



MUNICIPALITY OF CALVIN STRATEGIC PLAN

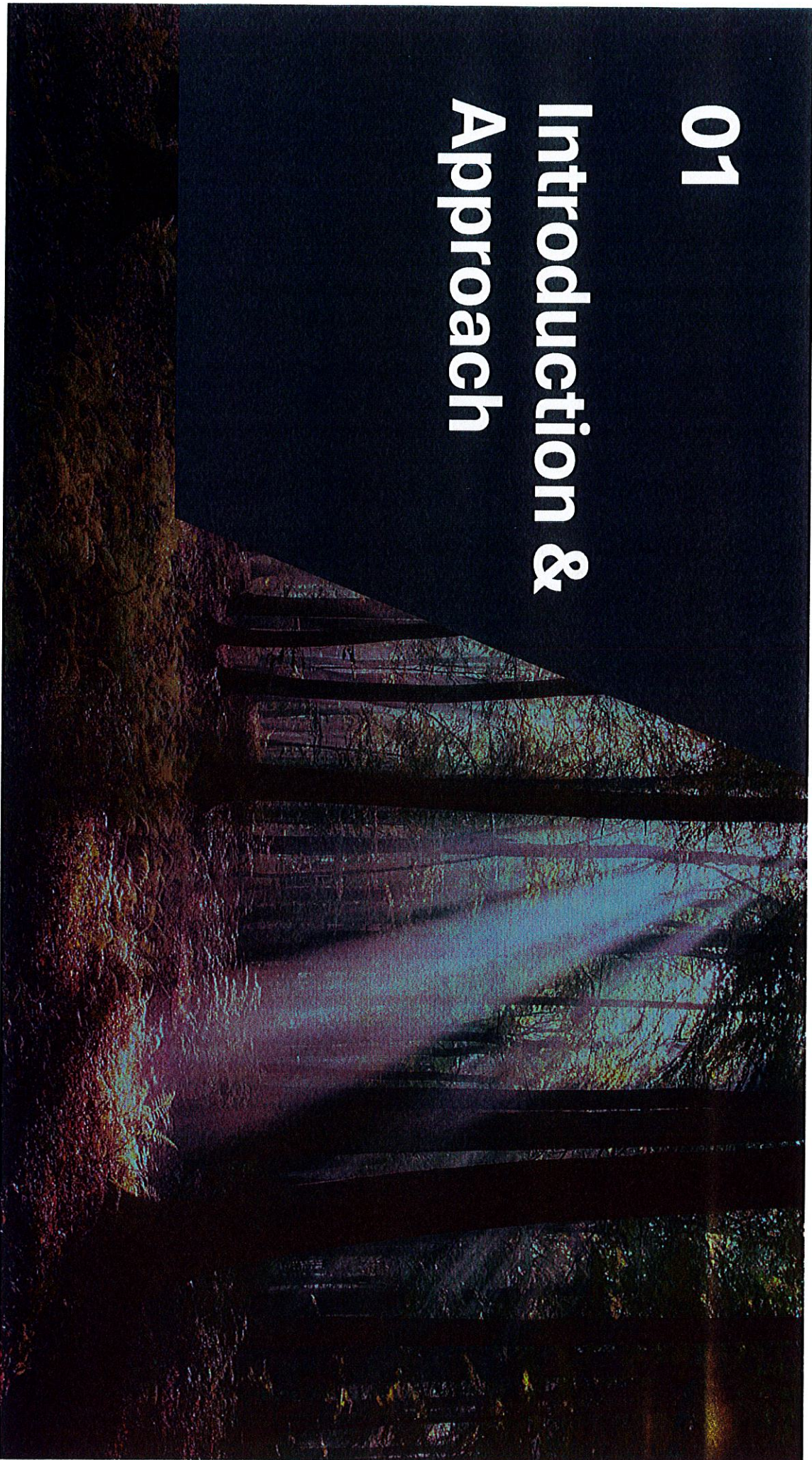
2026-2030

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01

**Introduction &
Approach**



Introduction & Approach

Mission

- To foster a strong rural community by supporting responsible growth, attracting investment, enhancing connectivity while maintaining Calvin's natural strengths which make it authentic and resilient

Vision

- Real. Rural. Ready. Calvin is a welcoming community prepared for growth – offering affordable land, modern connectivity and the freedom to build your future.



Municipality of Calvin

Established in 1881, the Municipality of Calvin is a small, rural community in the Nipissing District of Northeastern Ontario. Located south of the Mattawa River along Highway 17 and immediately north of Algonquin Provincial Park, the Municipality benefits from a unique natural setting and strong recreational appeal. Formally known as the Township of Calvin until 2019 when its legal name was changed to The Municipality of Calvin, it is comprised of the former settlements of Eau Claire and Eau Claire Station. Notable destinations within the community include Samuel de Champlain Provincial Park, the Canadian Ecology Centre, and the Eau Claire Gorge Conservation Area.

The Municipality of Calvin is a small, stable rural community in Northeastern Ontario with a population of approximately 557 residents (2021 Census), experiencing modest growth from 516 in 2016 and little long-term demographic fluctuation. The Municipality encompasses a rural land base of approximately 92.5 square kilometres with a low-density settlement pattern, where approximately 220 occupied private households are dispersed across the territory rather than concentrated in a single urban centre. This spatial structure is characteristic of Northern Ontario municipalities and has a direct influence on service delivery, infrastructure maintenance, and travel distances.

The community has a relatively older age profile, with a median age in the mid-to-late 40s, higher than the provincial average, reflecting both the out-migration of younger adults and the ageing-in-place of long-term residents. Households are generally small, averaging about two persons, and are primarily composed of established family units.

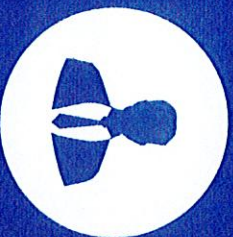
Economically, Calvin's business base is limited and reflective of a rural service and resource-oriented community, with most employment concentrated in small local enterprises, public sector roles, and a significant proportion of residents commuting to nearby centres for work. Income levels are consistent with rural Northern Ontario communities, with median individual incomes in the mid-\$30,000 range and median household incomes in the \$60,000 to low \$70,000 range, showing gradual improvement over recent census periods. Overall, Calvin's demographic and economic profile reflects a stable, low-density rural municipality with an ageing but steady population base, limited local employment density, and strong outward commuting patterns to surrounding regional centres.

These demographic and economic realities present both opportunities and challenges for the Municipality, particularly in relation to service delivery, workforce renewal, and growth management. This Strategic Plan provides a clear and practical framework to guide Council and ultimately municipal staff in responding to these pressures and ensuring the Municipality remains resilient, stable, and well-positioned for the future.

Introduction & Approach

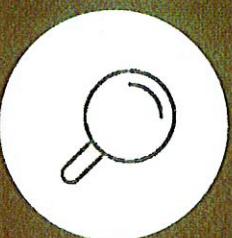
Our approach to the development of a new strategic plan was divided into four phases. Each phase was focused on the achievement of specific, tangible objectives and activities.

PHASE 1 PROJECT INITIATION



A brief, but necessary, period of time at the beginning of the project was spent to confirm the scope, establish expectations and validate the project approach.

PHASE 2 DATA COLLECTION & ENGAGEMENT



A focused review of key municipal documents to develop a clear understanding of the Municipality of Calvin's context, priorities, and challenges. This work was complemented by community input gathered through a public survey two community town hall sessions, and interviews with senior management perspectives on municipal services, community priorities, and the Municipality's future strategic direction.

PHASE 3 STRATEGY SESSIONS



Three working sessions with Council and the CAO were held to confirm the Municipality's vision, mission, and values; establish and define strategic directions; and identify key work initiatives. Insights from the previous phase informed the discussions, and the resulting inputs were consolidated into a draft corporate strategic plan outlining the Municipality's long-term direction, which was reviewed and refined based on Council feedback.

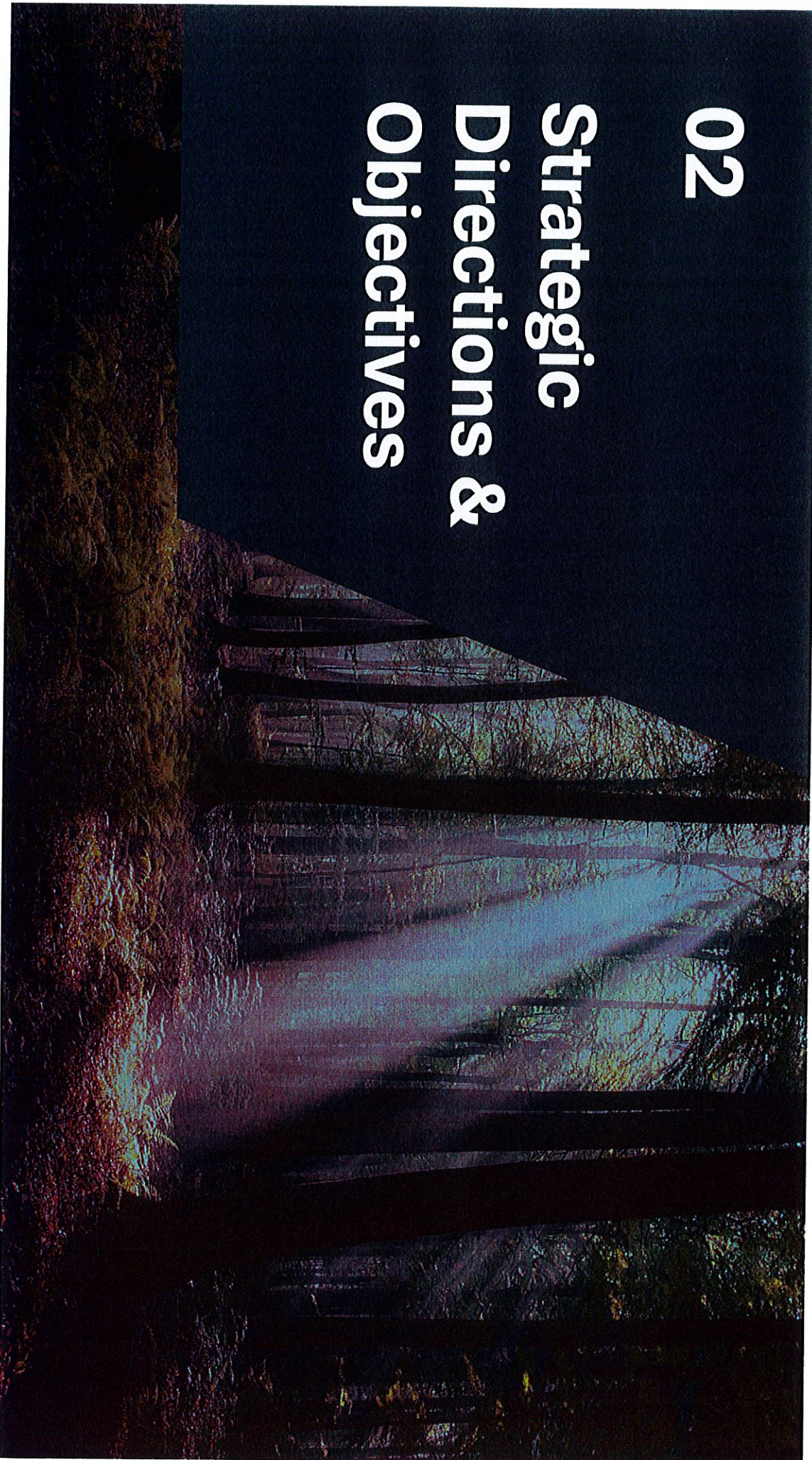
PHASE 4 FINAL REPORT & PRESENTATION



All the work completed during the previous phases was pooled and a draft strategic plan report was presented to Council in an open public meeting. The final strategic plan was presented to the Council for review, validation and approval.

02

**Strategic
Directions &
Objectives**



Strategic Directions

This Strategic Plan is the result of a structured planning process involving Council, its senior management and community-wide input. The process included a series of planning sessions designed to identify the key issues and opportunities facing the Municipality.

Through these discussions and engagement, common themes emerged and were consolidated into three strategic directions that form the foundation of this five-year strategic plan. Each Strategic Direction was further examined to establish clear objectives and desired outcomes to guide decision-making and service delivery for the life of the Plan. These strategic direction and their objectives are outlined below.

01

Grow Smart

Support responsible residential and commercial development while maintaining the community's rural character including its natural assets

The Municipality of Calvin will support responsible residential and commercial development that respects the community's rural character and natural assets while advancing long-term growth and financial sustainability. These efforts will help position the Municipality as an attractive place to live, invest, and build while preserving the qualities that define the community.

02

Strengthen Community

Enhance services, amenities and engagement to support residents of all ages

The Municipality of Calvin will enhance services, amenities, and engagement to support residents of all ages and strengthen quality of life across the community. By building strong partnerships, improving outreach to residents including newcomers, supporting ageing in place, and expanding recreation opportunities, these efforts will foster connection, inclusion, and well-being while reinforcing Calvin as a welcoming and resilient community.

03

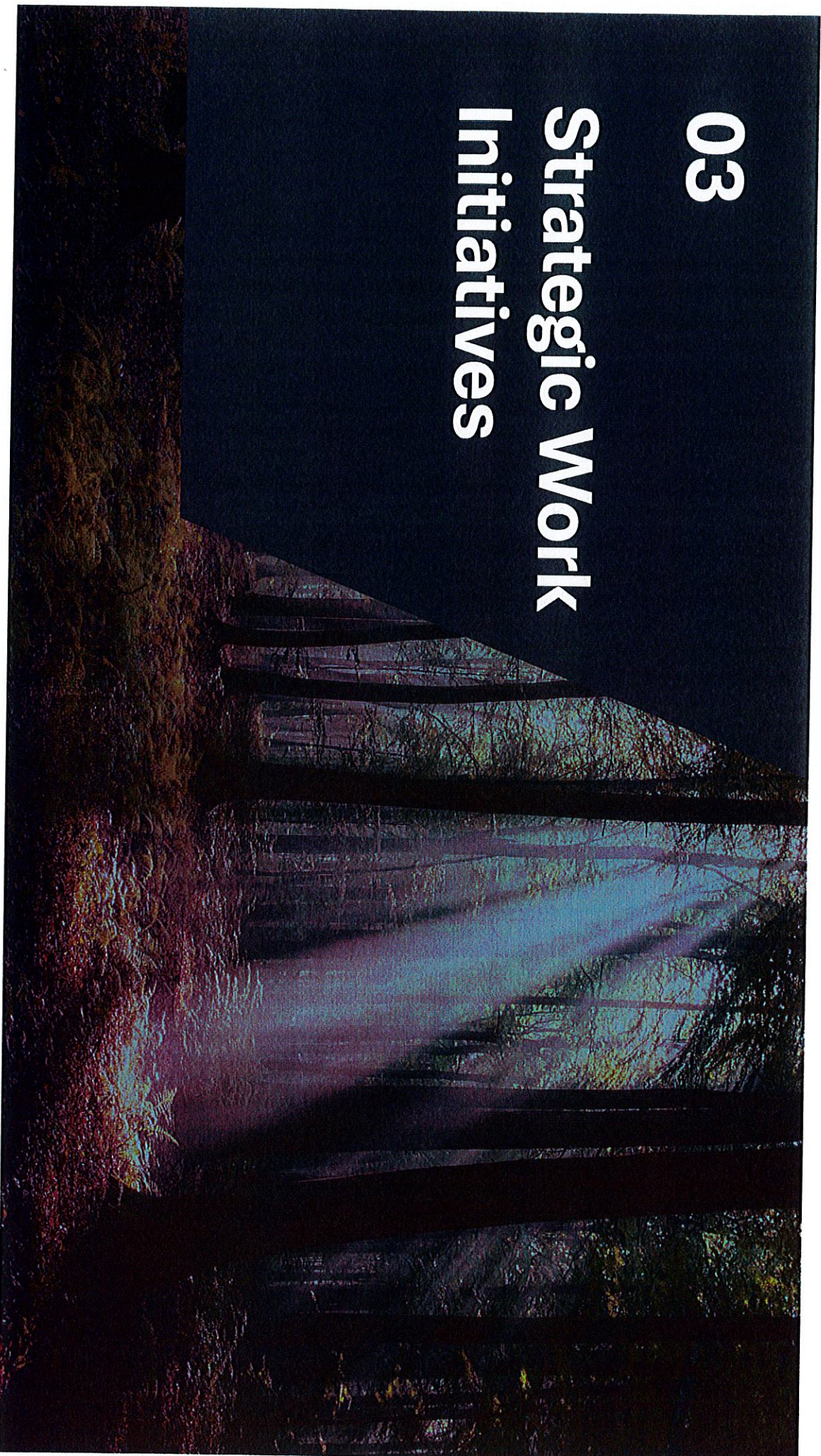
Attract Investment

Support and promote Calvin as an affordable and attractive location for business development, investment and entrepreneurship.

The Municipality of Calvin will strengthen entrepreneurship by supporting agricultural producers, small businesses, and local investment through practical outreach, stronger connections, and better access to information. By improving business visibility, identifying redevelopment and value-added opportunities, and creating clear channels for engagement and support, these efforts will help foster a more resilient local economy and position Calvin as a community where enterprise can establish, grow and thrive.

03

Strategic Work Initiatives



Grow Smart

Strategic Direction	Grow Smart
Strategic Direction Summary	<i>Support responsible residential and commercial development while maintaining the community's rural character including its natural assets</i>
Objectives	<ul style="list-style-type: none">• Adopt a 10-year capital budget plan with capital forecasts, including reserve targets, and key risk assumptions• Address long-term capital, renewal, and lifecycle costs identified through asset management planning• Identify and pursue municipal advocacy opportunities to highlight the financial challenges facing the Municipality of Calvin• Increase the availability of developable residential and commercial land within the Municipality.

Grow Smart

Strategic Objective	Anticipated Timelines	
Adopt a 10-year capital budget plan with capital forecasts, including reserve targets, and key risk assumptions.	Initiate	Summer 2026
Key Work Step Initiatives <ul style="list-style-type: none"> Engage qualified external expertise in asset management planning and financial strategy to develop the plan Align assumptions and targets to Council priorities, service goals, and financial policies Compile and validate baseline data (actuals, current-year budget, staffing/FTEs, contracts, debt, grants, capital plan, reserves) Build a capital forecast models and document key drivers (revenue, inflation, labor/benefits, utilities, debt service, capital lifecycle) Set reserve targets and financial policies (minimum fund balance, stabilization, capital replacement, debt affordability, rate/fee strategy) Test scenarios and risks (best/base/worst, sensitivities, stress tests) and define mitigation actions Integrate the plan into the annual budget process (department targets, capital prioritization, rate/fee updates) and communicate results Approve through Council and refresh policy decisions as needed. 	Monitor	
Potential Measurement(s): <ul style="list-style-type: none"> 10- year capital budget plan is developed and adopted by Council and reviewed annually. 		

Grow Smart

Strategic Objective	Anticipated Timelines	
Address long-term capital, renewal, and lifecycle costs identified through asset management planning.	Initiate	Spring 2027
Key Work Step Initiatives <ul style="list-style-type: none"> • Maintain and regularly update the Municipality's asset management plan to identify long-term capital renewal and lifecycle funding requirements • Monitor and identify relevant federal, provincial and other external funding opportunities aligned with municipal infrastructure needs • Prioritize eligible capital projects based on asset management planning and funding program criteria • Prepare and submit funding applications for identified capital renewal and infrastructure projects • Coordinate internal resources to support successful grant applications, including technical, financial and administrative inputs • Allocate municipal funding where required to meet matching requirements or complement external funding programs • Implement approved capital projects in accordance with funding agreements and asset management priorities • Report regularly to Council on funding application success and outcomes related to asset management projects. 	Monitor	
	Potential Measurement(s): <ul style="list-style-type: none"> • Number of external funding opportunities identified and pursued to support capital renewal projects • Number of capital projects supported fully or partially through external funding • Degree to which funded projects align with asset management priorities • Ratio of external funding to municipal contribution for capital projects (e.g. dollars leverages per municipal dollar spent). 	

Grow Smart

Strategic Objective	Anticipated Timelines	
Identify and pursue municipal advocacy opportunities to highlight the financial challenges facing the Municipality.	Initiate	Spring 2027
<p>Key Work Step Initiatives</p> <ul style="list-style-type: none"> • Establish municipal advocacy priorities at the provincial, federal and regional level through Council direction • Develop clear and consistent municipal advocacy messages supported by local data and evidence • Engage with municipal associations, neighbouring municipalities and regional partners to support advocacy efforts • Participate in conferences, delegations, consultations, and meeting with government representatives and agencies • Prepare and submit resolutions, correspondence and funding or policy requests related to municipal priorities • Monitor emerging legislation, regulations and funding programs that may impact the Municipality • Regularly update Council and the community on advocacy initiatives, outcomes and emerging issues affecting the Municipality • Build relationships with government representatives and external agencies to support ongoing municipal advocacy efforts. 	Monitor	
<p>Potential Measurement(s):</p> <ul style="list-style-type: none"> • Establishment of Council-approved municipal advocacy priorities • Number of advocacy initiatives undertaken annually (number of meetings, delegations, consultations, and engagements with government representatives; number of municipal resolutions, submissions, and formal correspondence prepared and submitted) • Participation in regional or municipal association advocacy efforts (number of collaborative advocacy initiatives undertaken with neighbouring municipalities or advocacy organizations) • Number of advocacy issues advanced to provincial, federal, or regional consideration (number of funding opportunities, policy changes, or program adjustments influenced or supported through advocacy efforts) • Frequency of Council and community updates or reports on advocacy activities and outcomes. 		

Grow Smart

Strategic Objective	Anticipated Timelines	
Increase the availability of developable residential and commercial land within the Municipality.	Initiate	Spring 2027
Key Work Step Initiatives <ul style="list-style-type: none"> Identify and assess existing constraints affecting residential and commercial development opportunities within the Municipality, from Calvin landowners' perspectives Develop and implement a land availability marketing approach to promote residential and commercial development opportunities within the Municipality Review municipal planning policies, zoning and approval processes with East Nipissing Planning Board to identify opportunities to support appropriate lot creation, redevelopment and efficient land use Work with landowners, developers and planning partners to explore opportunities for residential and commercial development Identify areas within the Municipality that may be suitable for future residential or commercial growth Support appropriate severance and redevelopment opportunities consistent with planning policies Improve access to information for prospective developers and property owners regarding development processes and requirements Collaborate regional and provincial partners to identify and promote programs and resources that support rural development opportunities Monitor development trends and land availability to support future planning and growth management decisions. 	Monitor	
Potential Measurement(s): <ul style="list-style-type: none"> Establishment of a land availability marketing approach or program through a regional economic development strategy or in its absence, assigned municipal staff Level of engagement with landowners, developers, and planning partners (e.g., number of meetings, outreach activities, and partnership interactions) Reach and uptake of land promotion efforts (e.g., number of platforms used, property owner inquiries, and expressions of interest related to development opportunities) Development activity and progression (e.g., number of new lots created, consent applications received/approved by the East Nipissing Planning Board, building permits issued, and development enquiries received by the Chief Building Official). 		

Strengthen Community

Strategic Direction	Strengthen Community
Strategic Direction Summary	<i>Enhance services, amenities and engagement to support residents of all ages</i>
Objectives	<ul style="list-style-type: none">• Improve local community access to social support programs, internet and telecommunication services• Strengthen residents' sense of belonging and community connection within the municipality• Support ageing in place for Calvin's senior population• Enhance and increase community recreation and social programming.

Strengthen Community

Strategic Objective	Anticipated Timelines	
Improve access to social support programs, internet and telecommunication services.	Initiate	Fall 2027
Key Work Step Initiatives <ul style="list-style-type: none"> • Conduct a comprehensive assessment of local citizen's needs and gaps in access to social support programs, reliable internet and telecommunications; analyze the barriers (e.g. transportation, hours of operation, digital access) • Prioritize issues where the Municipality can realistically make an impact and define achievable outcomes • Map existing services and identify underserved areas • Advocate for systemic improvements in service delivery • Monitor and evaluate progress. 	Monitor	
Potential Measurement(s): <ul style="list-style-type: none"> • A report developed through community outreach efforts identifies community-stated needs, service gaps, and related barriers, and defines priority actions the Municipality can realistically implement; ongoing monitoring demonstrates measurable reductions in identified gaps and barriers • Advocacy activities are undertaken in collaboration with service delivery partners and others to advance identified community priorities (e.g., number of engagements, joint initiatives, or coordinated actions) • New or enhanced service delivery approaches are introduced by appropriate agencies/organizations to better address identified community needs. 		

Strengthen Community

Strategic Objective	Anticipated Timelines	
Strengthen residents' sense of belonging and community connection within the municipality.	Initiate	Summer 2026
Key Work Step Initiatives	Monitor	
<ul style="list-style-type: none"> • Develop a welcome package and determine the appropriate delivery approach and responsibility for distribution • Use a mix of accessible engagement tools—open houses, pop-ups, surveys, online Q&A, and plain-language materials—to reach diverse audiences, reduce barriers to participation, and gather meaningful input on municipal priorities • Work with community partners to expand reach and build trust, and consistently promote engagement and welcome activities through municipal and partner channels • Track feedback, questions, and referrals; communicate what was heard and how it was used; and use insights to improve future engagement and newcomer support. 		
Potential Measurement(s): <ul style="list-style-type: none"> • A welcome package is developed, and a clear distribution approach is implemented, with ongoing tracking of outreach and delivery to new residents • Number of newcomers engaged and receiving a welcome package, including participation in related engagement activities (e.g., events, outreach sessions) • Resident and newcomer satisfaction with municipal communication and engagement approaches, informed by feedback and participation trends • Evidence of increased resident connection and sense of belonging, demonstrated through engagement participation levels and feedback over time. 		

Strengthen Community

Strategic Objective	Anticipated Timelines	
Support ageing in place for Calvin's senior population.	Initiate	Winter 2026
Key Work Step Initiatives <ul style="list-style-type: none"> • Outreach to Calvin's senior population identifies local needs and gaps to support ageing in place (e.g. services, transportation, housing) • Establish endorsed municipal advocacy priorities at the provincial, federal and regional level with clear asks, issue ownership, success measures • Prepare an advocacy package for each priority (1-pager, key message, local case example) • Investigate the benefits of coordinating with neighbouring communities to align tasks, reduce duplication, amplify the issues, seek solutions • Map stakeholders/partners (Health Unit, Government-Led Social Services (housing, health care, medical, income support etc.), Long Term Care Facilities, Private Home Care, Senior Groups, Faith Groups etc. • Build a partnership action plan (roles, timelines, referral pathways, success measures, and data sharing where feasible) • Maintain ongoing, Council-endorsed, scheduled outreach (e.g. quarterly) with stakeholders (MPs/MPPs, Ministries, Agencies etc.) to keep issues visible and moving forward • Communicate back to residents and partners; publish progress and outcomes annually. 	Monitor	
Potential Measurement(s): <ul style="list-style-type: none"> • Level of participation by senior residents in engagement activities aimed at identifying local service needs, gaps, and barriers (e.g., number of participants, engagement sessions, and inputs gathered) • Establishment of a Council-endorsed advocacy action plan outlining priority areas, defined actions, and measurable outcomes. • Number and type of partner agencies or service providers responding to identified community needs through new, enhanced, or coordinated service delivery approaches. • Evidence of improved access to services and supports for senior residents, as demonstrated through reported satisfaction, utilization trends, and feedback on availability and effectiveness of supports. 		

Strengthen Community

Strategic Objective		Anticipated Timelines	
Enhance and increase community recreation and social programming.		Initiate	Fall 2026
Key Work Step Initiatives <ul style="list-style-type: none"> Identify interested community groups, volunteers, partners willing to lead recreation and social initiatives Establish a simple process for community groups to propose and delivery recreation or social programming Provide in-kind and financial support where feasible to assist community-led initiatives Facility access to municipal spaces, facilities to support program delivery Promote community-led recreation and social opportunities through municipal communication channels Support groups in identifying and applying for external funding opportunities where appropriate Explore opportunities to re-establish/establish or form informal advisory or working groups to support coordination and information sharing Establish regular communication between Council and community organizations to understand needs, barriers and opportunities for programming. 		Monitor	
Potential Measurement(s): <ul style="list-style-type: none"> Number of community-led recreation and social initiatives delivered annually, including those supported through municipal coordination, promotion, or in-kind and cash contributions Level of participation in community-led recreation and social programming, as demonstrated through the number of residents engaged and the number of active volunteers and community groups involved Number of funding applications supported or facilitated by the Municipality, and the level of municipal funding allocated annually to support third-party delivery of recreation and social programming Number of recreation and social programs promoted through municipal channels, Frequency of reporting to Council by community organizations on program delivery, participation, and identified needs, including Council's response to emerging requirements. 			

Attract Investment

Strategic Direction	Attract Investment
Strategic Direction Summary	<i>Promote Calvin as an affordable, opportunity-rich location for business and entrepreneurship</i>
Objectives	<ul style="list-style-type: none">• Develop a strong and recognizable municipal brand identity that reflects the community's values, mission, and character• Participate in regional economic development initiatives• Support the success and growth of small businesses including the agricultural sector in the Municipality of Calvin.

Attract Investment

Strategic Objective		Anticipated Timelines	
Develop a strong and recognizable municipal brand identity that reflects the community's values, mission, and character.		Initiate	Summer 2026
		Monitor	
Key Work Step Initiatives			
<ul style="list-style-type: none"> • Seek external funding opportunities to support municipal brand development, and allocate municipal resources as required to implement the branding initiative • Review current municipal branding, communications materials, and public-facing assets such as signs to identify gaps and inconsistencies • Engage Council, staff and community input to define key values, identity, and desired public perception of the Municipality • Develop a refreshed municipal brand identity including logo, visual standards and core messaging • Create a municipal communications and brand guide to ensure consistent use across all platforms and materials • Update key municipal communication tools and templates (website, social media, reports, signage, letterhead etc.) to reflect the new brand • Implement a phased rollout of the updated brand across municipal services and communications channels • Establish clear internal processes to maintain brand consistency in all future communications • Promote the updated municipal identity through coordinated communication efforts to strengthen awareness and community pride. 			
Potential Measurement(s):			
<ul style="list-style-type: none"> • Brand identity is developed, implemented and widely promoted. 			

Attract Investment

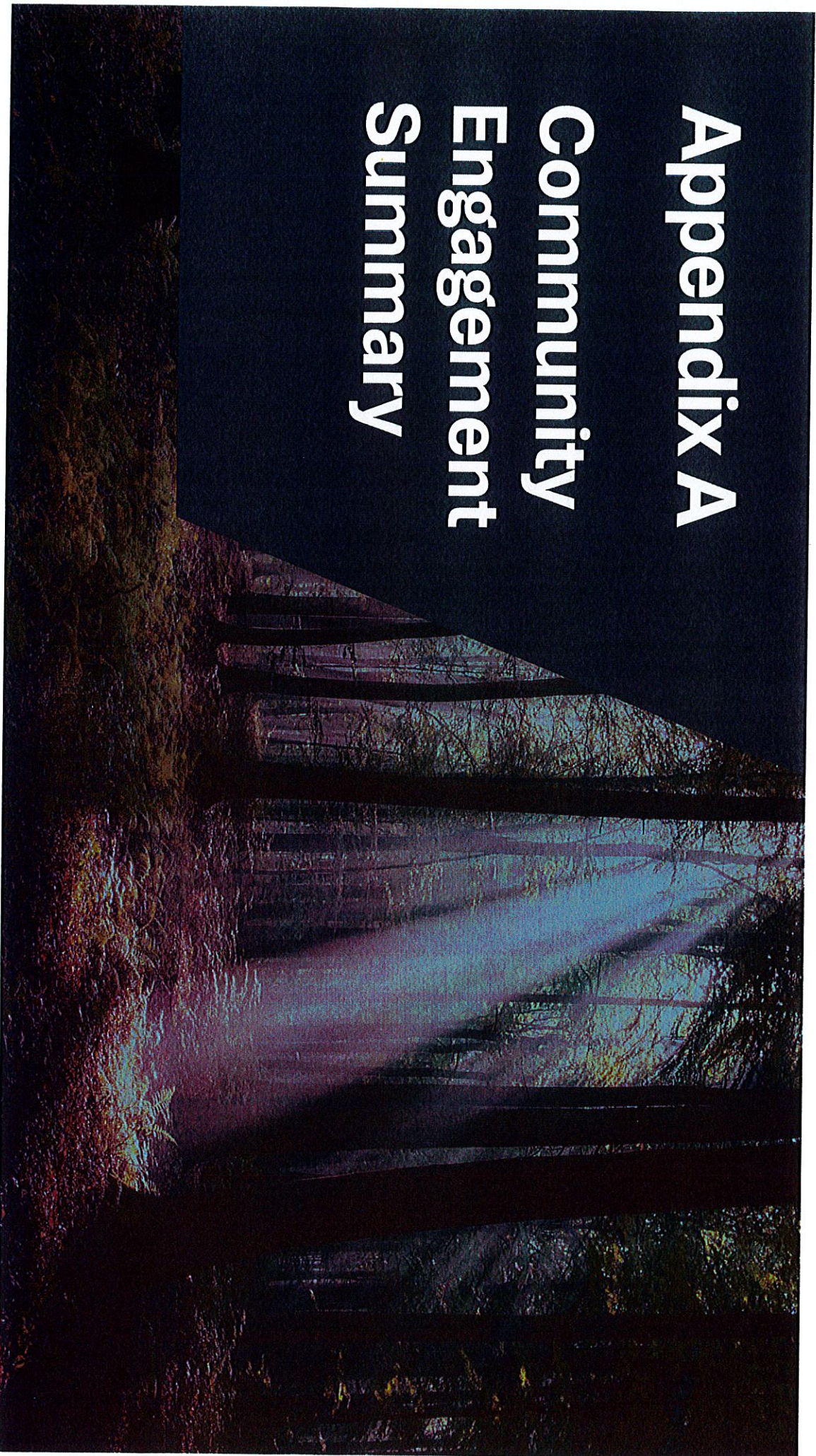
Strategic Objective		Anticipated Timelines				
Participate in regional economic development activities.		<table border="1"> <tr> <td>Initiate</td> <td>Summer 2026</td> </tr> <tr> <td>Monitor</td> <td></td> </tr> </table>	Initiate	Summer 2026	Monitor	
Initiate	Summer 2026					
Monitor						
Key Work Step Initiatives <ul style="list-style-type: none"> • Collaborate with neighbouring municipalities to define shared regional economic development priorities and opportunities • Participate in the development and submission of a joint funding application to support regional economic development initiatives • Establish a joint regional economic development committee with participating municipalities, subject to funding approval • Define governance structure, roles, responsibilities for the regional committee to ensure clear coordination and accountability • Support the development of a regional economic development strategy or action plan to guide collaborative activities • Identify and promote regional investment, business retention and attraction in the Municipality and region • Establish communication and reporting mechanism to keep the Community and Council informed on regional economic development initiatives and outcomes 						
Potential Measurement(s): <ul style="list-style-type: none"> • A Council-endorsed regional economic development approach is established, including a multi-year municipal funding commitment and defined participation in joint regional initiatives • A joint regional economic development committee is established and operational, supported by clearly defined governance structures, roles, and formal inter-municipal agreement • Joint regional economic development initiatives are undertaken, as evidenced by the number of collaborative projects, shared priorities advanced, and coordinated activities delivered with partner municipalities • Funding opportunities are actively pursued and secured, demonstrated through the number of joint applications submitted and approved, and the total amount of external funding obtained to support regional initiatives • A shared regional economic development strategy or action plan is developed and implemented, supported by regular inter-municipal coordination, planning sessions, with annual reports to Council and the broader community. 						

Attract Investment

Strategic Objective	Anticipated Timelines	
Support the success and growth of small businesses including the agricultural sector in the Municipality of Calvín.	Initiate Monitor	Summer 2026
Key Work Step Initiatives		
<ul style="list-style-type: none"> • Develop an inventory of existing small businesses including the agricultural sector in the Municipality of Calvín to better understand the local economic base • Identify needs, opportunities and barriers facing small businesses and the agricultural sector through engagement and consultation • Establish regular communication and engagement opportunities with local businesses and agricultural operators • Promote local businesses and agricultural activity through municipal communication channels and community outreach • Support access to relevant programs, funding opportunities and regional economic development initiatives • Encourage networking and collaboration among local businesses, agricultural operators and regional partners • Promote streamlined municipal processes that impact business development (e.g., permits, land use, inquiries) • Partner with neighbouring municipalities and agencies to support broader regional business development initiatives. 		
Potential Measurement(s):		
<ul style="list-style-type: none"> • Number and percentage of local small businesses identified and included in a business directory • Identification of common challenges and opportunities (qualitative report or summary) • Number of actionable insights generated from the assessment • External funding and alternative resources are secured to support the delivery of economic development initiatives, as demonstrated through successful applications, partnerships, and leveraged support • Participation in regional economic development strategy implementation is demonstrated, as evidenced by active involvement in coordinated initiatives, partner engagement, and contribution to shared outcomes. • Networking and engagement activities are conducted on a regular basis, measured by the number of meetings, workshops, and events held annually • Reported satisfaction or perceived value by businesses in feedback surveys. 		

Appendix A

Community Engagement Summary



Community Engagement Summary



In-person Community Consultations

- The Community Town Hall meetings were designed and conducted as a platform for open dialogue and community engagement.
- The Community Town Hall meetings provided residents of the Municipality with an opportunity to share their understanding of the current state of municipal services, identify areas for improvement, and offer their perspectives on the Municipality's future strategic direction.
- Two sessions were held on March 8th at the Municipality's community hall to better accommodate resident availability and participation.
- Through direct engagement with the community, the project team gained a clear understanding of resident needs, concerns, and suggestions, which informed subsequent meetings with the Municipal Council and Senior Leadership Team.

The results of each are shared on the subsequent pages.



Community Survey

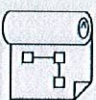
- To complement the in-person sessions, the consultant in collaboration with the Municipality developed a brief survey aimed at capturing insight from residents.
- The survey was promoted using various tools including but not exclusive to the use of social media, the municipal website, advertisement in the Mattawa Recorder, mailouts to all residents
- A total of 62 responses were received through online and paper submissions

In-person Community Consultation Summary

Two engagement sessions were held on March 8, 2026, with a total of 10 participants across both sessions. Members of Council were actively represented, including one Council member who participated in both sessions, providing continuity from the two sessions. The following were the common themes emerging from those sessions:



Strong Appreciation for Lifestyle and Environment
Quiet, natural surroundings, open space, and rural character are highly valued.



Need for Improved Infrastructure
Common concerns included internet connectivity, transportation, and wayfinding/signage.



Managed Growth
Participants want growth that is intentional and controlled, ensuring Calvin's character and quality of life are preserved.



Community Engagement and Connection
Desire for stronger social connections, programming, and opportunities to bring residents together.



Promotion and Better Use of Existing Assets
Strong interest in promoting natural, recreational, and land-based assets rather than creating entirely new ones.



Economic Sustainability
Interest in agriculture, eco-tourism, small business, employment opportunities, and land availability as tools to support long-term viability.

Community Survey Results Summary

The Consultant in collaboration with the Municipality developed a brief survey (depicted below) aimed at capturing insight from residents.



CORPORATION OF THE MUNICIPALITY OF CALVIN
 10000 Highway 208, Box 110
 Box 110, 4A-10, 7E, 7E-2, 4A-10
 Email: information@calvin.ca Web: www.calvin.ca



CORPORATION OF THE MUNICIPALITY OF CALVIN
 10000 Highway 208, Box 110
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A total of 62 responses were received through online and paper submissions

The survey was promoted using various tools including but not exclusive to the use of social media, the municipal website, advertisement in the Mattawa Recorder, mailouts to all residents.

The following slides provide a summary of the results.

COMMUNITY STRATEGIC PLAN SURVEY
 Help Shape Our Municipality's Future (Next 3-5 Years)
 Council is developing a Strategic Plan to guide priorities, services, and investments over the next 3-5 years. The survey takes about 7 minutes. Your feedback will help focus resources where they matter most. Responses are anonymous. SURVEY CLOSSES ON THURSDAY, MARCH 29th, 2024 at 4:00 pm. Hard copy submissions must be returned to the Municipal Office by 4 pm on this date.

1) Do you feel the municipality is headed in the right direction?
 Yes Somewhat No Unsure

Please explain:

2) What should be the municipality's TOP priority over the next 3-5 years?

- Growth and development (tourism, economic development, etc.)
- Infrastructure (roads, bridges, recreational facilities, etc.)
- Financial sustainability (municipal taxation, investments in reserves and capital)
- Environmental protection and sustainability (waste management)
- Strengthening community connections and engagement (community events, municipal communications)
- Promotion of quality of life (recreational facilities)
- Protection of persons and property (fire services)
- Other: _____

Please explain your choice and what you would like to see:

3) If achieving your top priorities requires additional funding, which statement best reflects your position?

- I support modest tax increases to fund priority projects
- I support reallocating funds from other services instead of raising taxes
- I prefer maintaining current service levels with no tax increases
- I am unsure

4) What is the single biggest challenge facing the municipality today?

5) What is the single largest opportunity within the municipality?

6) If the municipality could focus on ONE major investment next year, which should it be?
 Growth and development Infrastructure Environmental protection and sustainability Strengthening community connections and engagement Promotion of quality of life Protection of persons and property
 Other: _____

7) What is one change or improvement that would most improve your quality of life in the Municipality of Calvin?

8) How would you prefer to receive information from the municipality? (Select all that apply)
 Municipal website Email newsletters Social media
 Mailed or printed notices Public meetings / open houses
 Local bulletin boards / community spaces Other: _____

THE FOLLOWING ARE OPTIONAL – About You
 Age range: Under 25 25-44 45-64 65+

What is your current employment status? (Select one)
 Employed full-time Employed part-time Self-employed
 Seasonal / contract worker Unemployed and looking for work Retired
 Student Unable to work Prefer not to say

How long have you lived in the municipality?
 Less than 2 years 2-4 years 5-10 years More than 10 years Seasonal resident

If you have lived in Calvin for less than 5 years: What were the main reasons you chose to move to Calvin?

If you have lived in Calvin for more than 5 years: What are the main reasons you continue to live in Calvin?

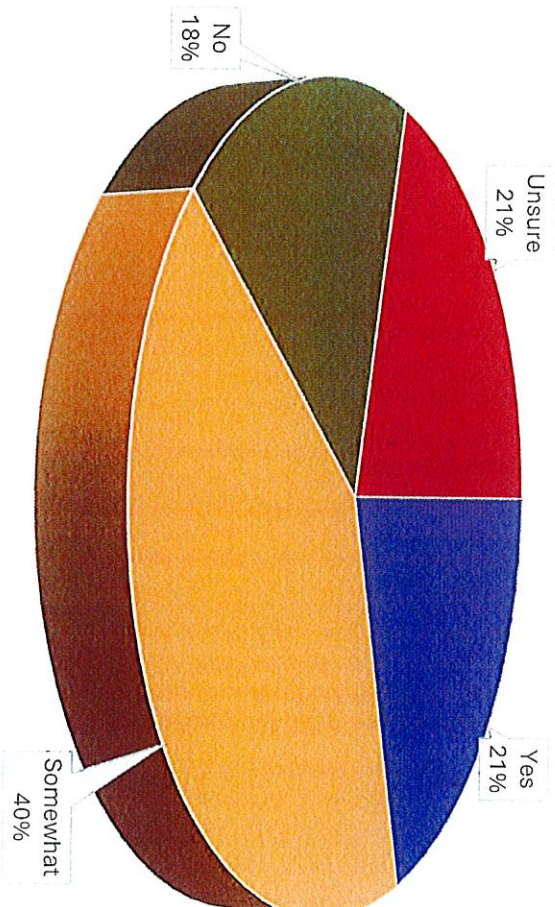
Thank you for taking the time to share your feedback. Results will be summarized and shared with Council and the community.

Community Survey Results

Q1

Do you feel the Municipality is headed in the right direction?

Respondents could only choose a single response

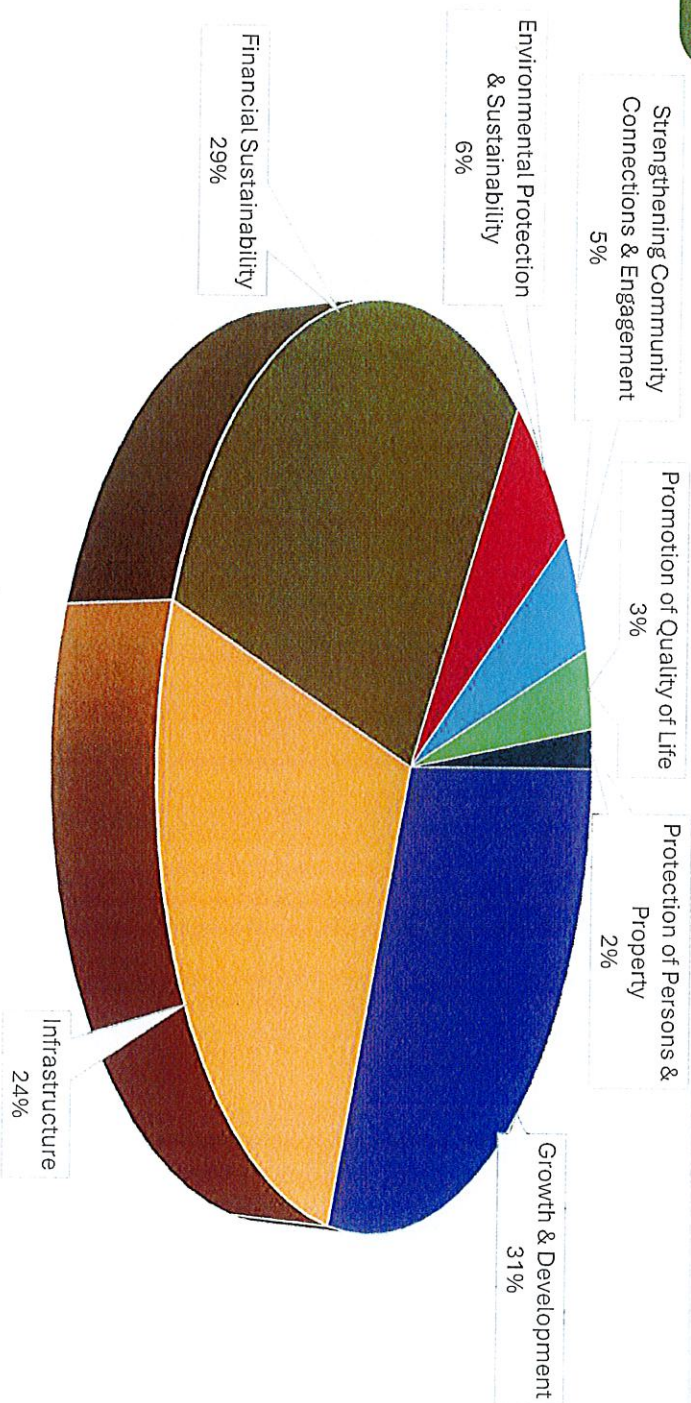


Community Survey Results

Q2

What should be the Municipality's TOP priority over the next 3–5 years?

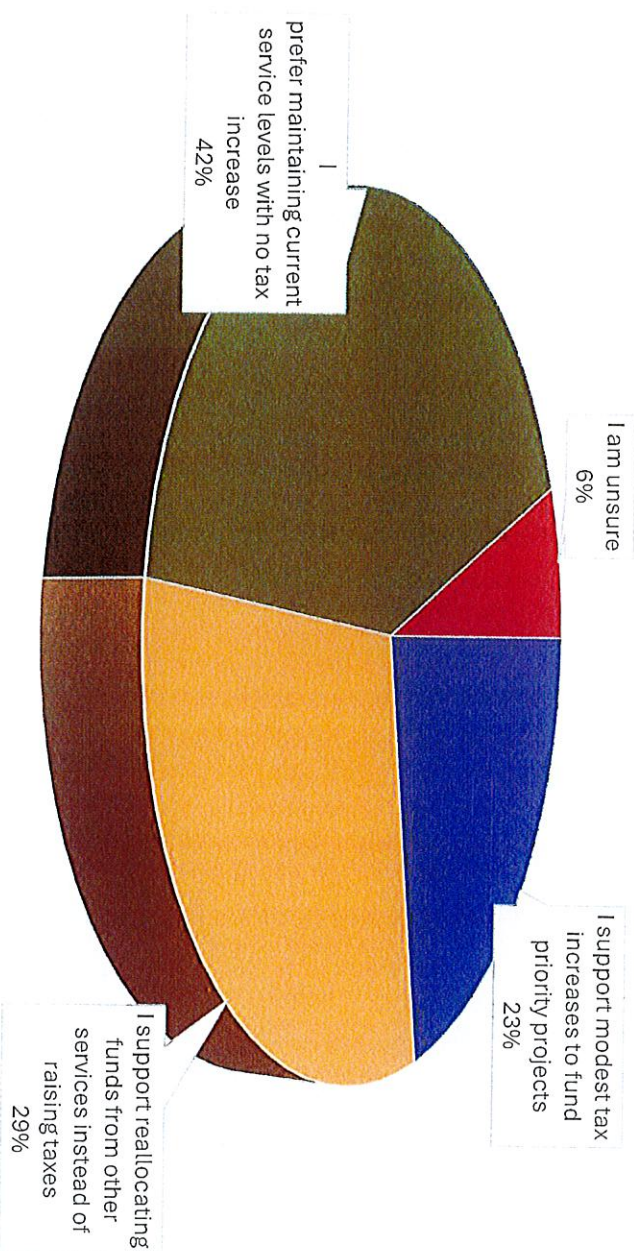
Respondents could only choose a single response



Community Survey Results

Q3

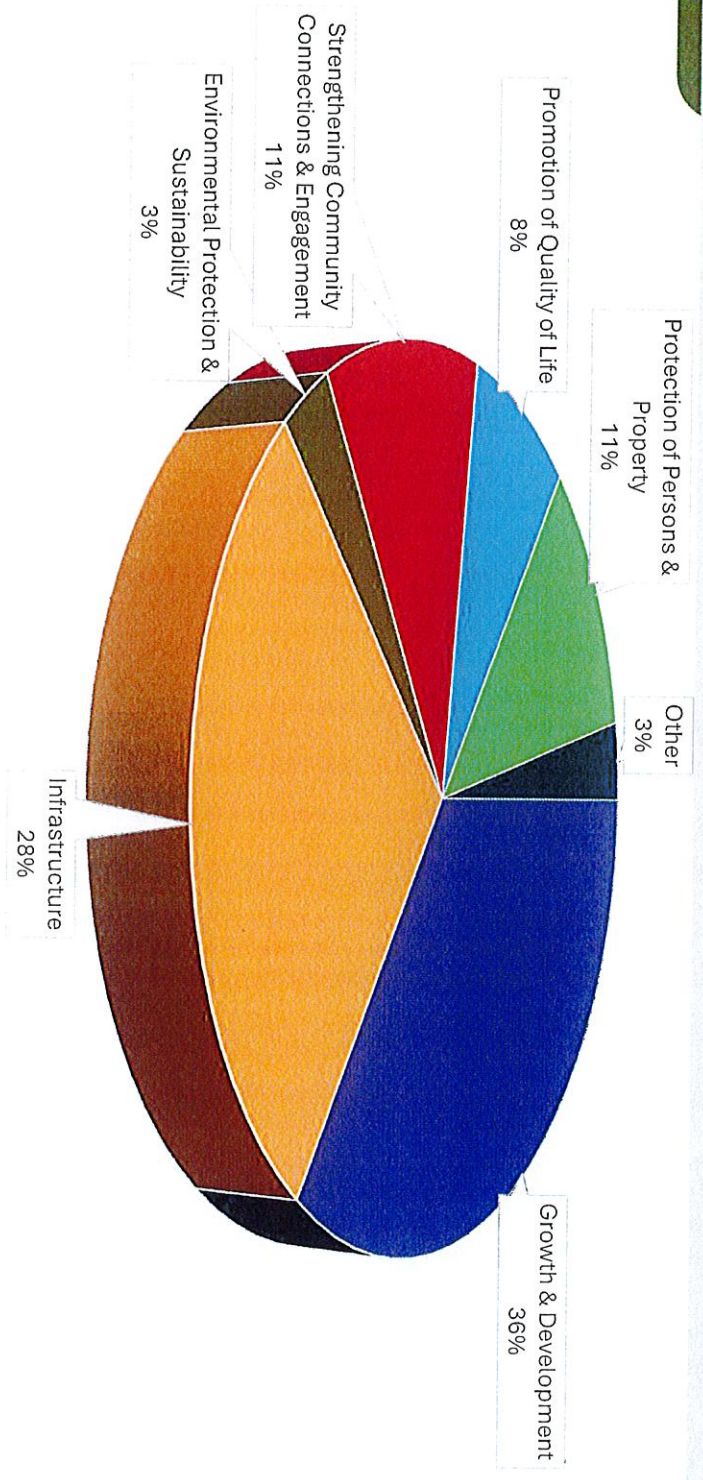
If achieving your top priorities requires additional funding, which statement best reflects your position?
Respondents could only choose a single response



Community Survey Results

Q6

If the Municipality could focus on ONE major investment next year, which should it be?
Respondents could only choose a single response

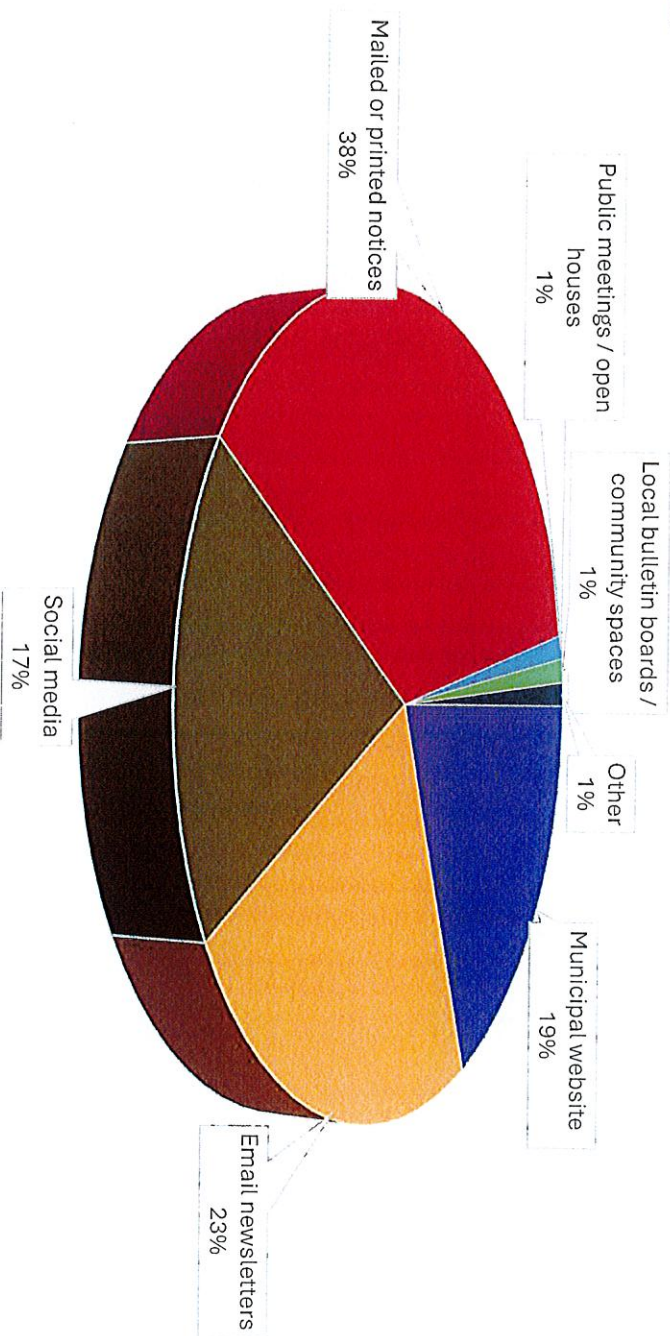


Community Survey Results

Q8

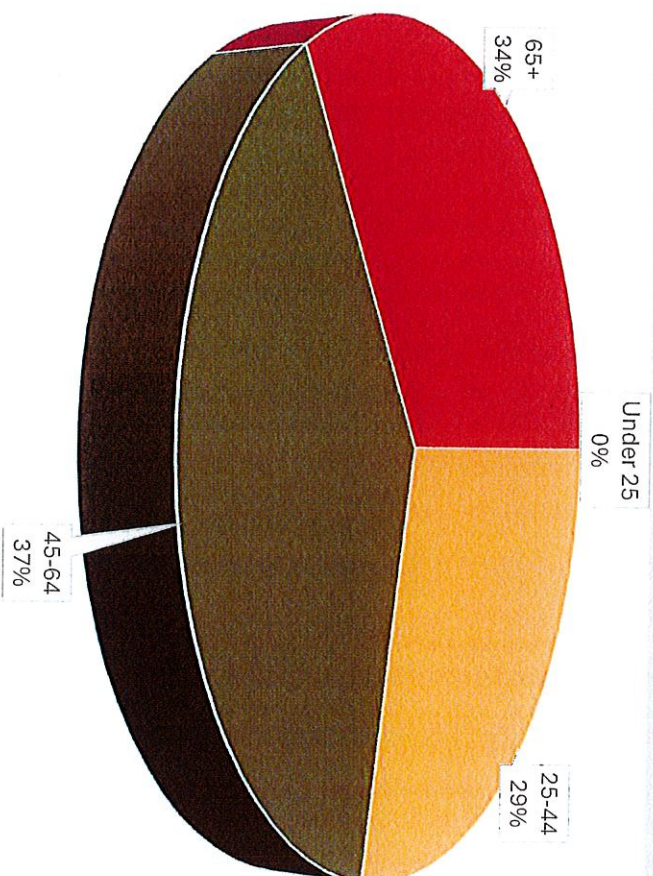
How would you prefer to receive information from the Municipality?

Respondents were allowed to choose multiple responses



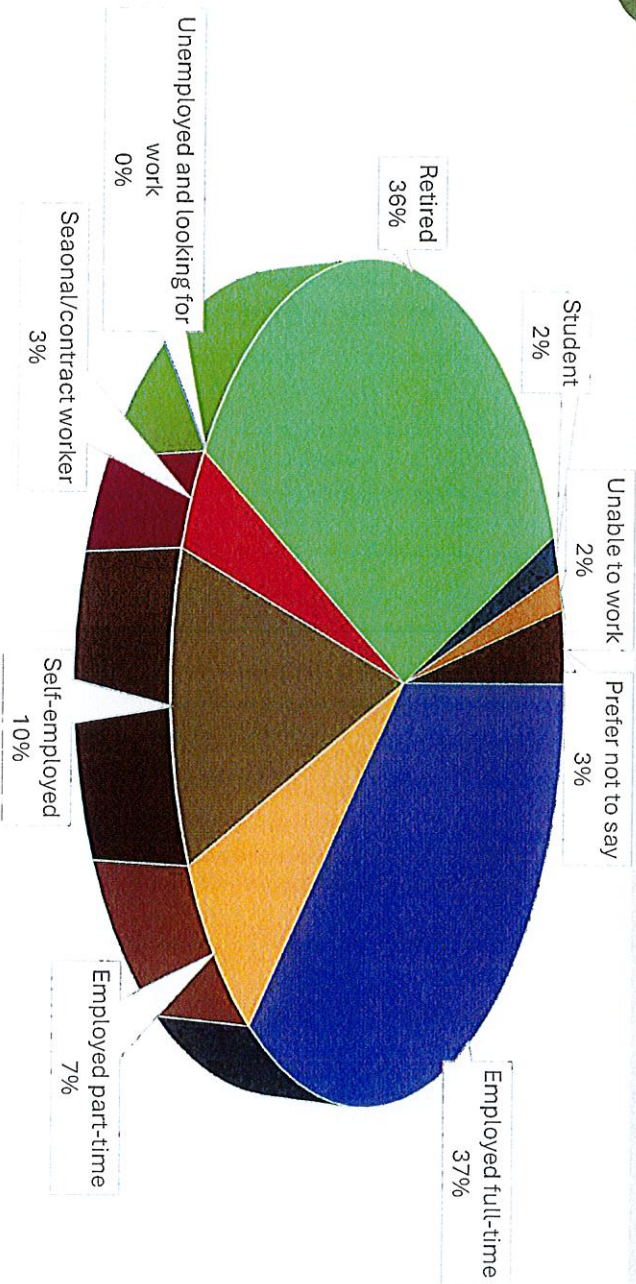
Community Survey Results

Age range of respondents



Community Survey Results

What is your current employment status?



Community Survey Results

How long have you lived in the Municipality?

