



## COMMUNITY-BASED STRATEGIC PLAN AND VISION



# Town of Caledon

## Community-Based Strategic Plan

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## MESSAGE FROM THE MAYOR

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*Caledon's Community-Based Strategic Plan presents your vision for the Town's future; a foundation for Caledon's continued success through the next decade.*

*Input from residents across the community was fundamental in creating this Strategic Plan as workshops, youth contests, questionnaires and "places and spaces" conversations engaged residents, businesses and other key stakeholders in charting our Town's course for the next ten years. Our Community-Based Strategic Plan is truly a reflection of the aspirations you hold for your neighbourhoods and your town.*

*On behalf of Members of Council and staff, our thanks to everyone who helped shape this document and, in turn, contributed to Caledon's promising future.*



## 1 OUR VISION

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*Caledon – a safe, green community of communities; desiring a sustainable future by managing and fostering community progress while respecting its heritage.*

## 2 INTRODUCTION

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To be a strategic thinking, participatory organization, a Community-Based Strategic Plan (CBSP) is essential. In 2009, Caledon Council embraced the idea of the need for a long-term community and corporate strategy. In order to develop a comprehensive, robust, implementable community and corporate strategy, the Town decided that a “community based” Strategic Plan was the preferred approach, which engages the entire community: residents, businesses, the corporation and other stakeholders and interested members of the public.

This plan provides the foundation for Caledon’s sustainable and vibrant future which was developed through a collaborative, community engagement process which identifies a community vision, and goals and objectives to guide the Town 10 years into the future. *The CBSP impacts all Town of Caledon residents, workers and business owners – all of whom helped to develop this plan.*

### 2.1 Purpose of the Community-Based Strategic Plan

The Community-Based Strategic Plan is an important management tool that strategically guides Caledon’s policies, plans and engages the larger community. The purpose of the CBSP is to ensure Caledon’s growth is managed responsibly. The CBSP also ensures Caledon is responsive to, and prepared for, existing and emerging contextual realities, challenges and opportunities such as increasing growth pressures, an aging population, an influx of younger families and the needs and desires of the community.

The CBSP identifies a collective multi-generational vision for the community. Using the vision as a guide, goals and strategic objectives are developed and become the blueprint for managing change over the next 10 years. This ensures Caledon will remain a beautiful, safe, sustainable, well managed and prosperous community.

### 2.2 Developing the Community-Based Strategic Plan

Extensive community consultation was undertaken as part of the CBSP development process including workshops, places and spaces conversations, staff meetings, a youth contest and distribution of community questionnaires. The following summarizes the public consultation activities during the CBSP development process:

- **Council Workshops:** October 20, 2009; November 17, 2009; December 15, 2009; January 19, 2010; April 7, 2010
- **Stakeholder Advisory Team Meeting:** January 14, 2010; March 22, 2010
- **Senior Management Team Meeting:** November 23, 2009; April 7, 2010
- **CAO + Staff Meetings:** February 18, 2010
- **Town Meetings:** December 9, 2009; December 10, 2009; March 25, 2010; March 29, 2010
- **Community Questionnaire:** January to February 2010
- **Places + Spaces Conversations:** January to February 2010
- **Youth Contest:** January 7, 2010 to February 26, 2010

## 3 GOALS AND STRATEGIC OBJECTIVES

### GOAL 1: PARTNER WITH LAND OWNERS AND COMMUNITY TO PRESERVE, PROTECT AND ENHANCE OUR ENVIRONMENT AND AGRICULTURAL RESOURCES AND NATURAL CAPITAL

Continue to live green and be responsible stewards of the environment and promote Caledon as a leader in sustainability.

#### Strategic Objective 1A

##### Partner with Land Owners to Protect Natural Resources and Agriculture

Strengthen partnerships with landowners to implement ecosystem planning and design that will protect, enhance and preserve our terrestrial and aquatic environment. Recognize and promote the role of the Caledon countryside (agricultural lands, the Oak Ridges Moraine, the Niagara Escarpment, the Greenbelt and other significant natural features) when managing growth and defining Caledon's town structure.

#### Strategic Objective 1B

##### Protect and Enhance Air Quality and Reduce Impacts of Climate Change

Promote initiatives and programs that contribute to good air quality and reduce greenhouse gas emissions.

#### Strategic Objective 1C

##### Support Green Energy and Energy Reduction

Promote technologies that reduce emissions, protect the natural environment and conserve energy and water.

#### Strategic Objective 1D

##### Promote Green Living and Build Community Capacity

Transform behaviour and develop a green culture that supports a more sustainable way of living.



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**GOAL 2: COMPLETE OUR COMMUNITY OF COMMUNITIES**

Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

**Strategic Objective 2A**

**Ensure Accessibility is the Standard**

Facilitate the provision of a universally accessible public realm.

**Strategic Objective 2B**

**Provide Opportunities to Develop Affordable Housing**

Develop town policies to allow for a range of affordable housing types throughout Caledon.

**Strategic Objective 2C**

**Promote Aging in Place and Community**

Provide a range of housing types, designs and tenures as well as service options for the aging population.

**Strategic Objective 2D**

**Manage Growth and Use Land Wisely**

Promote land use planning decisions that are rooted in innovative and sound planning principles and ensure:

- i. Caledon’s urban rural character is maintained;
- ii. Growth does not compromise the character and stability of existing residential neighbourhoods;
- iii. Growth is in keeping with Caledon’s ability to provide and maintain appropriate infrastructure;
- iv. Growth contributes positively to Caledon’s image and economic vigor; and,
- v. Development of new communities in new ways.

**Strategic Objective 2E**

**Provide a High Quality Public Realm**

Develop attractive, functional streets, public facilities, parks and plazas, with rural open and green spaces for residents to enjoy.

**Strategic Objective 2F**

**Connect Neighbourhoods**

Promote and build physical and social connections, facilitating opportunities for people to meet, connect, move around, and get involved in Caledon – using all available forms to connect including electronic and physical modes such as high speed internet, bike lanes or transit.

**Strategic Objective 2G**

**Maintain Caledon as Safe, Secure Community**

Continue to be a community where all are safe, secure and welcome.



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### GOAL 3: LIVE HEALTHY

Promote active, healthy living for people of all ages and abilities by providing the necessary programs and facilities that foster wellness and leisure.

#### Strategic Objective 3A

##### Enhance Active Living Opportunities

Ensure there are ample opportunities for citizens of all ages and abilities to enjoy recreation activities during all seasons.

#### Strategic Objective 3B

##### Enhance Local Health Services

Continue to ensure residents have access to primary health care.

#### Strategic Objective 3C

##### Promote Healthy Eating

Encourage access to programs and information on healthy eating and local food sources.

### GOAL 4: VALUE AND PROMOTE CULTURE, HERITAGE AND THE ARTS

Honour and preserve the rich natural, agricultural and built heritage of Caledon and foster a dynamic cultural community by encouraging residents to engage in the arts.

#### Strategic Objective 4A

##### Preserve and Promote our Cultural Heritage, Agricultural and Natural Heritage Landscapes, Built Heritage and Archaeological Resources

Wisely manage and educate Caledon citizens about Caledon's agricultural, natural capital, built heritage, archaeological and cultural heritage resources.

#### Strategic Objective 4B

##### Increase and Enhance the Diversity of Cultural Experiences and Programs

Provide opportunities to celebrate the arts in Caledon.

#### Strategic Objective 4C

##### Enhance Caledon's library system

Caledon's library system will be a strong community source for culture and heritage information and as connecting hubs for the community.



Patterson Barn

## GOAL 5: CULTIVATE A DIVERSE AND PROSPEROUS ECONOMY

Foster a diverse, prosperous economy by attracting and retaining employment and providing the required environment for businesses to thrive.

### Strategic Objective 5A

#### Meet Employment Needs

Ensure business has the necessary infrastructure, services and opportunities required to succeed.

### Strategic Objective 5B

#### Retain Existing Business

Ensure businesses remain and thrive in Caledon where a supportive business environment is provided.

### Strategic Objective 5C

#### Attract New Business and grow the Knowledge Based Economy in Caledon

Ensure new investment is considered in priority growth sectors.

### Strategic Objective 5D

#### Support and Promote Agricultural Businesses

Encourage and support opportunities to diversify on-farm income as a way of protecting agricultural land for the future generations. Encourage agricultural businesses and agriculture service industry to remain and thrive in Caledon.

### Strategic Objective 5E

#### Foster Entrepreneurship

Facilitate the creation and growth of small businesses and to provide assistance to entrepreneurs.

### Strategic Objective 5F

#### Expand High Speed Internet Infrastructure

Facilitate the development of access to and improvement to the speed of the internet.

### Strategic Objective 5G

#### Engage and Retain Youth and Young Professionals

Facilitate youth employment and retention programs.

### Strategic Objective 5H

#### Advocate and Facilitate Business Expansion

Ensure Caledon is an appealing place for investors to do business.

### Strategic Objective 5I

#### Promote Tourism

Support and promote Caledon as a tourism destination. Ensure Caledon is recognized as a destination for:

- i. a spectacular natural environment offering outdoor activities such as sight-seeing, hiking, golfing, trails and fishing, and
- ii. a vibrant cultural life, thriving arts community, distinctive boutiques, festivals and live theatre.

### Strategic Objective 5J

#### Promote Caledon as a Location for Tourism Investment

Encourage and facilitate investor interest, involvement and investment placement in Caledon's tourism industry.

**GOAL 6: PROVIDE STRONG GOVERNANCE AND COMMUNITY ENGAGEMENT**

Commitment to sound, transparent municipal governance and open communication.

**Strategic Objective 6A**

**Provide High Quality Public Services**

Be a leader in the delivery of appropriate, quality and efficient town services.

**Strategic Objective 6B**

**Provide Open, Responsible Leadership**

Facilitate transparent, accountable and exceptional municipal management practices.

**Strategic Objective 6C**

**Encourage Community Participation**

Provide leadership in communicating with, and consulting the community in a transparent and inclusive manner pertaining to municipal decisions.

**Strategic Objective 6D**

**Improve and Strengthen Long-term Financial Health**

Manage Caledon with fiscal responsibility to ensure ongoing financial strength.



Youth Art Contest Winner



Youth Art Contest Winner

## 4 IMPLEMENTATION

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Before determining the most appropriate, long-term, implementation plan that will ensure that the CBSP is successful – the following should be considered:

- a. **The Need for Integration:** It is recognized that there is a need for integration of the CBSP's goals, strategic directions, and actions into existing organizational structures and policy frameworks;
- b. **The Need for Collaboration:** The Town and other relevant agencies will need to work together to establish an appropriate and accountable process for coordinating the implementation of this plan;
- c. **The Need for Efficiency and Effectiveness:** It is imperative that the long-term organizational model is reflective of the most efficient and effective means of implementing the plan.

It is recommended that the following steps are undertaken in regard to implementation:

### 1) **Developing an Action Plan and Monitoring Framework**

Building on the success of the CBSP, the Town will develop more detailed actions for each strategic objective. The action plan will identify the specific tasks that Town departments and community partners will assume as well as timelines and performance measures to gauge the degree to which the strategic objectives are being met.

### 2) **Celebrating the CBSP**

The Town will share the CBSP with the public, staff and community partners including Regional and Provincial governments so as to ensure there is a shared understanding of Caledon's strategic direction.

### 3) **Engaging the Community and Forging Partnerships**

In order to successfully implement the CBSP, the community needs to be engaged. The Town will take the necessary steps to ensure businesses, developers, other stakeholders and the larger community plays an active role in realizing the community vision.

Public/private partnerships may offer opportunities to share resources and costs to implementing actions. Public/private partnerships allow the public and private sector to come together to share risks and provide incremental value not otherwise achievable individually. Outcomes include mutually beneficial partnership arrangement and long-term relationships based upon equitable sharing of risks and benefits.

### 4) **Stakeholder Advisory Team**

Consideration should be given for the Stakeholder Advisory Team to refine and review the success of implementation and actions.

### 5) **Reporting and Monitoring**

It is widely recognized that for this CBSP to be successful, regular progress monitoring and reporting will be needed by all partners and participants. To assist with this process, the following should be implemented:

- Progress indicators should be established, which will be used to measure progress towards achieving the CBSP; and,
- Annual Progress Reporting, which will be provided by the Town, partners and participants.