



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 guidelinesThe committee is looking at the existing inventory to determine how many properties they believe are worthy of investigatingConsult 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><div></div>Progress 20%</div>	Jan 02, 2024	Dec 31, 2024
Key Action 1.4.2	Establish Heritage Design Standards.		Status Pending	<div><div></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 SocietyWorking with the Historical Society to establish a Tourism Information Centre in the downtownWorking with the Historical Society to update the Walking ToursWorking with Roy Brown on the Honour Our Veterans Banner Program which will launch 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 to work with the Historical Society on tourism-related initiativesEstablish and promote a new Tourism Information Centre in the downtown	On Track	<div><div></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><div></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><div></div> On Track: 25.0%<div></div> Some Disruption: 25.0%<div></div> Completed: 50.0%</div>	<div>Progress 53%</div>	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.	<div>Completed</div>	<div>Progress 100%</div>	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.	<div>Completed</div>	<div>Progress 100%</div>	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.	<div>Some Disruption</div>	<div>Progress 10%</div>	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.	<div>On Track</div>	<div>Progress 0%</div>	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><div></div> On Track: 57.14%<div></div> Some Disruption: 7.14%<div></div> Upcoming: 7.14%<div></div> Completed: 28.57%</div>	<div>Progress 48%</div>	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.	<div>On Track</div>	<div>Progress 20%</div>	Jan 01, 2023	Dec 31, 2031
Goal 2.2	<u>Promote a Healthy Lifestyle</u>		<div></div> <div>● On Track: 66.67% ● Some Disruption: 33.33%</div>	<div>Progress 50%</div>	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.	<div>On Track</div>	<div>Progress 89%</div>	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.	<div>On Track</div>	<div>Progress 0%</div>	Jan 25, 2022	Dec 31, 2031

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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

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		<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></div> On Track: 33.33%<div></div> Upcoming: 33.33%<div></div> Completed: 33.33%</div>	<div>Progress 34%</div>	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 plandevelop policies focused on integrating rural and urban communities.	<div>On Track</div>	<div>Progress 3%</div>	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 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	<div>Upcoming</div>		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.	<div>Completed</div>	<div>Progress 100%</div>	Jan 25, 2022	Dec 31, 2031

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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 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 with Bell and XploreConduct speed test review in 2026	<div>On Track</div>	<div>Progress 50%</div>	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 areasSupport Internet Service Provider funded projectsComplete Municipal Access Agreements with all Internet Service Providers	<div>On Track</div>	<div>Progress 60%</div>	Mar 01, 2022	Jun 17, 2022
Goal 3.2	Enhance Tourism		<div></div> <div>● On Track: 50.0%</div> <div>● Completed: 50.0%</div>	<div>Progress 66%</div>	Jan 25, 2022	Dec 31, 2031

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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

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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>		 On Track: 50.0% Upcoming: 50.0%	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>		 On Track: 33.33% Completed: 66.67%	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

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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.	<div>On Track</div>	<div>Progress 61%</div>	Jan 01, 2023	Dec 31, 2031
Goal 3.5	<u>Leverage the Benefits of Partner Organizations, and Natural Assets</u>		<div><div></div><div></div><div></div></div> <div>Status Pending: 20.0% On Track: 60.0% Upcoming: 20.0%</div>	<div>Progress 19%</div>	Jan 01, 2023	Dec 31, 2031
Key Action 3.5.1	Identify and develop an inventory of existing natural assets / heritage assets.		<div>Status Pending</div>	<div>Progress 0%</div>	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.		<div>Upcoming</div>		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 MOUIdentify other MOU's needed	<div>On Track</div>	<div>Progress 15%</div>	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.	<div>On Track</div>	<div>Progress 50%</div>	Jan 01, 2023	Dec 31, 2031

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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		<div><div></div><div></div><div></div></div> <div>On Track: 58.82% Some Disruption: 29.41% Upcoming: 11.76%</div>	Progress 17%	Jan 25, 2022	Dec 31, 2031
Goal 4.1	<u>Provide Fiscal Responsibility</u>		<div><div></div><div></div></div> <div>On Track: 33.33% Some Disruption: 66.67%</div>	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

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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 bidderConduct reference checksSubmit for Council approvalKick-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 onboardingstrengthen 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 trainingFocus on succession planning for internal candidatesReview 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>		<div><div></div></div> <div><div></div></div> <div>Some Disruption: 66.67%</div> <div>Upcoming: 33.33%</div>	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 2024Awarded three (3) physician incentivesCirculated nursing motion to all Ontario municipalitiesProvided delegations at ROMA and AMOSupported 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 providersInvestigate upcoming provincial programs	<div>On Track</div>	<div>Progress 50%</div>	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	<div>On Track</div>	<div>Progress 5%</div>	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 StInstallation of new sidewalk on Bridge St between VanBuren St and Parkinson StRiver 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 DriveComplete traffic calming measures on Wellington Rd	<div>On Track</div>	<div>Progress 80%</div>	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.	<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 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><div></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) StrategyEstablished 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 FrameworkCreated Mnojichaag-mitigwaaki in partnership with the Ferguson Forest CentreHeld four (4) events Next Steps: <ul style="list-style-type: none">Complete the Reconciliation FrameworkComplete a values mapping exerciseIncrease 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><div></div> On Track: 39%<div></div> Some Disruption: 33%<div></div> Completed: 28%</div>	<div><div></div> 53%</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><div></div> On Track: 50%<div></div> Some Disruption: 50%</div>	<div><div></div> 33%</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> Some Disruption</div>	<div><div></div> 10%</div>	<div><div>Accomplishments:</div><div><div></div> Initial data collection for the Climate Action Plan<div></div> Joined the Clean Air Council<div></div> Met with the Mayor's Taskforce on Clean Technology and the Environmental Action Advisory Committee</div></div> <div><div>Next Steps:</div><div><div></div> Join the Partners for Climate Protection Network<div></div> Initiate stakeholder engagement<div></div> Initiate public engagement</div></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></div>Some Disruption: 33%</div> <div><div></div>Completed: 67%</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>	<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 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) <p>Next Steps:</p> <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>	<p>Accomplishments:</p> <ul style="list-style-type: none">Consultation for adaptive reuse complete and final report received by Council. <p>Next Steps:</p> <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>	<p>Accomplishments:</p> <ul style="list-style-type: none">Council adopted the North Grenville Housing Strategy on September 14, 2022. <p>Next Steps:</p> <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 UpdateDraft 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. ✓Identify properties that could support higher density residential development and up zone the properties to encourage residential infill and intensification.
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
Goal 2.2	<u>Promote a Healthy Lifestyle</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 67%</div> <div>● Some Disruption: 33%</div>	<div><div></div>57%</div>	
Key Action 2.2.1	Examine the business case for an indoor recreation/aquatic center.	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</div></div>	<div><div></div>91%</div>	Accomplishments: <ul style="list-style-type: none">Staff review of draft report complete. Next Steps: <ul style="list-style-type: none">Invite consultation to present final draft to Council.
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).	Jan 25, 2022	Dec 31, 2031	<div><div>On Track</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
Key Action 2.2.3	Implement the Parks, Recreation, and Culture (PRC) Master Plan .	Feb 01, 2022	Sep 30, 2024	<div><div>Some Disruption</div></div>	<div><div></div>60%</div>	Accomplishments: <ul style="list-style-type: none">Ongoing. Next Steps: <ul style="list-style-type: none">See Master Plan.
Goal 2.3	<u>Build and Grow in a Connected Way</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 33%</div> <div>● Upcoming: 33%</div> <div>● Completed: 33%</div>	<div><div></div>34%</div>	
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).	Jan 03, 2023	Dec 19, 2031	<div><div>On Track</div></div>	<div><div></div>3%</div>	Next Steps: <ul style="list-style-type: none">Engage a consultant to update the official planDevelop policies focused on integrating rural and urban communities.

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
Goal 3.2	<u>Enhance Tourism</u>	Jan 25, 2022	Dec 31, 2031	<div><div></div></div> <div>● On Track: 50% ● Completed: 50%</div>	<div><div>73%</div></div>	
Key Action 3.2.1	Implement the approved Tourism Strategy	Jan 25, 2022	Dec 31, 2031	<div>On Track</div>	<div><div>45%</div></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
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><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 3.5.3	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% ● 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> On Track: 100%</div>	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