



Corporate Strategic Plan

Prepared by:

 TOWN HALL
CONSULTING INC.

2025 - 2030

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A photograph of a snowy winter scene. In the foreground, there is a snow-covered path or road. To the left, a white wooden fence runs along the path. Behind the fence, several trees are covered in a thick layer of snow, their branches reaching out. The background shows more snow-covered trees and a pale, overcast sky. The overall tone is peaceful and serene.

Welcome to Cavan Monaghan

The Township of Cavan Monaghan is a growing community in the southwest part of the County of Peterborough and just 90 minutes from the Greater Toronto Area. With picturesque landscapes, rich agricultural roots, and a thriving business sector, Cavan Monaghan offers a unique balance of tradition and progress. Our community is built on a foundation of resilience, collaboration, and a shared commitment to enhancing the quality of life for residents and visitors alike.

Cavan Monaghan is a place where families grow, businesses thrive, and neighbours come together to celebrate everything from local festivals to shared achievements. As we look to the future, our vision is clear: have respect and pride in our agricultural history while strategically managing the opportunities and challenges of a growing rural community. Doing so by harnessing innovation, focusing on sustainability, and improving the vitality of our community spirit.

To ensure we stay on the right path, the Township of Cavan Monaghan has completed a Strategic Planning process. This collaborative effort engaged residents, businesses, and stakeholders to shape our community's future. Together, we have defined goals, set priorities, and developed a clear roadmap for success that reflects our shared values and aspirations.

This 5-year Strategic Plan positions Cavan Monaghan to continue fostering growth, preserving our heritage, and building a sustainable, inclusive community that will thrive for generations to come.

Land Acknowledgement

We respectfully acknowledge that the Township of Cavan Monaghan is located on the Treaty 20 Michi Saagiig territory, in the traditional territory of the Michi Saagiig Anishnaabeg.

We offer our gratitude to First Nations for their care for and teachings about these lands. May we honour these teachings.

Why Now?

Cavan Monaghan is experiencing a pivotal moment in its development. In the last 8 years, our population has grown from 8,829 to just over 10,000. With a growing population and expanding employment opportunities, the Township is aligning its plans with Ontario's updated Provincial Policy Statement (PPS 2024), which replaced the Growth Plan for the Greater Golden Horseshoe on October 20, 2024. This involves preparing for substantial increases in housing demand, ensuring sustainable infrastructure development, and supporting local economic expansion.

The Township's previous efforts have established a strong foundation, focusing on maintaining a high quality of life, attracting and retaining business opportunities, and preserving its unique heritage. With an eye toward the future, Cavan Monaghan is always evaluating strategies to respond to evolving community needs, technological advancements, and environmental considerations. The Township aims to balance growth with sustainability, ensuring that development aligns with its rural identity and natural heritage.



A Message From The Mayor and Council

On behalf of the Council of the Township of Cavan Monaghan, we are proud to present our Strategic Plan. This document is a significant milestone designed to chart a clear path for the future of our community. This plan is a collaborative project that reflects the input we sought from residents, businesses, and other stakeholders who shared their ideas, hopes, and aspirations for Cavan Monaghan.

Our vision for the Township is rooted in fostering growth while preserving the rural charm and unique agricultural heritage that make our community so special.



Councillor Gerry Byrne, Deputy Mayor Ryan Huntley, Mayor Matthew Graham, Councillor Lance Nachoff, Councillor Nelson Edgerton

Through this Strategic Plan, we have identified key priorities and actionable steps that will guide us in achieving sustainable development, while working to enhance services, and improving the overall quality of life for everyone who calls Cavan Monaghan home. We are deeply grateful to everyone who contributed to this process. Your voices have helped shape this roadmap, and your continued engagement will be vital as we work together to bring our shared vision to life.

As a Council, we remain committed to responsible decision-making, improving collaboration, and utilizing innovation as we implement the goals outlined in this plan. We will continue to work hard to make fiscally responsible decisions to build a thriving, inclusive community that we can all take pride in, today and in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'm. graham', written over a horizontal line.

Mayor Matthew Graham
and the Council of the Township of Cavan Monaghan

Community Engagement

The Township of Cavan Monaghan's Strategic Plan is the result of a collaborative process designed to reflect the community's collective vision, mission, values, and priorities. In developing this plan, the Township engaged with residents, businesses, community groups, Council, and staff to ensure it captures the diverse needs and aspirations of the community.

Community engagement was conducted both online and in person, utilizing innovative tools and methods to maximize participation and feedback. Key engagement activities included:

- **Online Survey and Fund It Monopoly Tool:** Over five weeks, residents were invited to participate through an online survey, which included the interactive "Fund It Monopoly" tool. This unique feature allowed participants to allocate virtual dollars to initiatives they deemed most important, providing valuable insights into community priorities.
- **Open House Monopoly Night:** Residents attended an in-person event where they could allocate \$5 million in Monopoly money to strategic projects, engage with Council and staff, and contribute ideas through an open feedback board.
- **Focus Groups:** Key community leaders and representatives from local organizations participated in focus groups to provide detailed feedback and share perspectives that enhanced the plan's depth and inclusivity.

The community's contributions helped shape the strategic plan. For instance, 85% of survey participants supported the proposed mission, vision, and values, while the feedback gathered from the "Fund It Monopoly" activities and focus groups highlighted critical priorities such as financial sustainability, infrastructure improvements, and community vitality. An in-depth Progress Report (Community Engagement) can be found in **Appendix B** or at www.connectcavanmonaghan.net/strategicplan.

This engagement process ensured that the Strategic Plan reflects what matters most to the residents of Cavan Monaghan, creating a roadmap that is not only aspirational but also rooted in the community's shared values and vision for the future.



Mission, Vision, Values

Mission

The Township of Cavan Monaghan is committed to delivering responsive and cost-effective services that provide for the economic, social and environmental well-being of our ratepayers now and into the future.

Vision

Cavan Monaghan is a strong, sustainable rural community. We celebrate, protect and promote our unique history and natural heritage and value the contribution and interests of all ratepayers in building a prosperous future.

Values

Inclusivity

Fostering a welcoming and respectful environment where all community members are valued, ensuring that services, opportunities, and resources are accessible to everyone.

Innovation

Embracing creativity and forward-thinking approaches to develop new, effective solutions that enhance municipal services, meet community needs, and address emerging challenges and goals.

Integrity

Upholding strong ethical standards through transparent communication, accountability for actions and decisions, and maintaining the community's trust by consistently demonstrating honesty and responsibility.

Strategic Priorities



Financial Sustainability



Community Vitality



Environmental
Sustainability



Community
Engagement



Economic
Development



Customer Service

1. Financial Sustainability

Financial sustainability ensures the Township can meet its current and future needs while maintaining fiscal responsibility. This priority focuses on expanding the tax assessment base, aligning goals with the Asset Management Plan, exploring alternate funding opportunities, and enhancing long-term planning. By maintaining sustainable infrastructure funding and reviewing financial policies, the Township ensures responsible decision-making and financial resilience.

How will we achieve this?

Objective	Action
Support the expansion of the Assessment Tax Base.	<ul style="list-style-type: none">• Strategically identify opportunities to identify diverse development by collaborating with key stakeholders.
Ensure that goals, policies, and plans are aligned with decision-making processes in accordance with the Asset Management Plan (AMP).	<ul style="list-style-type: none">• Ensuring that the Asset Management Plan and strategies are effectively aligned will enhance asset life cycles and promote efficient replacements, maximizing overall effectiveness.• Continue to prioritize AMP, through the annual budget process, funds for the Asset Replacement Reserve (ARR) to support the replacement of Infrastructure.
Review financial management and debt policies.	<ul style="list-style-type: none">• Review permitted investment products that align with Section 418 of the Municipal Act.• Expand long-term planning and amortization approaches to manage capital projects effectively.
Investigate alternate funding opportunities and partnerships.	<ul style="list-style-type: none">• Continue to review new and/or alternative sources of funding opportunities and partnership options.
Maintain and enhance long-term planning.	<ul style="list-style-type: none">• Maintain and update the Capital forecast plans to correlate with the Official Plan policy and data gathered through the Asset Management Plan.• Annually review and implement appropriate AMP indexing metrics for tracking progress.
Maintain 80% annual contribution target to the Asset Replacement Reserve (ARR).	<ul style="list-style-type: none">• Monitor contributions to the ARR to ensure the current matching principal targets are met annually through the budget process.

2. Community Vitality

Community vitality focuses on fostering a thriving, healthy, and connected community. This priority focuses on enhancing recreational opportunities, developing a downtown park, and establishing key annual events to strengthen community bonds. Efforts will also focus on improving indoor and outdoor spaces to promote health and wellness, increasing access to health services through an expanded or new medical center, and addressing housing needs for seniors. Together, these initiatives aim to enrich the quality of life for all community members.

How will we achieve this?

Objective	Action
Enhance and optimize recreation in the Township.	<ul style="list-style-type: none"> • Develop lands and facilities as per recommendations in Parks & Recreation Strategic Plan - Vision 2035. • Increase usage of the CMCC lands. • Continue to implement varied programming at CMCC lands to increase usage and program participation.
Develop a Downtown park.	<ul style="list-style-type: none"> • Finalize the design for a downtown park. • Confirm Partnerships and funding to build upon the selected concept. • Park construction completed according to the approved plan.
Establish key annual events.	<ul style="list-style-type: none"> • Continue to plan and execute festivals and/or events to promote diversity and sense of community. • Increase community engagement and participation in community events.
Build upon existing indoor & outdoor spaces to promote health & wellness.	<ul style="list-style-type: none"> • Continue to create and optimize spaces based on community needs. • Continue to establish partnerships for community programming for indoor/outdoor spaces.
Increase health services / expand or build new medical center.	<ul style="list-style-type: none"> • Completion of a comprehensive plan for a new or expanded medical center, with successful fundraising effort. • Support Physician recruitment initiatives. • Build or renovate facility.

2. Community Vitality

Objective	Action
Increase housing for seniors.	<ul style="list-style-type: none">• Research community needs, trends and partnership opportunities.• Identify seniors housing providers, establish relationships, and collaborate on opportunities.



3. Environmental Sustainability

Environmental sustainability is vital to protecting the Township's natural and cultural assets for future generations. This priority addresses the pressing need for responsible stewardship of the environment, ensuring that decisions made today support long-term ecological health and community well-being. By prioritizing sustainable practices and conservation efforts, the Township demonstrates its commitment to balancing growth with environmental preservation, fostering a greener and more resilient future.

How will we achieve this?

Objective	Action
Promote the preservation and conservation of existing heritage buildings.	<ul style="list-style-type: none"> Utilize the CIP as a method to promote preservation. Promote heritage conservation initiatives (i.e. updating heritage bylaws). Conduct assessments to identify buildings eligible for conservation and preservation.
Continue to support and promote local sustainability initiatives.	<ul style="list-style-type: none"> Continue to develop and execute campaigns on sustainable practices to encourage community engagement. Continue to introduce new programs and initiatives that promote sustainability. Collaborate with local organizations to enhance existing sustainability efforts. Promote incentives for residents and businesses to adopt green initiatives. Monitor and report on sustainability metrics such as water usage and energy consumption.
Continue to support natural heritage system features.	<ul style="list-style-type: none"> Integrate natural heritage protections into future planning initiatives.
Enhance reforestation efforts.	<ul style="list-style-type: none"> Enhance the tree replacement and planting program to increase canopy coverage. Develop policies to control and regulate tree-cutting in designated areas.

3. Environmental Sustainability

Objective	Action
Integrate environmental sustainability into decision-making processes and work to enhance watershed planning.	<ul style="list-style-type: none">• Promote sustainable alternatives in policy recommendations and projects.• Support programs to protect and restore cold water streams within the watershed.• Promote the installation of residential rain gardens to manage runoff and improve water quality.
Promote sustainable practices in municipal infrastructure.	<ul style="list-style-type: none">• Incorporate energy-efficient practices and water-efficient technologies in new municipal building projects and renovations.
Explore opportunities for transit and ride-share programs.	<ul style="list-style-type: none">• Promote a carpool network to facilitate shared transportation options.• Investigate partnership opportunities around the development of transit routes to connect key locations such as Fleming College, Trent University, and major employment centers.



4. Community Engagement

Community engagement is essential to building trust, fostering connections, and ensuring residents feel informed and involved in Township initiatives. This priority emphasizes the importance of open communication, diverse outreach methods, and meaningful in-person interactions to strengthen relationships with the community. By prioritizing accessibility, education, and clear information-sharing, the Township aims to create an inclusive and informed environment where residents can actively participate and contribute to its future.

How will we achieve this?

Objective	Action
Expand the role of the Communications Officer to a full-time position.	<ul style="list-style-type: none">• Secure budget approval for the expanded role.
Expand and diversify communication channels to ensure residents access key information.	<ul style="list-style-type: none">• Implement and optimize engagement software.• Promote subscriptions and newsletters.• Utilize Community billboards in strategic locations.• Enhance social media strategies to increase online followers and views. Use KPIs to track these metrics.• Utilize non-digital communications such as printed newsletters.• Utilize community feedback as part of the decision-making process.• Consider funds through the annual budget process.
Increase in-person engagement opportunities with the community.	<ul style="list-style-type: none">• Organize pop-ups and booths at community events and public spaces.• Identify opportunities to enhance community participation and information sharing (ex, town hall meetings, open houses, education sessions, etc.)
Establish wayfinding signage and information systems.	<ul style="list-style-type: none">• Install consistent wayfinding signs in key locations across the community.• Incorporate QR codes on signage for access to maps and details.

5. Economic Development

Economic development is key to fostering a prosperous community. This priority focuses on attracting and retaining businesses, supporting local entrepreneurship, and promoting innovative agricultural opportunities. By increasing serviceable and employment lands, encouraging local shopping, and enhancing zoning flexibility, the Township aims to create an environment where businesses can thrive. The Township is committed to driving growth, creating jobs, and strengthening its local economy for the benefit of all.

How will we achieve this?

Objective	Action
Promote industrial and commercial development.	<ul style="list-style-type: none"> • Continue to work on proposed Township-led initiatives identified in Community Improvement Plan. • Explore recommendations from the Growth Management Strategy on employment lands to ensure suitable industrial and commercial sites. • Continue to streamline processes where applicable.
Attract retail businesses and encourage local shopping.	<ul style="list-style-type: none"> • Work with BIA to develop a retail attraction strategy. • Utilize social media to showcase local products and businesses. • Create events and programs to incentivize local shopping.
Strengthen small business community.	<ul style="list-style-type: none"> • Facilitate a small business incubator. • Utilize the CIP to provide support for existing small businesses and host education sessions.
Increase serviceable lands.	<ul style="list-style-type: none"> • Conduct an assessment of existing infrastructure and servicing capabilities. • Identify/support employment lands. • Support the Master Servicing Plan. • Identify funding opportunities for infrastructure improvements. • Develop a strategic plan to upgrade and optimize infrastructure for serviceable sites.

5. Economic Development

Objective	Action
Increase flexibility in zoning by-laws for employment lands.	<ul style="list-style-type: none"> • Review current provincial, County, and local official plan policies related to permitted employment land uses. • Update official plan policies and zoning by-law regulations to permit, where appropriate, a range of commercial, agricultural, and employment land uses.
Promote innovative farming practices and agricultural opportunities.	<ul style="list-style-type: none"> • Partner with researchers when possible. • Explore funding opportunities. • Promote the CIP as a way for members of the agricultural community to implement innovative farming practices. • Develop and support programs for essential on farm diversified and ag-related businesses.
Develop and implement economic development strategy.	<ul style="list-style-type: none"> • Undertake a comprehensive local Economic Development Strategic Plan. • Collaborate with the County Economic Development initiatives. • Support tourism opportunities.
Develop employment lands.	<ul style="list-style-type: none"> • Initiate the process to develop an employment lands/park. • Investigate bringing sewer and water services to an employment area other than our urban area. • Update planning documents (i.e. Growth Management Strategy and Official Plan) to support economic development opportunities. • Develop partnerships. • Complete environmental study to support employment lands.
Business Retention and Expansion.	<ul style="list-style-type: none"> • Develop strong communication tools to inform businesses. • Implement a business retention and expansion program to identify at-risk businesses.

6. Customer Service

Customer service is at the heart of the Township's commitment to meeting the needs of residents efficiently and effectively. This priority emphasizes the importance of retaining skilled staff, leveraging technology to improve service delivery, and fostering strong connections between staff and the community. By creating a supportive work environment and engaging residents through initiatives like staff open houses, the Township aims to deliver exceptional service that builds trust and satisfaction.

How will we achieve this?

Objective	Action
Enhance staff retention.	<ul style="list-style-type: none">• Enhance professional development opportunities.• Continue to offer ongoing training and education programs tailored to staff needs.• Develop clear career progression paths to support long-term retention.
Leverage technology to enhance customer service delivery.	<ul style="list-style-type: none">• Continue to optimize online permitting and application systems.• Utilize automated emails for service updates and changes and to conduct satisfaction surveys.• Continue to utilize the tracking system for service optimization.
Host staff open house events.	<ul style="list-style-type: none">• Organize open house events for residents to meet all staff.• Provide informational materials about available services and staff roles.• Gather feedback from attendees to improve future events and services.

Implementation

The Township of Cavan Monaghan's Strategic Plan represents a bold and forward-thinking vision for the future of our community. Now finalized, the focus shifts to implementation, turning the strategic priorities and objectives into tangible actions that deliver meaningful results.

To ensure effective implementation, the Township will use an internal implementation tracker to monitor progress and ensure initiatives align with the strategic objectives. This tracker will allow staff to evaluate ongoing actions, address challenges, and celebrate successes.

Additionally, a health check will provide an opportunity to assess the plan's effectiveness. During this phase, adjustments will be made as needed to ensure initiatives remain relevant and responsive to the community's evolving needs.

Key actions under each strategic priority will be executed in alignment with available resources, ensuring a balance between ambition and sustainability. Progress updates will be provided regularly to keep the community informed and engaged. Additionally, a health check will evaluate the plan's effectiveness, identifying successes and areas for improvement to maintain momentum and refine initiatives as needed.

This implementation phase marks the beginning of a shared journey, one that transforms aspirations into achievements while building a stronger, more vibrant Cavan Monaghan.



Conclusion

The Township of Cavan Monaghan's Strategic Plan is more than a document, it is a reflection of the community's shared values, aspirations, and vision for the future. This plan is the product of collaboration, innovative thinking, and meaningful engagement with residents, businesses, and stakeholders.

This Strategic Plan provides a clear roadmap for growth and development. It balances progress with preservation, ensuring that while the Township evolves, it retains the heritage and charm that make it unique.

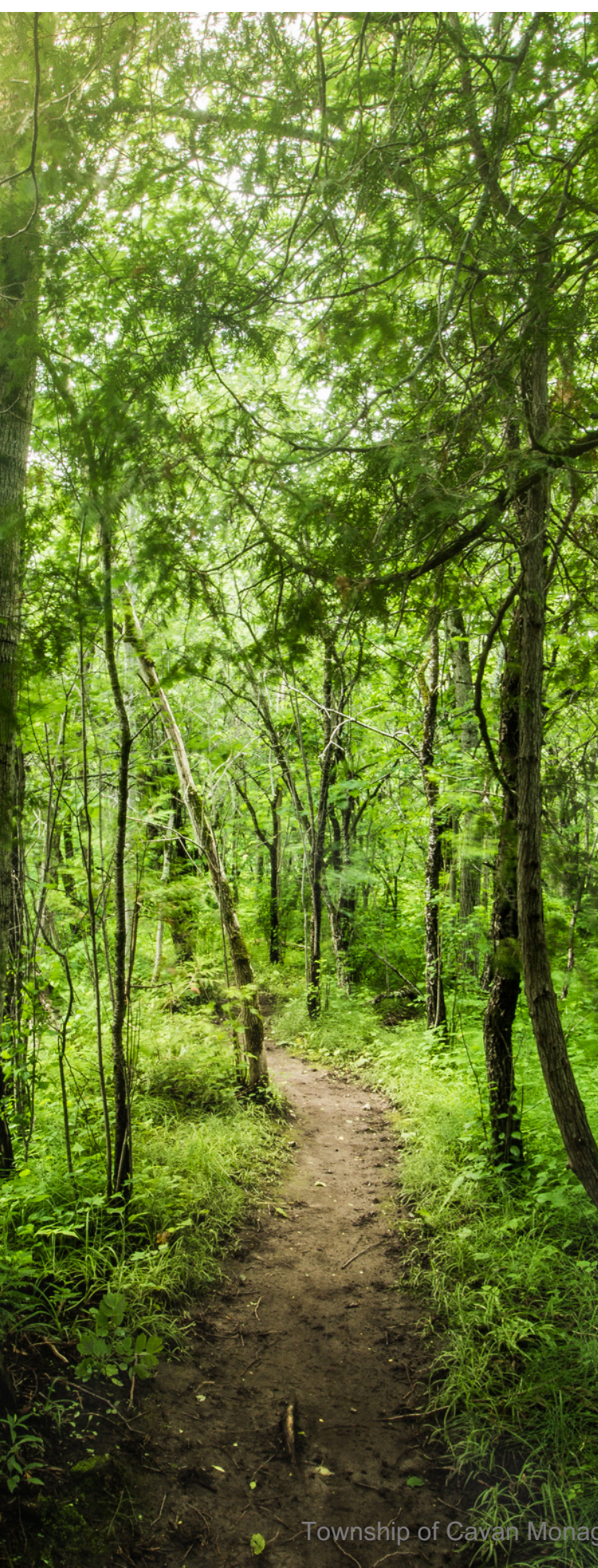
As we move forward, the commitment to transparency, collaboration, and accountability will continue to remain at the forefront. With the collective efforts of Council, staff, and the community, the Township of Cavan Monaghan is well-positioned to thrive today and into the future. Together, we will build a vibrant, inclusive, and sustainable community that reflects the best of who we are and what we aspire to be.



Appendix A

A Path Forward and The Process





The Path Forward

The Township of Cavan Monaghan's updated strategic framework reflects a collective vision informed by data analysis, community input, and provincial guidance. The common themes below represent key areas of focus that will shape the Township's path forward:

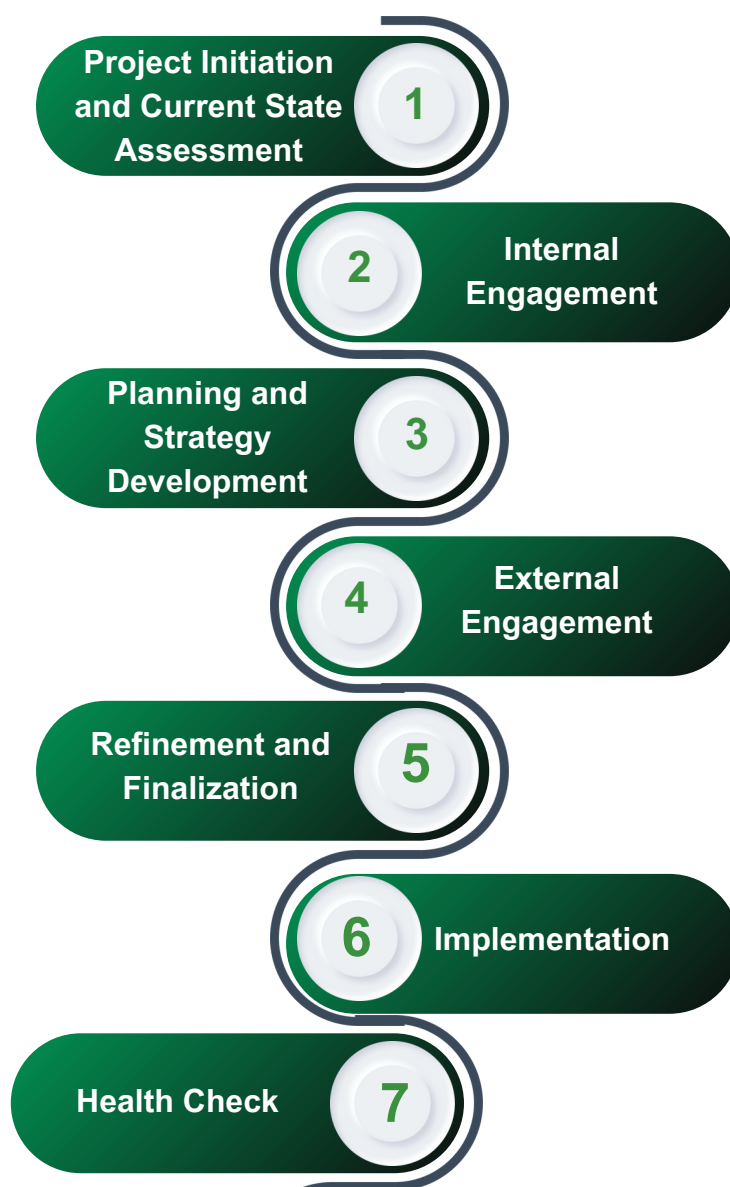
- **Managed Growth:** Strategically planning for population and employment growth to create a balanced mix of housing, employment opportunities, and services that meet the needs of residents.
- **Sustainable Development:** Promoting green building practices, protecting natural heritage areas, and ensuring environmentally responsible infrastructure development.
- **Economic Vitality:** Encouraging investment and supporting the retention and expansion of local businesses to build a resilient local economy.
- **Community Well-Being:** Enhancing quality of life by fostering inclusive, vibrant spaces and maintaining the Township's distinct character.
- **Infrastructure Investments:** Upgrading and expanding infrastructure to support the growing needs of current and future residents and businesses while maintaining efficiency and sustainability.
- **Financial Sustainability:** Ensuring responsible fiscal management and long-term financial planning to maintain services, support growth, and safeguard the Township's future.

Cavan Monaghan is proactive in positioning itself as a leader in rural and small-town development. With a collaborative and innovative approach, the Township is ensuring that its future remains bright, sustainable, and reflective of the values and aspirations of its community.

The Process

Our approach began with an in-depth assessment of the current state of the Township, followed by internal workshops to gather insights from staff and Council. We then developed an outline of the strategy, engaging the broader community through surveys, focus groups and an open house to ensure all voices were heard. Based on this extensive feedback, we refined and finalized our strategy, ready for implementation. This integrative process culminates with a health check to evaluate the effectiveness of our initiatives, ensuring our actions align with the Township's long-term vision and goals.

- 1. Project Initiation and Current State Assessment** - Conducted a detailed review of Cavan Monaghan, including an analysis of local conditions and gathering relevant information and resources.
- 2. Internal Engagement** - Held workshops with staff and council to gather insights and perspectives.
- 3. Planning and Strategy Development** - Developed an outline of the strategy, detailing objectives and aligning with key goals.
- 4. External Engagement** - Engaged with the community through surveys and open houses to gather external perspectives and ensure broad-based support.
- 5. Refinement and Finalization** - Refined the strategy based on feedback and analysis, ensuring all elements align with the overall objectives.
- 6. Implementation** - ongoing execution of the finalized strategy, ensuring all actions align with the set goals and milestones.
- 7. Health Check** - Conduct a thorough evaluation of the implemented strategy to identify strengths and areas for improvement.



Appendix B

Progress Report (Community Engagement)



Township of Cavan Monaghan Strategic Planning Progress Report (Community Engagement) 2024

Thank You

Dear valued community member,

It is with great pleasure that Town Hall Consulting presents this Community Engagement progress report, providing a brief update on the status of the Corporate Strategic Plan for the Township of Cavan Monaghan. Your active involvement in our engagement efforts has been instrumental in shaping the future of your community. Through your valuable contributions, including key findings from the survey, focus groups, and open house, we have been able to gather crucial community feedback that has significantly influenced the strategic planning process.

This report outlines the progress made thus far and provides an overview of the strategic planning process itself, highlighting the various stages we have navigated and where we currently stand in this journey. Your insights, feedback, and ideas have played a pivotal role in refining our goals and strategies, ensuring that they align with the needs and aspirations of your community.

We are excited to share the milestones we have achieved and the direction we are heading, all of which have been shaped by your invaluable input. Thank you for your continued support and collaboration as we work together toward a shared vision for Cavan Monaghan.

Warm regards,
Town Hall Consulting

Engagement Efforts

As part of our commitment to creating a Strategic Plan that truly reflects the needs and aspirations of Cavan Monaghan, we conducted three unique engagement activities. These opportunities were designed to gather broad input from residents, stakeholders, and community groups alike, ensuring a variety of voices were heard.

1. Online Survey and Fund It Monopoly Tool

Residents were invited to visit connectcavanmonaghan.net to review the strategic plan outline and share their feedback through an easy-to-complete online survey. This platform also offered the “Fund It Monopoly” tool, which allowed participants to “fund” the projects most important to them by allocating virtual dollars across key priorities. This tool made it fun and simple for residents to weigh in on projects they felt would benefit our community the most.

2. Open House Monopoly Night

We hosted an in-person Open House where residents could drop in, connect with Town Council members and staff, and once again participate in the “Fund It Monopoly” activity, this time in person. An open ideas board was also available for everyone to share their thoughts and suggestions directly. This event was a valuable chance for residents to engage with decision-makers face-to-face, discuss the strategic plan, and see community priorities come to life.

3. Focus Groups with Key Community Members

We conducted focus groups for key community representatives, including leaders from local clubs, committees, and various community organizations. These sessions allowed for detailed feedback on topics relevant to specific groups in your community. By inviting these members, we ensured that important perspectives from these active community leaders were gathered, complementing the broader public input received through other efforts.

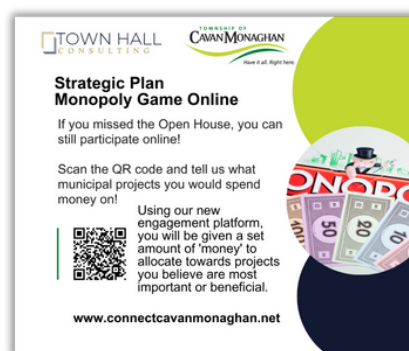
Together, these engagement activities gathered valuable insights from across the community, helping us understand priorities and perspectives from a broad range of residents and groups. Each form of input will guide the next steps in developing a strategic plan that reflects the community’s shared vision for Cavan Monaghan.

Promotional Efforts

To ensure broad awareness and participation in the Strategic Plan engagement activities, we implemented a comprehensive promotional campaign across multiple platforms and channels. These efforts were designed to reach as many residents, stakeholders, and community groups as possible.

- **Project Web Page Launch:** The project webpage was launched in September, encouraging residents to subscribe for updates. Social media posts promoting the page were shared on Facebook, Instagram, and X on September 9th, 16th, 23rd, and 30th.
- **Survey Promotion:** The survey was actively promoted through a series of social media posts shared on October 16th, 18th, 20th, 21st, 22nd, 24th, 26th, and 28th.
- **Monopoly Night Advertisement:** An advertisement for Monopoly Night was featured in the October edition of the Millbrook Times and shared across social media platforms on October 16th, 18th, 20th, 22nd, 24th, and 26th.
- **Community Events:** A postcard version of the promotional material was distributed during the Fall Festival in Downtown Millbrook on October 5th.
- **Online Engagement Follow-Ups:** The project was launched on ConnectCavanMonaghan.net to provide additional access and visibility. A follow-up social media campaign promoted the ability to participate in Monopoly Night online, with posts shared on October 31st, November 1st, 2nd, and 3rd.

These targeted efforts ensured widespread promotion and facilitated community involvement at every stage of the project.



Online Survey

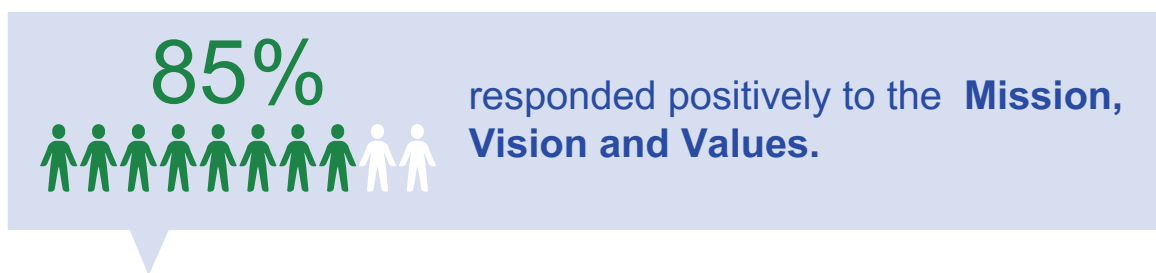
As part of our public engagement, an online survey was conducted over 5 weeks. The aim of our survey was to engage community members to better understand and appreciate your views and experiences while developing a shared strategic vision for the future of Cavan Monaghan.

The results of the online survey provide valuable insights into community perspectives on the strategic plan for the Township of Cavan Monaghan. Of 89 participants from the online survey and fund it tool, the majority **(89.16%) were residents**, showcasing strong local representation, while the rest included business owners, employees, and township staff. Notably, **65.06% of respondents have lived or worked in the area for more than 10 years**, reflecting input from a well-established segment of the community.

Mission, Vision, Values

The survey provided us with invaluable information and validation, crucial for the creation of a strong strategic plan. Notably, 85% responded positively, and of that, 20% provided additional feedback on the mission, vision, and values.

This strong endorsement reinforces our direction and commitment, while the feedback also helps us refine and enhance the strategic priorities.



“It appears we are going in the right direction, but implementation is key.”

Online Survey

Strategic Priorities

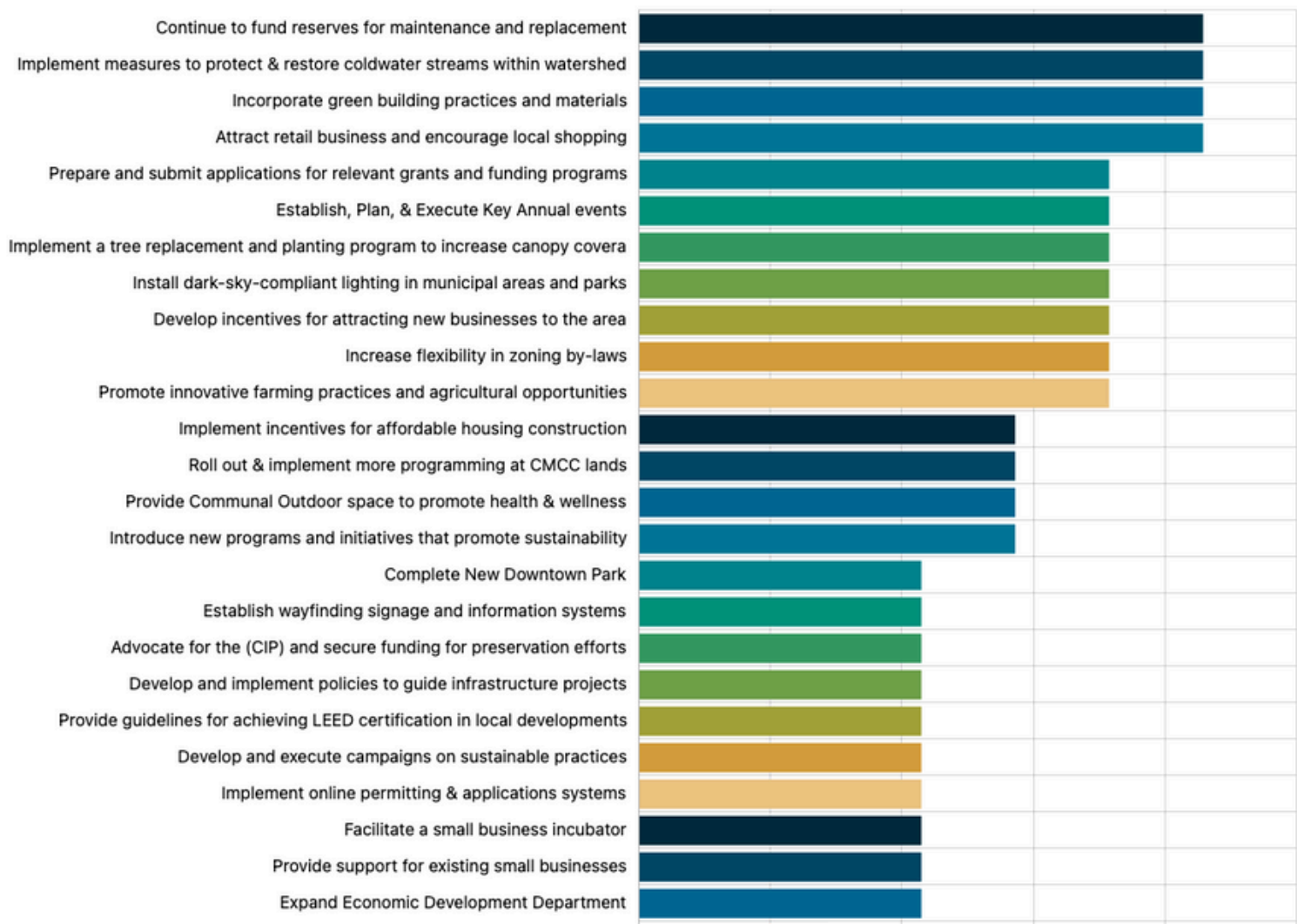
As part of the survey, we also asked participants to rank each of the strategic priority areas from most to least importance. The results provided us with the overall ranking below.



Online Survey

Fund It Monopoly Results

As part of our online surveying process, we asked respondents to prioritize the projects they felt were most important by allocating funds to them. This approach allowed participants to have a direct influence on which initiatives they believe should receive the most attention and resources. These projects fall under the six priority areas identified in our strategic plan. By "funding" the projects, respondents were able to express their preferences in a tangible way, helping us to better understand the community's priorities. Notably, the results of this online tool aligned strongly with the findings from the Open House Monopoly night, as outlined further in this report. Below are the results of this unique engagement method, highlighting the projects that garnered the most support.



Open House

At the Open House, 29 participants were given \$5 million dollars in monopoly money to allocate towards the potential municipal projects they believed were most important to them. Each project had an estimated cost associated and participants experienced prioritizing their \$5 million dollar budget towards the projects they valued most. Through this interactive experience, community members had the opportunity to learn about the objectives and actions under our proposed six strategic priorities. Participants engaged in meaningful conversations with both Township staff and members of the Council, allowing for a deeper understanding of the goals and priorities being considered.



30 Participants



6 Priority Pillars



89 Actions



\$80,640,600 spent

Top 10 Projects

Based on the feedback and allocation of Monopoly money during the open house, the following represent the top 10 priorities as identified by the community. These projects were weighted based on the associated cost of the project in relation to the total amount of monopoly money put towards it by participants.

All project “banks” were tallied at the end of the open house and their priority ranking was established, indicating these project as highest importance to your community.

- 1 Continue to fund reserves for maintenance and replacement
- 2 Advocate for the Capital Improvement Plan (CIP) and secure funding for preservation efforts
- 3 Implement incentives for affordable housing construction
- 4 Complete Park design plan
- 5 Research community needs, trends & partnership opportunities for senior housing
- 6 Promote mixed-use developments to diversify land use
- 7 Update & repair recreation amenities
- 8 Host quarterly town hall meetings
- 9 Construct new downtown park
- 10 Develop strategic transit routes connecting key locations

Open House

Other Ideas

Throughout the community engagement process, we heard a wide range of innovative and valuable ideas from residents and stakeholders. Each idea was carefully considered and discussed, with some aligning closely with our strategic priorities (on page 5). In fact, some of these ideas even garnered community funding support at our Open House Monopoly night, reflecting the strong desire for their implementation. Below are three significant findings that emerged from the Other Ideas Board, along with the funding amounts contributed by the community.

Preservation & conservation of existing buildings including old Millbrook arena

Indoor sports facility including second ice pad, pool, and soccer fields

Work with community groups (ex. lower fees for CMCC rooms)



Focus Groups

As part of our engagement efforts, we hosted three focus groups with representatives from local clubs, committees, and agencies across the township, with a collective attendance of approximately 30 community members. These focus groups offered a unique opportunity for key community members to provide insightful feedback on the needs of Cavan Monaghan. Their perspectives were invaluable in highlighting priorities that might be particularly meaningful to specific community groups as well as to Cavan Monaghan as a whole. Through these discussions, you identified key themes about the strengths and opportunities for the community's future

Strengths:

Participants highlighted several key strengths that make Cavan Monaghan a vibrant and unique community, including:

- The strong agricultural community and commitment to farming
- An active and engaged community that supports local initiatives
- Rich heritage and history
- Strategic proximity to urban centers, which supports tourism and presents opportunities
- A dedicated volunteer base
- Abundant nature and green space
- A diverse population contributing to the cultural fabric of the township

Opportunities:

The discussions also revealed opportunities that could further enhance community life, such as:

- Diversifying recreation opportunities to engage more residents
- Expanding agri-industry and agri-tourism initiatives
- Building stronger partnerships with other municipalities
- Increasing community events to foster connection and participation
- Utilizing available lands to attract new businesses and industries that align with community values

Focus Groups

While the focus groups celebrated the strengths and opportunities that make Cavan Monaghan a vibrant and promising community, they also highlighted important considerations for the future. Participants identified key challenges and areas for growth that require attention to ensure sustainable development and a high quality of life for all residents. By addressing these threats and weaknesses, the township can build on its successes while proactively planning for the road ahead

Threats:

Key external challenges were also identified, underscoring areas where vigilance will be important to protect Cavan Monaghan's future:

- Competition with nearby municipalities for industrial land.
- Provincial policies limiting municipal autonomy and funding.
- Strain on services and infrastructure due to rapid population growth.
- Risk of losing cultural and agricultural identity amid development.
- Businesses and residents moving away due to limited resources and affordability.

Weaknesses:

The group also identified key weaknesses as opportunities for growth and improvement, such as:

- Aging facilities and inadequate social and recreational services.
- Limited industrial/commercial base resulting in low tax revenue.
- Insufficient affordable housing and uneven municipal services.
- Small business base unable to meet population demands.
- Challenges integrating new residents with established communities.

All of the feedback gathered during these focus groups has been invaluable and is being used in shaping the final version of our strategic plan. The insights shared during these focus groups provided strong support for the draft Strategic Plan, reinforcing that Township Council and staff are in alignment with community needs. Additionally, some great new ideas were shared and considered, further enriching the plan. All ideas and suggestions were taken into account, ensuring that the final version of the Strategic Plan is comprehensive and deeply rooted in the voices and values of Cavan Monaghan's active participants.

Key Findings

The feedback received from the community members has been truly invaluable. Below, we have outlined the main takeaways that were consistently highlighted as crucial by community members during our community engagement efforts. These key findings represent the collective voice of your community and have been instrumental in shaping the priorities and focus areas of your municipality's strategic plan.

01

Family Living and Vitality:

Community members emphasized the importance of enhancing family life through better education and childcare options, with calls for new or expanded school capacity and improved access to before and after-school programs. Support for developing indoor recreational facilities and hosting more inclusive community events was also strongly expressed to encourage year-round engagement.

02

Infrastructure and Development:

Residents highlighted the need for balanced development to ensure infrastructure keeps pace with growth. Priorities included improvements to essential services like water systems, expanded public transit options, and increased healthcare facilities and senior services to support the aging population.

03

Economic and Environmental Sustainability:

Supporting local businesses and fostering economic growth that aligns with the town's character were crucial points for respondents. Conservation efforts, including protecting green spaces and implementing sustainable development practices, were also seen as essential for maintaining environmental health.

The insights gathered through these engagement efforts demonstrate that our community's collective voice is unified in seeking balanced growth, enhanced quality of life, and sustainable practices. These findings will serve as a guiding framework for shaping policies and initiatives that reflect the values and priorities of our residents. As we move forward, this feedback will remain a cornerstone of the commitment to building a vibrant, resilient, and inclusive municipality that supports all members of the community.

A Snapshot of Your Impact

Your voice matters.

This document offers a glimpse into the remarkable feedback we've received from you, the community members of Cavan Monaghan. From the great turnout at our Open House Monopoly Night to the insightful discussions held throughout our engagement efforts, your participation has been phenomenal. The previous pages outlined key takeaways, providing a summary of the most prominent suggestions. However, we want to emphasize that every suggestion, idea, and comment shared has been heard and is immensely valued.

Thank you once again for your active engagement and invaluable contributions to shaping your collective future.





We thank you for your continued support in our efforts to contribute to the future of Cavan Monaghan through this strategic planning process.

QUESTIONS?

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Monaghan

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