

Town of Caledon Community Based Strategic Plan

Stakeholder Advisory Team (SAT) Meeting

January 14, 2010

AGENDA

- ▶ Terms of Reference (ToR)
- ▶ Your role as the Stakeholder Advisory Team (SAT)
- ▶ Community-Based Strategic Planning
- ▶ What we have learned to date
- ▶ Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- ▶ Your Feedback
- ▶ Next Steps

Terms of Reference

- ▶ The Multi-Stakeholder Advisory Team will consist of local stakeholders:
 - Caledon business and resource interests, agricultural, environmental, heritage, senior, accessibility, economic development, tourism and minor sports representatives.
- ▶ A minimum of two meetings are anticipated during the project:
 - The Strategic Listening Phase (January 14, 2010 at 7pm) ; and
 - The Validating the Framework Phase (date TBD).
- ▶ Meetings will be held in the evenings, and where possible at the Caledon Community Centre in Caledon East.
- ▶ Meeting materials will be circulated prior to each meeting, including the agenda.
- ▶ Meeting minutes will be prepared for each meeting.

Role of Stakeholder Advisory Team

- ▶ The SAT members will work in an advisory position to Caledon Town Council on a number of topics such as:
 - Development of a Vision for Caledon
 - Identification of Goals for the Community-Based Strategic Plan (CBSP)
 - Contribution to the Current Situation and SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis
 - Identification of Strategies and Actions (prioritized into short, medium and longer term actions)
 - Review of Performance Indicators and Targets
 - Discussion on the Implementation Mechanisms

Collaborative Planning Framework

Engagement and Communications

Caledon

Community

Input

Vision &
Goals

Current
State and
Gap
Analysis

Strategic
Direction

Actions &
Implementation

Monitoring
Framework

What is Community Based Strategic Planning?

- ▶ Engages people, collaboratively with their government, in designing the future
- ▶ Achieves commitments to implementing strategies and actions with both the Town and its stakeholders
- ▶ Enhances relationships and builds trust between Town Council, staff and their constituents
- ▶ Builds capacity in the community

Why Develop a Community Based Strategic Plan (CBSP)?

- ▶ Communities are faced with growing demands:
 - competing interests, aging infrastructure, limited financial resources and population growth
- ▶ A CBSP can provide a blueprint for future direction and priorities and where to direct particular focus.
- ▶ Communities that are successful are those that think strategically:
 - To develop a collective vision
 - To plan for the future
 - To establish a strategic framework
 - To communicate priorities
 - To establish partnerships





Stakeholder Meetings

Community Questionnaire



Youth Contest

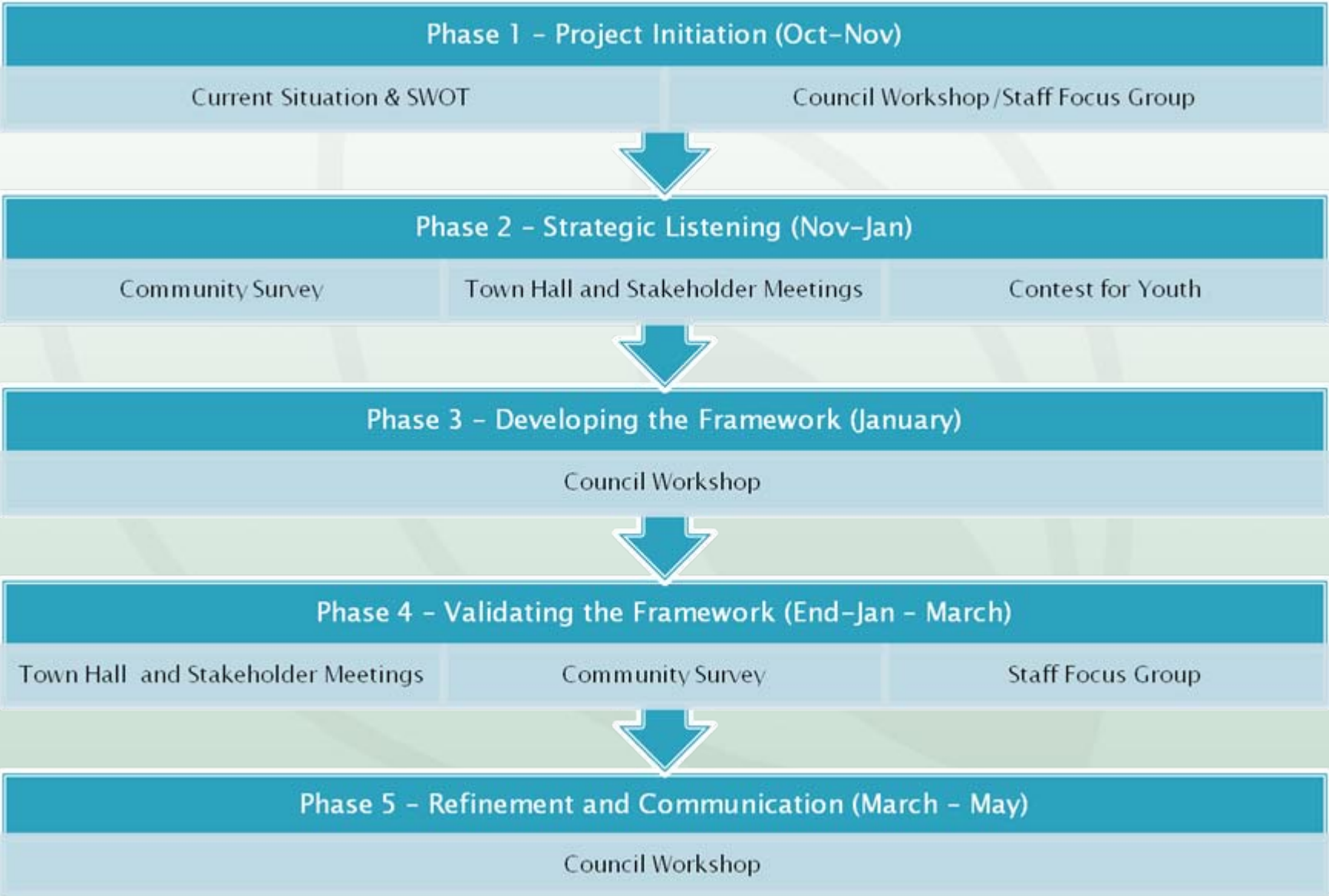
Listening to Caledon Residents

Places and Spaces Conversations

Casual Calling



Project Timeline



What we have learned so far

- ▶ Caledon is growing and facing growth pressures
- ▶ Caledon has an aging population but it will experience an influx of younger people
- ▶ Predominantly agricultural community
- ▶ Excellent employment and participation rate
- ▶ Rich natural resources (Oak Ridges Moraine, Niagara Escarpment, Peel Plain, and Greenbelt) with protective measures in place

What we have learned so far

- ▶ Progressive community, particularly as it applies to environmental protection
- ▶ Facing challenges with respect to transportation due to the growth of surrounding areas (Bolton, Toronto)

Caledon has come a long way! Where does it want to go now?

SWOT Analysis



Strengths

- ❖ Safest town in Canada with a 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 municipality with low tax rates
- ❖ 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 near urban 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 in place
- ❖ Three strategic parcels of employment lands

Weaknesses

- ▶ Availability of enough 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 an aging population
- ▶ Road congestion and deficiencies in transportation infrastructure
- ▶ Availability of appropriate lot sizes for industrial and residential development

Weaknesses

- ▶ Large number of people commute outside of Caledon for 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 in Bolton area
- ▶ Appropriate industrial – residential interface
- ▶ Requirement to plan for Growth Plan numbers vs. planning for complete 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 investment
- ▶ Growth opportunities within Peel Region and the GTHA
- ▶ Vacant lands afford a wide array of choices for industrial uses

Opportunities

- ▶ Starting to see shift of agricultural economy from primary agriculture production to diversification with horses, pick-your-own and complementary businesses
- ▶ Planning for steady growth helps keep taxes affordable and fosters financial, servicing and infrastructure sustainability
- ▶ Rural economic development opportunities
- ▶ Opportunity to support ‘near-urban’ agricultural activities and diversify the agricultural base

Opportunities

- ▶ 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 types of towns in new ways
- ▶ Protect the small villages and hamlets to maintain a “community of communities”
- ▶ 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

Threats

- ▶ Inconsistent 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

SAT Feedback on SWOT Analysis

- ▶ Do you agree with the presented strengths, weaknesses, opportunities and threats (SWOT)?
- ▶ Is anything missing?
- ▶ Any additional comments on the SWOT?

Where do you want to go?

Draft Community Vision

Caledon – a safe, green community of communities; determined to attain a sustainable future by controlling its destiny and respecting its past.

We want your Feedback...

1. What are your hopes and dreams for the Town of Caledon?
2. What do you value about our community?
3. What changes would you most like to see in the Town of Caledon?
4. What actions can we take to make this happen?

Next Steps

- ▶ Strategic Listening
 - Youth contest (January)
 - Council Casual Calling (January)
 - Community spaces and places conversations
 - Town Halls and Stakeholder Team Meetings
- ▶ Framework and Strategic Directions
- ▶ Identify gaps and align with existing priorities
- ▶ Define Actions and Priorities
- ▶ Discuss Framework and Confirm Strategy

