



COMMUNITY-BASED STRATEGIC PLAN AND VISION

# Town of Caledon

## Community-Based Strategic Plan

### Community Engagement Report

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## 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.

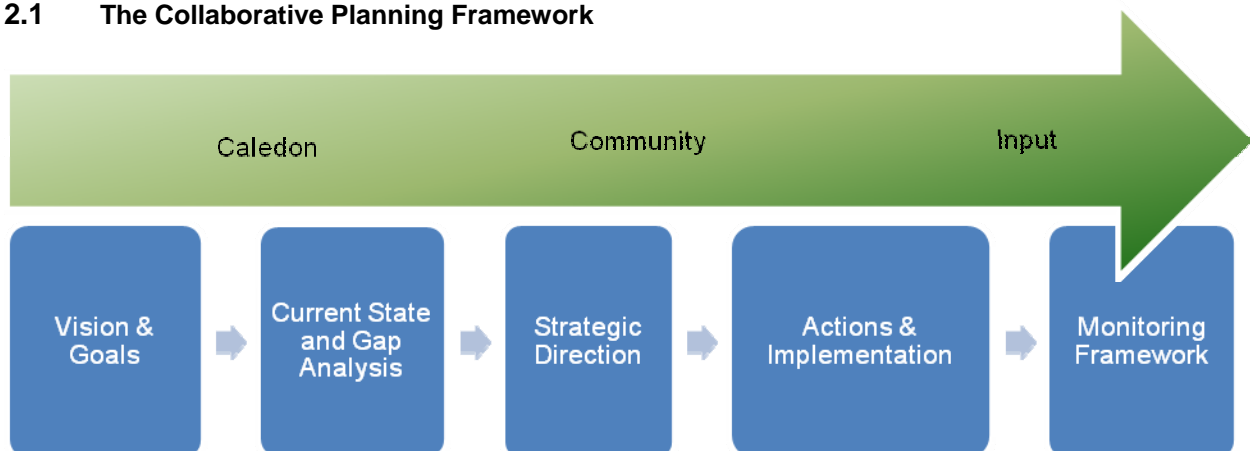
The Town's Community-Based Strategic Plan and Vision was influenced by discussions with the community. The following summarizes the community engagement activities that occurred during the CBSP development process.

## 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
- **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

### 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:

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6311 Old Church Rd., Caledon ON L7C 1J6

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

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**Community Outreach**

Throughout the process – the following organizations were contacted directly.

<b>GENERAL: COMMUNITY GROUPS</b>
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
<b>CIVIC AND SOCIAL ORGANIZATIONS</b>
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
<b>SOCIAL ADVOCACY ORGANIZATIONS</b>
Scrip Centre Inc. (Fundraising organization)
Scott Mission Group
Save the Oak Ridges Moraine Coalition
Upper Credit Field Naturalists
Caledon Environmental Advisory Committee
Caledon Countryside Alliance

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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
<b>ARTS &amp; CULTURE</b>
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
<b>AMUSEMENT &amp; RECREATIONAL ACTIVITIES</b>
1 <sup>st</sup> Bolton Scouts
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)
<b>BUSINESS ORGANIZATIONS</b>
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)
<b>Total Reach</b>	<b>851</b>

## 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

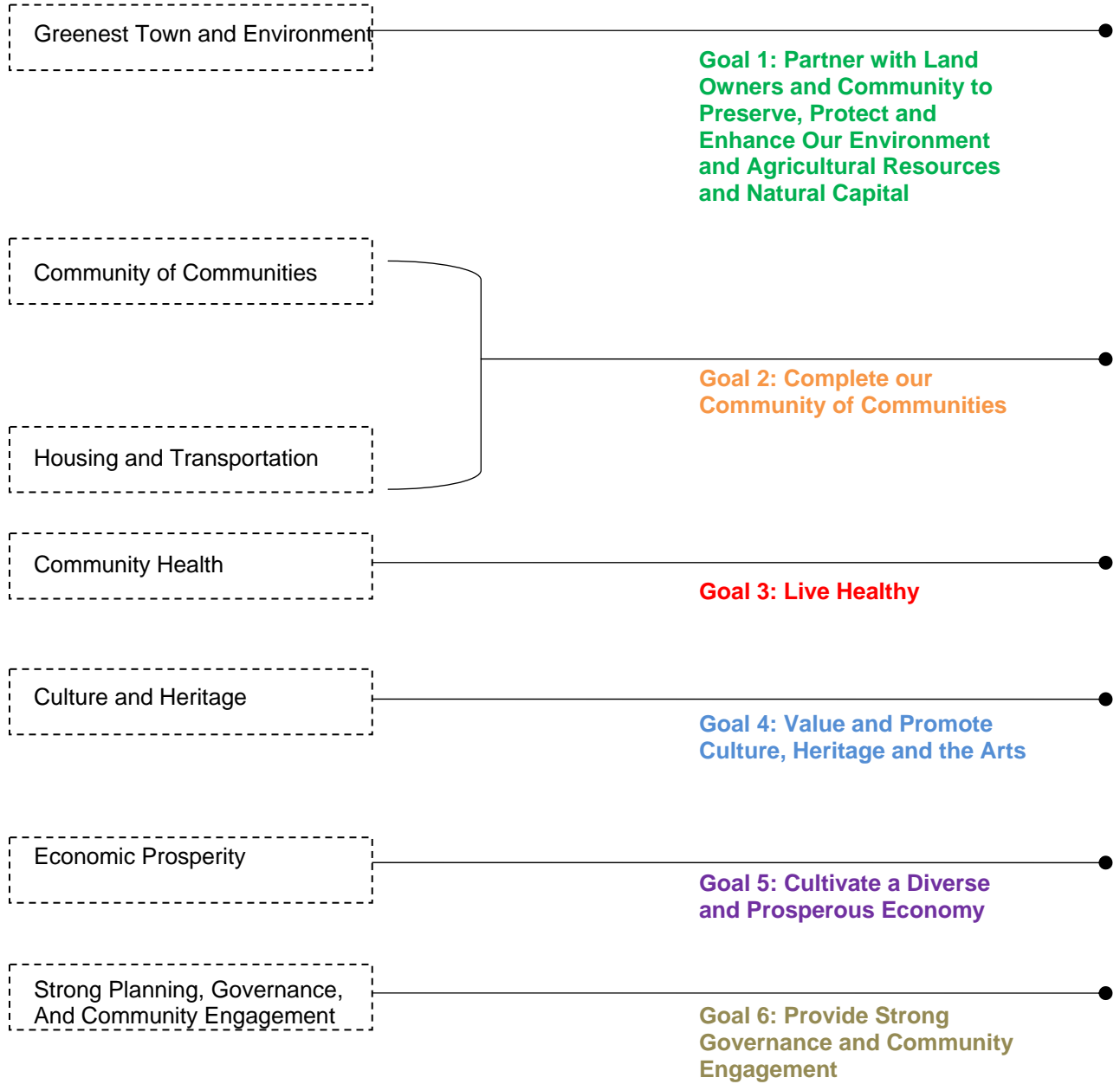


## 10 Emerging Themes As Goals

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.”