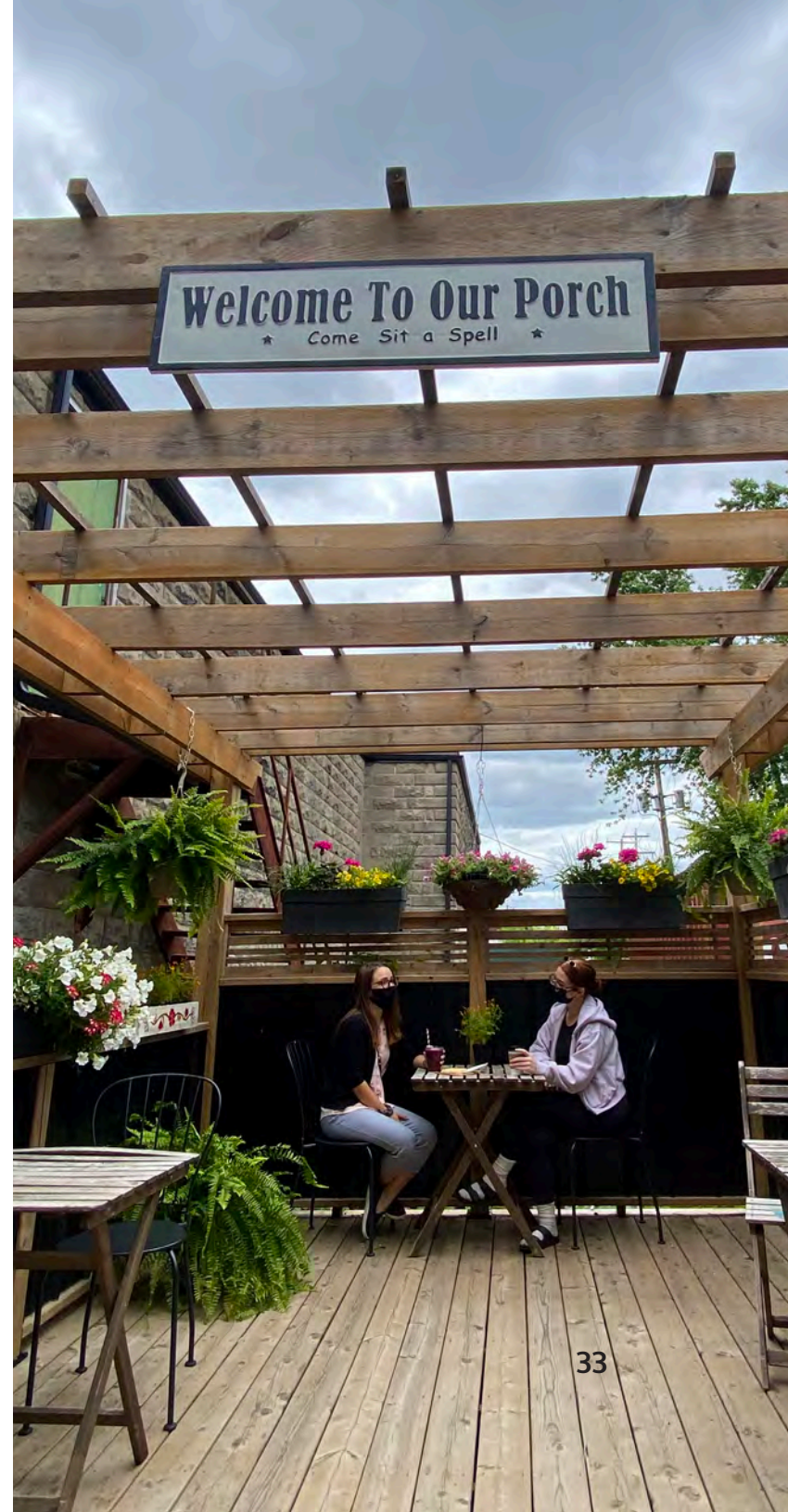


Strategic Pillar #5

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 ▶





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

- 20.1** 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).
- 20.2** Work with organizations (such as the Rural Ontario Medical Program [ROMP]) to recruit physicians and nurse practitioners to the community.
- 20.3** Develop partnerships with key service delivery organizations to help advocate for better social services.
- 20.4** Improve road safety to encourage active transportation.
- 20.5** Use the upcoming Road Safety Strategy to improve community awareness and education on road safety.
- 20.6** Communicate health and social service-related needs based on identified gaps.
- 20.7** Develop a public transportation strategy and integrated service delivery model to support social service provision.



21. Pursue Affordable Housing Objectives

- 21.1** 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.
- 21.2** Establish a monitoring program to track the number of affordable units.
- 21.3** Convene a Housing Advisory Committee to monitor affordable housing objectives and make policy recommendations to Council.

22. Continue to Improve Equity, Diversity, and Inclusion, and Reconciliation

- 22.1** Evaluate policies from an Equity, Diversity, and Inclusion perspective to ensure that policies are not exclusionary.
- 22.2** Complete the Reconciliation framework.
- 22.3** Increase engagement with key priority groups, such as youth and seniors, and members of the BIPOC community, people with disabilities, and Indigenous communities, among others.



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 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.

North Grenville

