



TOWN OF CALEDON

**GREENEST
TOWN IN
ONTARIO**

WINNER



Project Timeline

Phase 1 – Project Initiation (Oct–Nov)

Current Situation & SWOT	Council Workshop /Staff Focus Group
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Phase 2 – Strategic Listening (Nov–Jan)

Community Survey	Town Hall and Stakeholder Meetings	Contest for Youth
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Phase 3 – Developing the Framework (January)

Council Workshop



Phase 4 – Validating the Framework (End–Jan – March)

Town Hall and Stakeholder Meetings	Community Survey	Staff Focus Group
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Phase 5 – Refinement and Communication (March – May)

Council Workshop

Agenda



Updated SWOT



Discussion – SWOT



Discussion – Visioning



Strengths

- ❖ **Safest town in Canada** and high quality of life
- ❖ Proximity to a major airport, cargo and logistics companies and intermodal facilities allows local companies to export internationally
- ❖ Competitive land costs
- ❖ Well managed and **lowest taxes and competitive tax burden**
- ❖ Environmental setting is an asset

Strengths

- ❖ As the “Greenest Town in Ontario”, Caledon has advanced sustainability policies to build on
- ❖ Recreational opportunities and other municipal infrastructure can absorb additional capacity
- ❖ Well educated, skilled and resourced population base and **labour force**
- ❖ Growth in youth population
- ❖ Proximity **in the** GTA
- ❖ Excellent community amenities

Strengths

- ❖ Pro-business attitude
- ❖ Strong agricultural base
- ❖ Caledon has a core group of at least 2500 dynamic, engaged volunteers who support municipal-wide activities and who are excellent at fundraising
- ❖ Caledon's diversity as a community of communities
- ❖ 5 and 10 year Capital Plans

Weaknesses

- ❖ Availability of high quality serviced land
- ❖ Access to public transit
- ❖ Affordable and appropriate housing (beyond single family housing options)
- ❖ Senior services and an aging population needing housing and programming supportive of older people
- ❖ Road congestion and deficiencies in transportation infrastructure
- ❖ Availability of appropriate lot sizes for industrial and residential

Weaknesses

- ❖ Large number of people commute outside of Caledon to work and not everyone can complete the commute from home to work in 20 minutes
- ❖ Availability of labour force representing lower cost skills
- ❖ Media that covers all of Caledon and ability to facilitate Town-wide communications
- ❖ Fragmentation of industrial land
- ❖ Appropriate industrial – residential interface
- ❖ Requirement to plan for Growth Plan numbers vs. planning for communities
- ❖ Imbalance between Caledon and other Regional municipalities

Opportunities

- ❖ Location in the GTHA allows Caledon to attract employees from across the GTHA
- ❖ Availability of serviced land in Caledon is a competitive advantage for attracting new business environment
- ❖ Growth opportunities within Peel Region and the GTHA
- ❖ **Planning for steady growth helps keep taxes affordable and fosters financial, servicing and infrastructure sustainability**
- ❖ Vacant lands afford a wide array of choices of industrial uses
- ❖ Improved transportation **on** highways 410 and 427 **affords opportunity to improve Regional roads**

Opportunities

- ❖ Rural economic development opportunities
- ❖ Opportunity to support ‘near-urban’ agricultural activities
- ❖ Opportunity for staff to revisit customer service standards and integrate sustainability into corporate values and actions
- ❖ Improving transit, particularly in rural areas
- ❖ As one of the new communities in GTA, Caledon can develop new towns in new ways
- ❖ Ability to utilize the strength of volunteers

Threats

- ▶ Aging of the population will place greater demands on health care and community programming
- ▶ Growth of younger population results in pressure to provide services
- ▶ Congestion along Highways 50 and 427 and urban rural traffic congestion
- ▶ Congestion on Regional Roads
- ▶ Agricultural base is fragmented and threatened due to encroachment of urban uses
- ▶ Shift of agricultural economy to horses, winery and complementary businesses

Threats

- ▶ Quality hydro supply
- ▶ Imbalance of residential vs. industrial, commercial and institutional assessment base
- ▶ Impact of growth areas outside of Caledon's boundaries
- ▶ Management and impact of defined white belt growth and greenbelt boundaries on Caledon
- ▶ Present and emerging Provincial Policies have a significant impact on Caledon given its location in the GTHA

Activities Underway to Address Strengths + Weaknesses

- ▶ Caledon is developing 650 acres of industrial land to allow for growth of the industrial tax base
- ▶ Work completed on Core Values
- ▶ Five and ten year capital plan completed
- ▶ Structured Committees assisting with Town planning

Visioning

- ▶ What is the vision for the future that we want to achieve?
- ▶ “Imagine Caledon”

The word “Vision” ...

- ▶ Comes from the Latin word *‘vidre’* definition “to see”
- ▶ Is a picture of the future ‘you seek to create’
- ▶ Is described in the present tense as if it were happening now
- ▶ Shows where we want to go and what it will be like when we get there
- ▶ The more richly detailed the visual image is, the more compelling the vision

The word “Mission” ...

- ▶ Comes from the Latin word Comes from the Latin word “mittre” – ‘to throw, let go, or send’
- ▶ Also derived from the Latin word ‘proponere’ – purpose – meaning ‘to declare’
- ▶ Is the fundamental reason for an organization’s existence
- ▶ Answers the question – “what are we all here to do together

Existing Vision

- ▶ Only one vision currently exists for Caledon:

“Caledon dares to be different from the other Greater Toronto Area municipalities; it is this difference that attracts new businesses to our community and it is why residents chose to live, work and play here. We will continue to forge ahead with the same dedication and quality customer service that we have always provided”

Source: Parks and Recreation Master Plan

Visioning Questions

- ▶ What is Unique about Caledon today?
- ▶ What should Caledon be recognized for 10 years from now?
- ▶ If there was one thing you could change about Caledon, what would it be?
- ▶ What common values exist across all perspectives and interests among the community?
- ▶ If you had access to an unlimited budget, what changes would you make to Caledon?

Visioning Exercise

- ▶ **Goals of today's visioning exercise:**
 - To think BIG about the future of Caledon
 - To express your dreams and aspirations about the kind of place you envision Caledon to be in the future
 - For us to record your dreams and ideas

- ▶ **Instructions:**
 - Take 60 seconds to write down your idea of a one sentence Vision statement
 - We will then engage in a discussion based on our “visioning questions”
 - Share your ideas with the others

Existing Vision

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Next Steps

- ▶ Going out to the public to get their ideas about the future of Caledon...

