



COMMUNITY-BASED STRATEGIC PLAN AND VISION



# Town of Caledon

## Community-Based Strategic Plan - Actions

**Prepared by:**

LURA Consulting

Hardy Stevenson and Associates

June 2010





# COMMUNITY-BASED STRATEGIC PLAN FRAMEWORK AND ACTIONS

---

## VISION

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

**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.

**GOAL 2: Complete our Community of Communities** - Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

**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.

**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.

**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.

**GOAL 6: Provide Strong Governance and Community Engagement** - Commitment to sound, transparent municipal governance and open communication.

**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 OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Partner with Land Owners to Protect Natural Resources and Agriculture</b> 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.</p>	<p>Conduct a Town-wide inventory of natural resources.(Source: CVC)</p> <p>Develop a Town-wide Natural Heritage System strategy.(Source: CVC)</p> <p>Develop an educational campaign to inform residents about Natural and Agricultural Resources.</p> <p>Conduct a Town-wide inventory of agricultural resources. (Source: CVC)</p> <p>Develop an Agricultural Protection Strategy. (Source: CVC )</p> <p>Strengthen ecosystem planning and design using a systems approach.</p> <p>Continue to manage the phasing of aggregate resource developments.</p> <p>Protect floodplains from development and to naturalize riparian corridors to enable species movement and flood abatement. (Source: CVC)</p>
<p><b>Protect and Enhance Air Quality and Reduce Impacts of Climate Change</b> Promote initiatives and programs that contribute to good air quality and reduce greenhouse gas emissions.</p>	<p>Develop an effective local air quality monitoring framework. (Source: EPAP)</p> <p>Monitor idling at municipally owned or controlled facilities and compile data for setting reduction targets and monitoring progress. (Source: EPAP)</p> <p>Develop and implement a community-based social marketing campaign to educate people about climate change adaptation.</p> <p>Establish idle-free zones with signage at Town Hall and other town facilities. (Source: EPAP)</p> <p>Investigate options and implications of converting municipal vehicle fleet to hybrids or natural gas. (Source: EPAP)</p> <p>Investigate carpooling and telecommuting options for Town staff and consider telecommuting matching website for entire community use. (Source: EPAP)</p> <p>Protect existing trees and promote the planting of new trees. (Source: EPAP)</p> <p>Conserve energy through means including community design, land use planning, transportation planning and the design and retrofitting of public and private buildings.</p> <p>Develop a greenhouse gas emissions inventory. (Source: EPAP)</p> <p>Develop greenhouse gas emissions reduction strategies. (Source: EPAP)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Support Green Energy and Energy Reduction</b> Promote technologies that reduce emissions, protect the natural environment and conserve energy and water.</p>	<p>Apply for external funding to support the cost of energy audit (s) on selected buildings. From this information, develop a business case for retrofits. (Source: EPAP)</p> <p>Commit to energy efficiency for new facilities (25% energy reduction target over the Model National Energy Code for Buildings). (Source: EPAP)</p> <p>Investigate the feasibility of energy performance contracting. (Source: EPAP)</p> <p>Continue to explore opportunities for renewable energy projects. (Source: EPAP)</p> <p>Continue to explore opportunities for green design initiatives such as green roof etc. (Source: EPAP)</p> <p>Conserve energy through means including community design, land use planning, transportation planning and the design and retrofitting of public and private buildings.</p> <p>Strive to achieve LEED or applicable sustainable construction standards in all building development.</p> <p>Establish an award program for builders who achieve sustainable rated building standards.</p> <p>Educate businesses and owners about how to get funding for implementing green energy projects or reduce their carbon footprint. (Source SAT)</p>
<p><b>Promote Green Living and Build Community Capacity</b> Transform behaviour and develop a green culture that supports a more sustainable way of living.</p>	<p>Engage community partners such as schools, local businesses and other service groups and volunteers in environmental initiatives (e.g. adopt a park, adopt a trail, tree planting etc.).</p> <p>Hold regular meetings to educate the community on various environmental matters such as smart growth, climate change, air quality, green energy etc.</p> <p>Create a "green" award program to recognize organizations, individuals and volunteers who significantly contribute to Caledon's environment.</p> <p>Create Caledon-oriented "information sheets" on the importance of Caledon's natural features (Oak Ridges Moraine, Peel Plain, Niagara Escarpment, etc). (Source: EPAP)</p> <p>Develop an Integrated Community Sustainability Plan (ICSP) by securing FCM funding and tie this into the Strategic Plan.</p>
<ol style="list-style-type: none"> <li>1. EPAP – Environmental Progress Action Plan</li> <li>2. SAT – Stakeholder Advisory Team</li> <li>3. CVC – Credit Valley Conservation Authority</li> </ol>	

**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 OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Ensure Accessibility is the Standard</b> Facilitate the provision of a universally accessible public realm.</p>	<p>Implement universal accessibility in the public realm. Continue to provide Persons with Disabilities Tax Assistance programs. Continue to update and implement the Town of Caledon Accessibility Plan.</p>
<p><b>Provide Opportunities to Develop Affordable Housing</b> Develop town policies to allow for a range of affordable housing types throughout Caledon.</p>	<p>Provide incentives for the provision of affordable housing in specific areas. Develop an affordable housing strategy. Provide incentives for the provision of various affordable housing types, design and tenures in specific areas, particularly near or within mixed use areas in proximity to services.</p>
<p><b>Promote Aging in Place and Community</b> Provide a range of housing types, designs and tenures as well as service options for the aging population.</p>	<p>Implement assistance program for older adults to age in place. Lobby for additional funding for assisted housing. Improve sidewalks and road conditions. Increase opportunities for door-to-door transportation. Provide community services for aging population; library, parks and recreation, healthy living intellectual stimulating programs. Continue to provide Elderly Tax Assistance programs.</p>
<p><b>Manage Growth and Use Land Wisely</b> Promote land use planning decisions that are rooted in innovative and sound planning principles and ensure:</p> <ul style="list-style-type: none"> <li>i. Caledon’s urban rural character is maintained;</li> <li>ii. Growth does not compromise the character and stability of existing residential neighbourhoods;</li> <li>iii. Growth is in keeping with Caledon’s ability to provide and maintain appropriate infrastructure;</li> <li>iv. Growth contributes positively to Caledon’s image and economic vigor; and,</li> <li>v. Development of new communities in new ways.</li> </ul>	<p>Continue to direct growth toward existing settlement areas (Tri-nodal growth strategy). (Source: Caledon OP) Maintain an ecosystem-based planning and management approach to guide the land use decision making process. (Source: Caledon OP) Continue to promote the Adaptive Management Philosophy including appropriate monitoring systems for significant new land use planning initiatives. Continue to preserve, protect and enhance open space, farm land and significant land resources including landscape features, systems and areas that perform important natural functions or which provide economic and recreational opportunities. (Source: Caledon OP) Continue to support the viability of Caledon’s rural agricultural communities by maintaining existing Official Plan policies that preserve the character of the rural area and the quality of agricultural land. Continue to seek fiscal sustainability by balancing service needs, service demands and growth. (Source: Caledon OP) Require that all new development adheres to sound (smart growth) community design and land use planning principles. Maintain and expand trail connections throughout Caledon that build on the existing trail systems by protecting and acquiring trail corridors and new land. (Source: RPMP) Adopt design guidelines within the Official Plan to address the form and character of communities.</p>
<p><b>Provide a High Quality Public Realm</b> Develop attractive, functional streets, public facilities, parks and plazas, with rural open and green spaces for residents to enjoy.</p>	<p>Invest in streetscape beautification including: the preservation and maintenance of street trees; provision of high quality streetlights in appropriate locations; and, the provision of high quality signage, furniture, plantings and pavement materials. Develop and approve Town of Caledon urban design guidelines.</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Connect Neighbourhoods</b> 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.</p>	<p>Wherever possible, retrofit and rezone neighbourhoods to include sidewalks, parks and pedestrian connections to nearby schools, shops, services and other amenities.</p> <p>Connect the rural trail system with urban pedestrian networks. (Source: RPMP)</p> <p>Develop connections for people to access local amenities such as libraries, parks and recreation facilities by active transportations modes and transit.</p> <p>Create more walkable communities with good links to public transit and other modes of alternative transportation such as walking, cycling and in-line skating.</p> <p>Continue to improve road and ditch drainage.</p> <p>Improve access to local information and services.</p> <p>Encourage more participation in community events through the use of community venues for events whenever possible.</p> <p>Investigate strategies to increase the number of youth and older adults that are involved and connected.</p> <p>Improve Town website to increase connections.</p> <p>Develop a town-wide Transportation Strategy (including transit, TDM, bicycle networks and active transportation). (Source: TNS)</p> <p>Continue proactive public education and implementation of safety programs. (Source: MFP)</p>
<p><b>Maintain Caledon as Safe, Secure Community</b> Continue to be a community where all are safe, secure and welcome.</p>	<p>Continue to provide proactive fire prevention, inspection and investigation services. (Source: MFP)</p> <p>Continue to maintain and refine reactive fire prevention strategies and the utilization of modern emergency response equipment, technology and communications. (Source: MFP)</p> <p>Continue to provide training and development opportunities to all fire, police and other emergency staff. (Source: MFP)</p> <p>Continue to work with municipal Fire and OPP services to enhance safety, crime prevention and enforcement.</p> <p>Continue to implement and review planning policies to ensure planning and design guidelines adhere to best practices promoting safety and security.</p> <p>Continue to maintain and implement the Master Fire Plan: Fire and Emergencies.(MFP)</p> <p>Evaluate existing traffic signage and make improvements where needed. (Source: TNS)</p> <p>Implement traffic calming techniques in problem areas. (Source: TNS)</p> <p>Promote safety awareness of the Ontario Provincial Police in schools.</p> <p>Provide accountable by-law enforcement.</p> <p>Carry out regular emergency response drills and review and revise the Community Emergency Response Plan as required.</p>
<ol style="list-style-type: none"> <li>1. RPMP – Recreation and Parks Master Plan</li> <li>2. MFP – Master Fire Plan</li> <li>3. Caledon OP – Caledon Official Plan</li> <li>4. TNS – Transportation Needs Study</li> </ol>	

**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 OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Enhance Active Living Opportunities</b> Ensure there are ample opportunities for citizens of all ages and abilities to enjoy recreation activities during all seasons.</p>	Expand the existing trail network in pace with population growth and community needs to develop an active transportation system. (Source: RPMP)
	Provide quality parks and open spaces that offer passive and active opportunities while protecting and enhancing the natural environment. (Source: RPMP)
	Provide facilities based on measurable demand focusing on facilities that provide multi-purpose, multi-generational opportunities and that are designed with flexibility to adjust to the changing needs of the community. (Source: RPMP)
	Provide an integrated trail system that links Caledon’s many communities as well as its recreation facilities and natural areas. (Source: RPMP)
	Assign priority to the acquisition of tableland suitable for playing fields and recreation facilities. (Source: RPMP)
	Equitably distribute parkland in Caledon and ensure residents in settlement areas are within walking distance to some form of parkland. (Source: RPMP)
	Update the Trails Master Plan and identify key properties to gain access to as a means to bolster year-round connectivity. (Source: RPMP)
	Expand the Youth Centre and provide a physical link to the Senior Centre. (Source: RPMP)
	Develop field/open spaces and parks in pace with population growth and needs. (Source: RPMP)
	Increase awareness of the Town’s recreational offerings and trails.
	Promote physical and mental activity through urban design, programming and public libraries.
	Designate more routes in Caledon as cycling friendly and continue to post “share the road” signs in appropriate locations.
	Investigate alternative funding sources, to deliver quality services and needed infrastructure to meet the needs of the community in a cost-effective manner. (Source: RPMP)
	Allocate funding to ensure that Caledon has sufficient staff to provide the desired recreation and park services. (Source: RPMP)
Develop and enhance partnerships in order to maximize the benefit to the community in a cost-effective and responsive manner. (Source: RPMP)	
Maintain existing resources and facilities, plan for capital replacement of aging facilities and for new facility development.(Source: RPMP)	

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Enhance Local Health Services</b> Continue to ensure residents have access to primary health care.</p>	<p>Encourage multidisciplinary health clinics with extended hours.</p> <p>Attract more doctors and alternative health care professionals to Caledon.</p> <p>Appoint a champion to organize community leaders to develop a vision for improving health care in Caledon by way of improved medical facilities.</p> <p>Establish new community partnerships to address health issues.</p> <p>Develop a “Canadian Index of Well-being” as a pilot community project.</p> <p>Implement Active and Safe Routes to School programs.</p> <p>Create a citizen committee to develop a vision and strategic plan for improving senior care and aging at home opportunities.</p> <p>Consider providing a local medical centre with specialists and doctors coming in couple days a week from other practices. (Source: THM)</p> <p>Consider mobile health clinics for seniors – addressing issues such as diabetes, arthritis, foot clinics etc. (Source: THM)</p>
<p><b>Promote Healthy Eating</b> Encourage access to programs and information on healthy eating and local food sources. (Source SAT)</p>	<p>Develop a healthy food lunch program for schools. (Source: SAT)</p> <p>Raise awareness of local foods by advertising in local papers and media. (Source: SAT and THM)</p> <p>Support development of community gardens. (Source: SAT)</p>
<ol style="list-style-type: none"> <li>1. RPMP – Recreation and Parks Master Plan</li> <li>2. SAT – Stakeholder Advisory Team</li> <li>3. THM – Town Hall Meeting</li> </ol>	

**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 OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Preserve and Promote our Cultural Heritage, Agricultural and Natural Heritage Landscapes, Built Heritage and Archaeological Resources</b></p> <p>Wisely manage and educate Caledon citizens about Caledon’s agricultural, natural capital, built heritage, archaeological and cultural heritage resources.</p>	<p>Celebrate Caledon’s unique places by providing walking tours of cultural heritage resources that are of historical, architectural and archaeological value. (Source: Caledon OP)</p> <p>Continue to identify cultural heritage landscapes, built heritage resources and significant viewsheds of the countryside.</p> <p>Educate Caledon citizens about local agricultural business and normal farm practices.</p> <p>Encourage preservation and enhancement of the historical character of Caledon’s hamlets and rural areas.</p> <p>Require that all new development conserves and complements the significant built heritage and cultural landscape resources.</p> <p>Continue to implement and revise cultural heritage protection, preservation and enhancement policies contained in the Caledon Official Plan.</p>
<p><b>Increase and Enhance the Diversity of Cultural Experiences and Programs</b></p> <p>Provide opportunities to celebrate the arts in Caledon.</p>	<p>Encourage neighbourhood arts programs and experiences.</p> <p>Encourage local artists and performers by providing increased opportunity to showcase their talent.</p> <p>Identify new and existing opportunities for public events (such as a Farmer’s Market). Program public spaces for arts festivals, fairs, and events.</p> <p>Provide programs for youth and seniors.</p> <p>Develop a feasibility study for a Performing Arts/Cultural Centre (Source: THM)</p> <p>Promote arts, cultural and heritage resources as tourism attractions.</p> <p>Develop and implement a Cultural Heritage Master Plan. (Source: Caledon OP)</p>
<p><b>Enhance Caledon’s library system.</b></p> <p>Caledon’s library system will be a strong community source for culture and heritage information and as connecting hubs for the community.</p>	<p>Promote Caledon’s libraries as community centers of culture, information, events and gathering places.</p>
<p>1. Caledon OP – Caledon Official Plan 2. THM – Town Hall Meeting</p>	

**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 OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Meet Employment Needs</b> Ensure business has the necessary infrastructure, services and opportunities required to succeed.</p>	<p>Cultivate and nurture the business environment by reaching out to the business community and discussing business issues and opportunities and how the Town of Caledon can help.</p> <p>Showcase key and emerging economic sectors in the Town of Caledon to provide an exchange of ideas and opportunities – supporting the viability of the business community in Caledon.</p>
<p><b>Retain Existing Business</b> Ensure businesses remain and thrive in Caledon where a supportive business environment is provided. (Source: EDS)</p>	<p>Continue to develop and enhance the Caledon Corporate Visit Program (CVP). (Source: EDS)</p> <p>Enhance communication and education among economic development and community organizations, the business community and general public. (Source: EDS)</p> <p>Develop and promote a local Business Alliance Program (BAP). (Source: EDS)</p> <p>Promote a buy local plan for Caledon. Everything people would want to purchase is available in Caledon, but people do not seem to realize it. Establishing an advertising co-op and advertizing materials would help to lower costs to each retailer, and could sponsor local events. (Source: Caledon Mayor’s Round Table)</p> <p>Develop signage solutions and sign bylaw to support local businesses. (Source: Caledon Mayor’s Round Table)</p> <p>Create a Caledon Business Vision for all Caledon businesses to work toward a common purpose such as a buy local campaign. (Source: Caledon Mayor’s Round Table)</p> <p>Build on the Community Improvement Plan to create methods to link businesses in Caledon. (Source: Caledon Mayor’s Round Table)</p>
<p><b>Attract New Business and grow the Knowledge Based Economy in Caledon</b> Ensure new investment is considered in priority growth sectors. (Source: EDS)</p>	<p>Establish priority growth targets that reaffirm Caledon's economic sectors of importance, as well as emerging sectors of significance. (Source: EDS)</p> <p>Engage in business attraction programs designed to encourage investment by businesses in key target sectors and clusters. (Source: EDS)</p> <p>Continue to build relationships with businesses and those affiliated with the site selection, development and investment community. (Source: EDS)</p> <p>Foster the creation of a cooperative marketing partnership by continuing to host networking events to bring the site selection community to Caledon and update them on current events, programs, services and products (i.e., Mayor’s Breakfast, ICI Summit or Realtors Breakfast). (Source: EDS)</p> <p>Establish a Business Ambassador Program to solicit the support, talent and advice of key leaders and business people within Caledon in order to assist the Town in promoting the community as the premier location in which to live work and play. (Source: EDS)</p> <p>Encourage sustainable economic development Develop, implement and evaluate a Green Development Incentive Program. (Source: EDS)</p> <p>Develop a committee to oversee a feasibility study and potential implementation plan for attracting a post secondary institution. (Source: SAT)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Support and Promote Agricultural Businesses</b> 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.</p>	<p>Support opportunities to diversity on-farm income. (Source: OPA 179)</p> <p>Encourage near-urban agriculture business, diversity, value added and technology research opportunities in conjunction with post secondary institutions. (Source: GTA Agriculture Action Plan)</p> <p>Encourage a diverse range of agriculture business that support local farm operations in the near urban context and that limit non-agriculture uses in the countryside. (Source: OPA 179)</p> <p>Explore and encourage new models of providing agriculture services to Caledon farm operations and support the viability of agriculture.</p> <p>Encourage Caledon as an equine farming centre of excellence with associated post secondary research in conjunction with Pan Am games support.</p>
<p><b>Foster Entrepreneurship</b> Facilitate the creation and growth of small businesses and to provide assistance to entrepreneurs. (Source: EDS)</p>	<p>Support and promote entrepreneurial activity by actively participating, supporting and partnering with the Caledon Business Centre, City of Brampton Small Business Enterprise Centre and the Ontario Ministry of Small Business and Entrepreneurship. (Source: EDS)</p> <p>Raise awareness of the economic impact of entrepreneurial activities to industry, elected officials and residents. (Source: EDS)</p> <p>Raise awareness of the importance and value of the Caledon Business Centre to encourage industry interest and involvement. (Source: EDS)</p> <p>Develop a speaker’s series to promote selected initiatives and combine with green initiatives.</p>
<p><b>Expand High Speed Internet Infrastructure</b> Facilitate the development of access to and improvement to the speed of the internet. (Source: CCWP)</p>	<p>Work with internet infrastructure providers to enhance service levels to Caledon. (Source: CCWP)</p>
<p><b>Engage and Retain Youth and Young Professionals</b> Facilitate youth employment and retention programs.</p>	<p>Continue to ensure that Caledon is an attractive and vibrant community where youth want to reside and stay by encouraging employment and affordable housing opportunities.</p> <p>Develop a Blue Print Framework for youth attraction and retention.</p>
<p><b>Advocate and Facilitate Business Expansion</b> Ensure Caledon is an appealing place for investors to do business. (Source: EDS)</p>	<p>Support the efficient and seamless process for businesses seeking development permits and related approvals. (Source: EDS)</p> <p>Support policies and initiatives that encourage the creation of an adequate and appropriate supply of serviced employment lands that allow for flexible, multi-use developments that support an increase in Town-wide live/work opportunities in Caledon. (Source: EDS)</p> <p>Advocate for an adequate supply of skilled and unskilled labour and strengthen labour force capabilities in Caledon. (Source: EDS)</p> <p>Continue to develop, improve and update directories and interactive databases that encourage business connectivity and facilitate investment. This includes developing, improving and updating the Caledon Business Directory and industrial/commercial land and space databases that lists available properties for lease or sale. (Source: EDS)</p> <p>Facilitate access to information on federal, provincial and municipal programs and services that encourage sustainable development, expansion, redevelopment, beautification and revitalization of non-residential properties by developing a network of resources to provide investors with opportunities to gain access to federal, provincial and municipal programs and services. (Source: EDS)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Promote Tourism</b> Support and promote Caledon as a tourism destination. (Source: EDS). Ensure Caledon is recognized as a destination for:</p> <ul style="list-style-type: none"> <li>i. a spectacular natural environment offering outdoor activities such as sight-seeing, hiking, golfing, trails and fishing, and</li> <li>ii. a vibrant cultural life, thriving arts community, distinctive boutiques, festivals and live theatre. (Source: EDS)</li> </ul>	<p>Develop a tourism and marketing strategy to leverage opportunity of the Pan Am games as well as promote Caledon as a tourism destination to attract nearby 905ers or 416ers for a one day trip to Caledon (cycling and vineyards). (Source: SAT and THM)</p>
<p><b>Promote Caledon as a Location for Tourism Investment</b> Encourage and facilitate investor interest, involvement and investment placement in Caledon's tourism industry. (Source: EDS)</p>	<p>Provide information, advice and expertise to industry stakeholders and clients such as investors, tourism developers, operators, associations and government. (Source: EDS)</p> <p>Encourage development of appropriate infrastructure in support of the tourism sector. (Source: EDS)</p>
<ol style="list-style-type: none"> <li>1. EDS – Economic Development Strategy</li> <li>2. CCWP – Caledon Community Work Plan</li> <li>3. SAT – Stakeholder Advisory Team</li> <li>4. THM – Town Hall Meeting</li> <li>5. CM – Council Meeting</li> <li>6. Caledon Mayor’s Round Table – Monday May 31, 2010</li> </ol>	

**GOAL 6: Provide Strong Governance and Community Engagement - Commitment to sound, transparent municipal governance and open communication.**

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Provide High Quality Public Services</b> Be a leader in the delivery of appropriate, quality and efficient town services.</p>	Continue to regularly evaluate municipal services to ensure they respond to changing community needs.
	Encourage partnerships and strategic alliances in order to provide better services.
	Maintain affordable, convenient access to services and excellent customer service.
	Require that all municipal buildings are universally accessible.
	Focus on development of excellence in customer service, both in businesses and at the Town of Caledon. (Source: Caledon Mayor’s Round Table)
<p><b>Provide Open, Responsible Leadership</b> Facilitate transparent, accountable and exceptional municipal management practices.</p>	Conduct research on best practices pertaining to municipal governance.
	Participate in Peel Region initiatives to protect and promote Caledon’s interests.
	Monitor external issues that may affect the Town. Revise Town plans as necessary.
	Create an implementation and monitoring framework for the Community-Based Strategic Plan.
	Foster a greater understanding of the Town’s roles and responsibilities to the citizens.
	Continue to improve communication with the larger community via the Mayor’s newsletter, community ambassadors at events such as Walk of Fame, Winterfest and Caledon day.
	Continue with the development of a coordination plan with agencies (e.g., conservation authorities, Niagara Escarpment Commission, school boards, etc.) to determine methods to coordinate permit processes. (Source: Caledon Mayor’s Round Table)
<p><b>Encourage Community Participation</b> Provide leadership in communicating with, and consulting the community in a transparent and inclusive manner pertaining to municipal decisions.</p>	Develop an innovative Community Engagement Strategy and a corporate communications strategy.
	Encourage volunteers to implement components of the Community-Based Strategic Plan.
	Encourage people to be neighbourhood leaders and ambassadors. (Source: SAT)
	Conduct an assessment to determine level of community engagement/volunteerism.
	Develop strategy to include and increase volunteer activities and committees in Caledon.
	Encourage volunteerism for all ages – develop a volunteer strategy for each age group and for core sectors.
	Increase awareness of annual volunteer award program.
	Seek sustainable funding resources to expand volunteer organizations and networks.
	Provide administration for non-profit organizations.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p><b>Improve and Strengthen Long-term Financial Health</b> (Source: LTSFP)</p> <p>Manage Caledon with fiscal responsibility to ensure ongoing financial strength.</p>	Implement the Long Term Strategic Financial Plan and revise and update as appropriate on an annual basis.
	Actively pursue funding from regional, provincial and/or federal governments.
	Continue to take responsibility for municipal finance resources through effective financial controls.
	Incorporate actions from the Strategic Plan as part of the ten-year Capital Budget Process.
	Continue to maintain sound administrative procedures and due diligence pertaining to Town assets and public funds.
	Integrate the Community-Based Strategic Plan, Official Plan, Service Plans and other municipal initiatives with budget allocation.
<ol style="list-style-type: none"> <li>1. LTSFP – Long-Term Strategic Financial Plan</li> <li>2. SAT – Stakeholder Advisory Team</li> <li>3. Caledon Mayor’s Round Table – Monday May 31, 2010</li> </ol>	