



CORPORATE SERVICES

Report CS-2010-026

To: Mayor and Members of Council

From: Ronald Kaufman, Deputy CAO/Director of Corporate Services/CFO
Mary Hall, Director of Planning and Development

Meeting: July 6, 2010

Subject: Community Based Strategic Plan (CBSP)

RECOMMENDATION

That Report CS-2010-026 regarding the Community Based Strategic Plan (CBSP) be received.

That the Community Based Strategic Plan be approved.

ORIGIN/BACKGROUND

The 2009 budget process included a supplemental budget request to conduct a Town-wide strategic plan. The supplemental budget request was approved as Council expressed a strong desire for the Town to move to a more long-term and community based strategic focus in order to determine where the Town is going into the future.

A Council Workshop was held on April 14, 2009, to discuss components of strategic planning. A Request for Proposal (RFP) process was conducted to select a consultant to assist with the preparation of a Community Based Strategic Plan and Vision for the Town of Caledon. The successful proponent chosen was LURA and Hardy Stevenson and Associates. The consultants have prepared a final draft of the CBSP for Council review and approval (attached as Schedule A to this report).

DISCUSSION

The CBSP is a document which outlines Caledon's vision, goals and strategic objectives, and an implementation plan. A thorough examination of previous Town documents, reports and plans (Schedule B attached) was undertaken as a basis to formulate a broad outline for the CBSP.

The CBSP is a "community" based plan. Extensive community consultation was undertaken as summarized in the Introduction section of the attached CBSP. The community's comments have been considered and consolidated into the six (6) goals and strategic objectives as listed in the CBSP. Schedule C attached provides a summarized version of the community engagement plan and details regarding community awareness, engagement, consultation and participation used in the development of the Town's CBSP.



FINANCIAL IMPLICATIONS

The final and approved CBSP will be the blueprint and guide to manage change in the Town over the next ten years. The CBSP and the Long-Term Strategic Financial Plan will guide the Town's future operating and capital budgets and other financial decisions. The implementation of new initiatives and/or services that Council approves to undertake in the future will be considered within the parameters of the vision and the six goals and related strategic objectives.

LEGAL IMPLICATIONS

Not applicable.

NEXT STEPS

- Develop an action plan and monitoring framework
- 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.
- Engage the community
- Stakeholder advisory team – review the success of implementation and actions
- Reporting and monitoring - regular progress monitoring and reporting will be conducted

CALEDON COMMUNITY WORK PLAN

Not applicable.

POLICIES/LEGISLATION

Not applicable.

CONSULTATIONS

Senior management team

ATTACHMENTS

Schedule A – Community Based Strategic Plan
Schedule B – Bibliography
Schedule C – Community Engagement Report



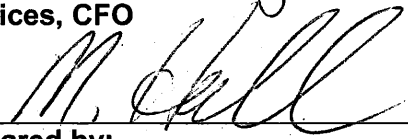
TOWN OF CALEDON

CONCLUSION

Approve the Community Based Strategic Plan as the guiding document that identifies the community vision, goals and strategic objectives and acts as the blueprint for managing change over the next ten years.


Prepared by:
Ron Kaufman, CA
Deputy CAO, Director of Corporate
Services, CFO


Approved by:
Douglas Barnes
Chief Administrative Officer


Prepared by:
Mary Hall
Director of Planning and Development



COMMUNITY-BASED STRATEGIC PLAN AND VISION



Town of Caledon

Community-Based Strategic Plan

Prepared by:
LURA Consulting
Hardy Stevenson and Associates

June 2010



MESSAGE FROM THE MAYOR

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

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

2 INTRODUCTION

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.



Youth Art Contest Winner

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.



Youth Art Contest Winner

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

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.



BIBLIOGRAPHY

Documents, Reports and Plans

- “Town of Caledon Current Situation Report”, Lura Consulting and Hardy Stevenson and Associates, December 2009
- “Competitiveness Analysis” Town of Caledon, urbanMetrics inc. December 2006.
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- “Employment Land Needs Study” Council Presentation, Watson and Associates Economists Limited, November 2008.
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- “Town of Caledon, Review of Hemson and urbanMetrics Reports Regarding OPA 203 Population Forecasts”. Report PD – 2007 - 61, Planning and Development Policy Section, Town of Caledon, November 6, 2007.
- “Trails Master Plan” Town of Caledon, 2002.
- “2009 Development Charge Background Study”, Watson and Associates Economists Limited, Town of Caledon, June 2009.
- “PROPR Agriculture Discussion Paper (DRAFT)” Region of Peel, April 2, 2008.
- “Caledon Long-Term Strategic Financial Plan”, Town of Caledon, 2009.



COMMUNITY-BASED STRATEGIC PLAN AND VISION



Town of Caledon Community-Based Strategic Plan

Community Engagement Report

Prepared by:
LURA Consulting
Hardy Stevenson and Associates

June 2010



TABLE OF CONTENTS

1	Community Engagement for this Plan.....	1
2	Background.....	1
3	Guiding Principles and Objectives	2
4	Key Audiences	2
5	Communication and Community Awareness	2
6	Community Engagement and Consultation	3
7	Participation.....	8
8	Key Messages	9
9	How We Arrived At The Proposed Goals, Strategic Objectives And Actions	10
10	Emerging Themes As Goals	11
11	Caledon Vision – Evolution.....	12



1 Community Engagement for this Plan

This Community Engagement and Communications Report outlines the various engagement and outreach approaches and techniques that were used in the development of the Town's Community-Based Strategic Plan and Vision.

For any planning process, there are key points along the path when input and feedback from the public, stakeholders groups, youth, business, industry, community groups and government agencies is required to ensure that the development of the plan is consistent with those who either have responsibility to implement the plan or will be affected by it. Our approach to community engagement and outreach was multi-tiered and informs and engaged a Stakeholder Advisory Team (SAT), youth, committees, council, adjacent stakeholders and other government organizations, and the community at large through a range of meetings and activities designed to empower, motivate and engage as many stakeholders as possible in the planning process.

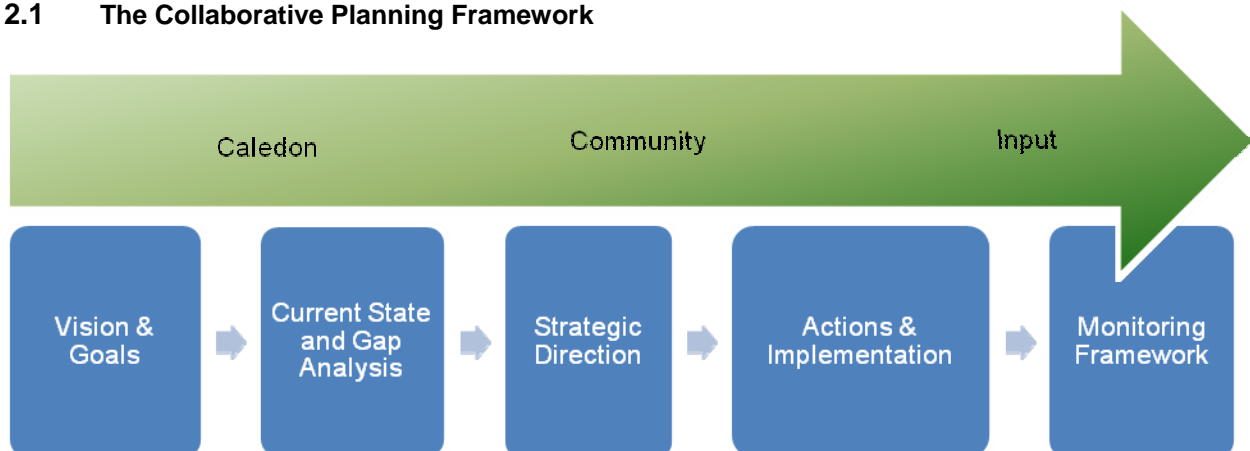
The Town's Community-Based Strategic Plan and Vision was influenced by discussions with the community. The following summarizes the community engagement activities that occurred during the CBSP development process.

2 Background

Extensive community consultation was undertaken as part of the CBSP development process – the first round of consultation included workshops, places and spaces conversations, staff meetings, a youth contest and distribution of community questionnaires. The second round of engagement provided municipal staff, council, the public and various interest groups an opportunity to vet the draft framework and ensure it accurately reflected community aspirations.

- **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
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2.1 The Collaborative Planning Framework



3 Guiding Principles and Objectives

The Community Engagement and Communications Plan was developed to achieve the following Guiding Principles and Objectives.

3.1 Guiding Principles

- ✓ Early and ongoing involvement of stakeholders;
- ✓ Openness, transparency and inclusiveness;
- ✓ Flexibility to adapt the program to meet the needs of the Town, stakeholders, the community at large, youth, and other government organizations; and
- ✓ Traceability of decision making.

3.2 Objectives

- ✓ Give all residents (including youth and seniors), businesses and institutions the opportunity to share their thoughts and dreams about the future of Caledon;
- ✓ Facilitate constructive input from the community and agency stakeholders at key points in the planning process, well before decisions are made; and,
- ✓ Demonstrate the impact and importance of community and agency input.

4 Key Audiences

4.1 Key Audiences

Every person within the Town is a part of one or more of the target audiences. To ensure that the planning and visioning process reached and engaged the greatest portion of the taxpayers in the Town, the process is guided by an organizational framework that includes the following key audiences:

- Agriculture
- Industry/Manufacturing
- Transportation and Warehousing
- Wholesale Trade
- Art, Entertainment and Recreation
- Business and Retail Sector (including BIA, Chamber of Commerce)
- Youth and Educational Facilities
- Seniors
- Committee representatives (Culture, Heritage, Social etc.)
- Health Sector
- Town Council and Staff
- Volunteers
- External Stakeholders

5 Communication and Community Awareness

5.1 Strategies and Tools

In order to effectively communicate and solicit feedback regarding the Town's CBSP and Vision the following strategies and tools were used:

Newsletters/e-bulletins

Newsletters/e-bulletins were used:

- To outline the process and provide regular updates;
- To invite stakeholder involvement and feedback throughout the process;
- To promote upcoming Town Hall meetings, the contest for youth, the community questionnaire, and other consultation events and opportunities;
- To reflect how feedback from the community and stakeholders is being used; and
- To mark milestones and achievements throughout the process.

Local Media and Media Releases

Media was engaged at key points in the planning process, including:

- Project introduction and announcement of first Town Hall meetings; and
- In advance of each Town Hall meeting inviting involvement and feedback throughout the process.

Website

The Town of Caledon website was used to promote the project, community questionnaire and provides information to interested parties throughout the process. The project website can be reviewed at: <http://www.town.caledon.on.ca>.

Branding/identity

As part of this project, it will be very important to define a brand and identity for people to be able to recognize the importance of getting involved. The consulting team will help create a brand and identity that will be used throughout the process. The wordmark “imagine Caledon” was used to promote the project.

New Media/Social Networks

Imagine Caledon was promoted on various social networks including Facebook.

6 Community Engagement and Consultation

6.1 Strategies and Key Activities

The following list provides an overview of the community engagement and consultation activities that occurred as part of this process.

Community Questionnaire and Online Survey

A hard copy community questionnaire and online survey was made available and distributed to members of the community.



COMMUNITY-BASED STRATEGIC PLAN AND VISION

The Town of Caledon is undertaking an exciting project to establish a **Community-Based Strategic Plan (CBSP) and Vision**. This project will lay the foundation for Caledon's sustainable and vibrant future through a collaborative, extensive and inclusive public engagement process that will identify a community vision, and explicit corporate goals and objectives to guide the Town 10 years into the future.

As part of this project all residents, businesses and institutions will have the opportunity to share their thoughts and dreams about the future of Caledon.

WE WANT TO HEAR FROM YOU!

Please fill out this questionnaire and mail it back to us, or provide your comments online at <http://www.caledon.ca>, or drop off at any branch of Caledon Public Library or Town Hall.

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?

THE DEADLINE FOR COMMENTS IS FRIDAY FEBRUARY 26, 2010

If you wish to be added to the mailing list for this project please fill in your information below:

Name: _____
Organization: _____
Address: _____
Email: _____
Phone: _____

If you have any questions about this project or any additional comments, please contact:

Andrea Ireland
Planning & Development Department
Phone: (905) 584-2272 ext. 4224
Email: andrea.ireland@caledon.ca
6311 Old Church Rd., Caledon ON L7C 1J6

A total of 369 surveys were received and documented as part of this process.

Town of Caledon – Community-Based Strategic Plan
Community Engagement Report

Community Outreach

Throughout the process – the following organizations were contacted directly.

GENERAL: COMMUNITY GROUPS
Town Hall
Old Caledon Townhall Theatre
Caledon Central Pool
Caledon East Portable
Lloyd Wilson Centennial Arena
Caledon Seniors Centre at Rotary Place
Friends of the Caledon Library
Peel North Branch of the Retired Women Teachers of Ontario
Halton-Peel Branch Ontario Genealogical Society
Belfountain Library Branch – Town of Caledon
CIVIC AND SOCIAL ORGANIZATIONS
1 st Bolton Scouts
The Archers of Caledon
The Albion Bolton Agricultural Society
Royal Canadian Sea Cadets Corps
Caledon Agricultural Society
Brampton Caledon Community Living
Caledon Community Services
Caledon Dufferin Victim Services
C3 Canadian Cross Training Club
Caledon Meals On Wheels
Oliver House (Group Home Care – Mental Disorders)
Peace Ranch (Mental Health Group Home)
Century House
Associated Youth Services of Peel
Caledon Parent-Child Centre
Family Transition Place
Hospice Caledon
Caledon Seniors Council
Al-Anon Family Group
MS (Multiple sclerosis) Bolton Self-Help Group and Brampton Caledon Chapter of the MS Society
Bereaved Parents of Canada
Tops (Take Off Pounds Sensibly) Group
Moms and Babies Nurture Group
Bolton Lupus Support Group
Headwaters Newcomers Social Club
Sleeping Children Around the World
Family Transition Place
Choices Youth Shelter
Caledon East Seniors Club
Adjustments After Birth
Terra Cotta Community Centre
Belfountain Community Organization
Belfountain Community School Association
SOCIAL ADVOCACY ORGANIZATIONS
Scrip Centre Inc. (Fundraising organization)
Scott Mission Group
Save the Oak Ridges Moraine Coalition
Upper Credit Field Naturalists
Caledon Environmental Advisory Committee

Town of Caledon – Community-Based Strategic Plan
Community Engagement Report

Caledon Countryside Alliance
Caledon Trailway Committee
Coalition of Concerned Citizens
COOL Caledon
ecoCaledon (Citizens for a Clean Caledon)
Green T Environmental Awareness
Healthy Lawns – Healthy People
Windy Hills Caledon
Caledon Heritage Foundation
Ontario Streams
Humber Valley Heritage Trail Association – Caledon Chapter
Belfountain Salamander Festival
ARTS & CULTURE
Caledon Concert Band
Blackhorse Village Players
Caledon Townhall Players
Elmer Iseler Singers
Heritage Caledon
Headwaters Arts Network
Belfountain Heritage Society
Theatre Orangeville
Orangeville Blues and Jazz Festival
Williams Mill (Network of 30 artists)
AMUSEMENT & RECREATIONAL ACTIVITIES
Devil's Pulpit Golf Association
Caledon Tennis Club
Caledon Ski Club
Caledon Riding and Hunt Club
Caledon Mountain Trout Club (Fishing Club)
Caledon Minor Hockey Association
Caledon Cruisers
Bolton Wanderers Soccer Club
Bolton Gymnastics Club
Banty's Roost Golf and Country Club
Bolton Banter Toastmasters
Orangeville & District Horticultural Society
Orangeville Chorus
Caledon Beavers, Cubs, Scouts, and Venturers
Bolton and District Fiddlers Association Jamboree
Dorado Stars Swim Club
Bolton Laughter Club
Belfountain Singers
Belfountain Tennis Club
Girl Guides – Caledon Mountain District
Glen Haffy Fly Fishers Club
Girls Book Club (Ages 9-11 at Albion Bolton Public Library)
BUSINESS ORGANIZATIONS
Probus Club of Bolton District
Rotary Club of Palgrave
Rotary Club of Bolton
Rotary Club of Caledon West

Council Workshops

At key phases in the process, as required, members of the consulting team attended Council workshops and meetings to further discuss the plan and vision.

Staff Focus Groups

The consulting team facilitated four staff focus groups in order to gather feedback and input on the CBSP and Vision.

Town Hall Meetings

Two rounds of public meetings were held as part of the project:

- **Town Hall Meetings Round #1** – purpose was to consult with members of the general public on the vision statement, process framework, and assemble current and local knowledge and values. A total of 35 members of the public registered at the first round of Town Hall Meetings.
- **Town Hall Meetings Round #2** – the purpose was to consult with members of the general public on the elements and framework of the CBSP. A total of 65 members of the public signed in at this meeting.

Community Groups and Stakeholder Meetings

A multi-Stakeholder Advisory Team (SAT) was formed. Membership was drawn from community leaders and volunteer members of the general public. The SAT works in an advisory role in the development of the vision, identification of goals, contribution to the Current Situation and SWOT Analysis, identification of strategies and actions, and review of performance indicators and targets.

Community Places and Spaces Conversations

As part of this process, Town of Caledon volunteers attended local fairs and community events in order to educate people and provide an opportunity for feedback. The following events were attended:

Date	Event
November 19, 2009	• Caledon Ward 1 Association Meeting
Jan. 23. 2010	• Agriculture General Meeting
Jan. 23. 2010	• Library and Community Centre Distribution & Drop-off
Jan. 23. 2010	• Fire and Ice Festival
Jan. 26. 2010	• Meeting of the Upper Credit Field Naturalists
Jan. 27. 2010	• Senior's Centre Potluck Lunch
Jan. 27. 2010	• Annual General Meeting of the Caledon East & District Historical Society
Jan. 27. 2010	• Caledon Ski Club Drop off • Shopping Centre/Grocery Store Handout • Arena Distribution • Community Centre Distribution
February 8, 2010	• Caledon Heritage Committee
March 29, 2010	• Library Staff Meeting
May 5, 2010	• Peel Federation of Agriculture
May 31, 2010	• Mayor's Roundtable with Caledon Business Leaders

Council Casual Calling

Town Council acted as ambassadors and reached out to the community through casual calling and conversations.

Youth Engagement /Contest for Youth

As part of the consultation process, youth had the opportunity to contribute their ideas for what they want to see in their community today and in the future through a creative visioning contest. A total of 5 classes participated in the youth contest and 8 winners were selected. Lunch with the mayor was held on May 31, 2010. The following images were the winning art submissions from the youth in Caledon.



7 Participation

Senior Staff Meetings – 4	10
Presentations or Roundtable Discussions with Community Groups including businesses - 9	135
Council Meetings	9
Community Meetings Attendance (4 Meetings)	100
Stakeholder Advisory Committee (2 Meetings)	28
Conversations and Inquiries from Residents	100
Community Surveys Received	369
Youth Engagement	5 Classes (approximately 100 participants)
Total Reach	851

8 Key Messages

The following key messages were heard throughout the process.

EDUCATION

- Focus on what we have (i.e. agriculture programs, environmental success)

GREENEST TOWN AND ENVIRONMENT

- Alternative energy programs
- Protect our natural resources
- Globally-recognized leading-edge environmental programs
- Move towards sustainability

ECONOMIC PROSPERITY

- Sustainable agriculture
- Employment options for youth
- Branding and marketing for tourism
- Build on Economic Development Strategy
- Employment development in appropriate locations
- Support local economy
- Place of higher learning such as a university or centre of excellence – a place for learning about environmental sustainability

COMMUNITY OF COMMUNITIES

- Local sports and recreational facilities
- Safest community in Canada
- Family oriented community
- Link communities
- Connected communications (IT infrastructure)
- Maintain and enhance volunteer base

STRONG PLANNING, GOVERNANCE, COMMUNITY ENGAGEMENT

- Community engagement strategy is needed
- Controlled and consistent growth
- More community-based planning
- Nationally recognized innovation in urban neighbourhood planning

CULTURE

- Programs for seniors (i.e. housing, health support, social networks, recreational activities etc.)
- Seniors as a vital part of the community (i.e. strong volunteer base, seniors as “social capital”)
- Maintain community fabric and history
- Established and growing arts community (i.e. renowned artists living in Caledon)
- Honouring our heritage

HOUSING AND TRANSPORTATION

- Affordable and attainable housing needed
- Housing for all
- Increase and improve public transit
- Transportation strategies

COMMUNITY HEALTH

- More local health services
- Local independent long term care
- Walkable communities
- Accessibility Plan

9 How We Arrived At The Proposed Goals, Strategic Objectives And Actions

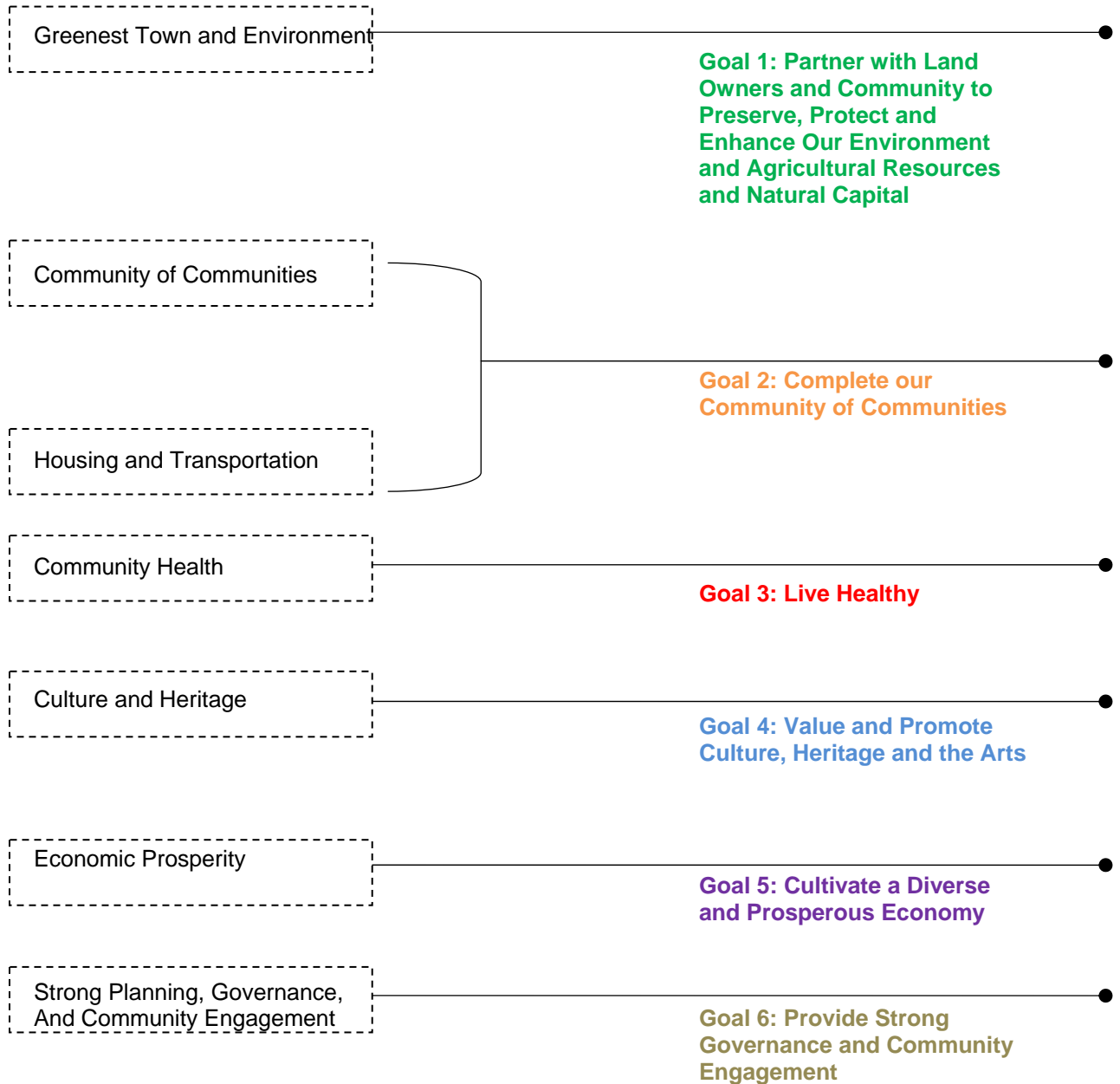


10 Emerging Themes As Goals

Throughout the process people thought broadly about our aspirations and the kind of Town they want Caledon to become. Seven themes frequently surfaced during our discussions: (i) greenest town and environment; (ii) community of communities; (iii) housing and transportation; (iv) community health; (v) culture and heritage; (vi) economic prosperity; and, (vii) strong planning, municipal governance, and community engagement. We have also reached consensus on a community vision.

EMERGING THEMES

GOALS



11 Caledon Vision – Evolution

Original from Council Workshop: *Caledon - a safe, green community of communities; determined to attain a sustainable future by controlling its destiny and respecting its past.*

SAT comments (January 14, 2010)

- The SAT suggested two changes to the vision:
 1. Change “controlling” to “shaping”
 2. Change “destiny” to “growth” or “development”

Council Comments on Vision (January 19, 2010)

- Past and future are the relative terms, I would change it to say “attain sustainability and control its future”.
- Controlling is too strong a word, but shaping is too nebulous and weak, I think a better word is “managing”.
- We need to replace “controlling” with another word, but I’m not sure what.
- “Managing” is the right word. I think what we are talking about at this point is managing growth, and it needs to be affordable.
- I would suggest “desiring a sustainable future” instead of “determining to attain”. The shorter the better.
- When we talk about growth, we are not talking about building houses but growing and evolving as a community over time. This vision is a guiding statement. We don’t want to push for “new development”. We need to be clear on what we mean by “growth”.
- I agree with the previous statement. We need to think about how people interpret growth. Growth in this community is a contentious word. We need to foster communities. I think growth will work in an urban municipality. I would like to remove that word from the vision. We are concentrating on the “evolution” of the community. We are not following the development model.

Revised Vision January 20, 2010

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

SAT Vision Comments

- “ensuring” instead of “desiring”
- Council consider the following Vision:
 - “Caledon is a safe, environmentally forward-thinking and inclusive community of communities, that maintains its unique character and ensures a sustainable future with sound planning and transparent governance, while respecting its rural, agricultural, built heritage and natural capital.”