MISSION STATEMENT

Through community commitment and participation,

the Town of Caledon will promote economic

opportunities and secure investment that supports our

strategic economic development objectives and activities

in order to enhance community prosperity.
1.0 INTRODUCTION

A vibrant community of 57,050 residents, the Town of Caledon maintains a sustainable balance of initiatives that focus on community, environment and development. Providing effective, high quality municipal services to the community is a priority. Together, Council and staff work to ensure residents, business owners and visitors enjoy a lifestyle that encourages the best of rural and urban living.

As a result of a corporate-wide departmental reorganization in mid-2004, the Economic Development & Communications Department was formed at the Town of Caledon. A stronger, more dedicated focus to the retention and attraction of business and industry has become a strategic imperative for the municipality.

Economic opportunities flourish across more than 700 square kilometers in Caledon – the largest and northern-most municipality in the Region of Peel, part of the Greater Toronto Area (GTA). Remaining competitive with other Ontario municipalities and regions benefits Caledon’s objective to retain and attract industrial and commercial investment. This is a vital aspect to enhancing a community’s quality of life by:

- Competing effectively for good jobs and increased employment opportunities to improve Caledon’s live/work balance
- Improving the Town of Caledon’s non-residential tax assessment base
- Supporting appropriate and planned growth strategies
- Generating more business and wealth
- Creating a diverse and sustainable economic base

The development of the Town of Caledon Economic Development Strategy is based upon comprehensive research, analysis, and most importantly, stakeholder consultation. The key to successfully implementing this strategy will be the continued work and cooperation with our Caledon businesses and economic development partners.
In promoting economic growth, the Town is ensuring that the community remains vibrant and competitive, and has the tools necessary to respond to a marketplace that has become increasingly global in nature.

2.0 BACKGROUND

The Town of Caledon Economic Development Strategy is supported by research contained within the Town of Caledon Competitive Analysis, undertaken in Fall 2006 and subsequently updated in Spring 2008.

The analysis focused on trends related to Caledon’s competitive advantages, particularly with regard to business development and growth. Community stakeholder consultations were a key component of the analysis, contributing to an enhanced understanding of Caledon’s economic character.

The approach to completing this study included a range of efforts:
- Community and Economic Profiling
- Sector and Employment Concentration Analysis
- Stakeholder Consultation with local business leaders, provincial and regional economic development agencies, local business associations and public officials
- Community Competitive Analysis
- SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis
- Target Sector Identification

This background work serves as the foundation of the Town of Caledon’s Economic Development Strategy. In addition to Provincial policies, plans and directions, the Caledon Economic Development Strategy is accompanied by three key supporting municipal plans:

**Town of Caledon Official Plan** – a statement of principles, goals, objectives and policies intended to guide future land use, physical development and change and the effects on the social, economic and natural environment in the Town of Caledon.

**Town of Caledon Environmental Progress Action Plan** – identifies and prioritizes environmental initiatives the Town will pursue to further its commitment to preserving and enhancing Caledon’s environment.

**2006 – 2010 Caledon Community Work Plan** – plays a significant role in determining the priorities, policies and procedures for the municipality.

3.0 KEY FINDINGS

In Fall 2006, the Town of Caledon’s Economic Development & Communications Department completed the Town of Caledon Competitive Analysis to gain a better understanding of the local economy in order to determine what types of industries it should be targeting. The objective of the work was to identify Caledon’s economic sectors of importance and those emerging sectors of significance. This work forms the foundation of the Town of Caledon Economic Development Strategy to meet the current and future needs of the municipality.

In promoting economic growth, the Town is ensuring that the community remains vibrant and competitive, and has the tools necessary to respond to a marketplace that has become increasingly global in nature.
The Town of Caledon prides itself on having small town ambiance while providing all the advantages of a well-serviced urban centre. It is a unique community in that it belongs to one of North America’s most dynamic regions, the Greater Toronto Area, while maintaining a small town charm and lifestyle. With its natural environment, golf courses, and parks, Caledon has become a prosperous community and attractive place to live.

The following summarizes the key findings from the Town of Caledon Competitive Analysis as they relate to the positioning of the Town of Caledon’s current and future economic development program.

- The Town of Caledon prides itself on having small town ambiance while providing all the advantages of a well-serviced urban centre. It is a unique community in that it belongs to one of North America’s most dynamic regions, the Greater Toronto Area, while maintaining a small town charm and lifestyle. With its natural environment, golf courses, and parks, Caledon has become a prosperous community and attractive place to live.

- The anticipated rate of growth in the Town of Caledon over the next 25 years will be significant and the resulting population and employment growth will have an impact on the nature of the community and the demand for serviced land as well the opportunities to drive increased business investment.

- The proportion of the population under the age of 30 has seen a substantial increase in recent years. This demonstrates the sustainability of the local labour force and an opportunity for the Town to attract a greater proportion of investment activity.

- There has also been a significant increase in the number of people over the age of 50. This increase is likely a result of an inflow of affluent residents that have relocated or retired to Caledon for its perceived rural lifestyle, safer neighbourhoods and high quality of life. An important consideration for the Town will be the demand to provide an increasing range of amenities and services (health care, community programming) for this portion of the population.

- The degree of outflow of residents to employment in other jurisdictions, coupled with the fact that the Town is able to attract employees from across the GTA, should be a consideration in the attraction and retention of business investment.

- The Town of Caledon demonstrates a significant concentration of local employment in agriculture, construction, transportation and warehousing, arts, entertainment and recreation, manufacturing and wholesale trade.

- A review of industry concentration in the study area and an analysis of the local and regional economies, identified Manufacturing – and in particular advanced manufacturing activities and food product manufacturing – as the Town’s target sectors for investment attraction. Professional, Scientific & Technical services was also seen as an emerging opportunity for the Town. The Town is also well positioned to attract Transportation & Logistics operations, but this form of investment should be well managed rather than actively targeted.

- Based on Ontario’s export base and the pattern of business investment in the province over the last 5 years, the Province of Ontario, through the Ministry of Economic Development & Trade and the Ontario Investment Service is promoting Ontario as having locational and competitive advantages in Automotive, Chemicals, Food, Machinery and Plastics. In discussion with provincial representatives, there is keen interest in communities outside of the larger urban areas. The promotion of smaller urban/rural locations across the Province may support the investment attraction efforts of the Town.
A comparative analysis of the Town with five other ‘competitive’ jurisdictions suggests that Caledon is competitively positioned within the GTA in its efforts to attract business investment based on key site location factors. The margin of difference between the study area and the communities outside the GTA however, heightens the importance of the marketing message and the positive business environment that is required to advance interest and investment. The status of serviced land in these communities coupled with their distance to the GTA may afford Caledon some short term benefits in the effort to attract new business investment.

From the perspective of attracting and retaining business investment, Caledon is seen as providing good transportation connections to Provincial highways and improvements underway will further enhance the Town’s position. Its proximity to the international airport, intermodal facilities and cargo and logistics companies is seen as an advantage for local companies looking to export internationally.

The most significant impediment to future economic development efforts however, has been the lack of planning to deal with the rate of growth in the community. Attention must be given to the timely development of high quality serviced employment land, access to public transit, affordable housing and the interface between the Town’s urban and rural communities.

The Town should continue to promote the inventory of vacant employment land in Bolton and Tullamore, as well as future development opportunities in Mayfield West along the Highway 410 extension. This will enable the Town to take full advantage of the opportunities of the growing GTA economy.

There are considerable local strengths to justify Caledon’s continuing involvement in Advanced Manufacturing initiatives through the Greater Toronto Marketing Alliance (GTMA). Historically, the Town has been involved with the GTMA’s Automotive Investment Attraction Committee (AIAC), now the Advanced Manufacturing Committee, which is focused on advanced manufacturing industries from Aerospace, Automotive and Industrial Design. In the absence of a marketing plan that includes opportunities to market the community internationally, it is recommended that the Town continue with and heighten its involvement with the GTMA as its employment lands come on stream.

Given the significant number of businesses that indicated plans to expand their business in the short term, it is also critical that the Town be seen as facilitators of this investment. The Town of Caledon needs to establish a formal Business Retention and Expansion Program (BR+E). As part of this effort, a more aggressive Corporate Calling Program should involve the Mayor as well as other senior staff, and Caledon’s Business Ambassadors.

In order to reflect the availability of new information and data that would assist with and inform the process, Millier Dickinson Blais Inc. was retained by the Town of Caledon to prepare an update of select aspects of the Town of Caledon Competitive Analysis report:

Millier Dickinson Blais inc. completed their update, and in summary concluded that: “Having reflected on the 2006 recommendations on the direction for the Town’s marketing efforts… none of the initiatives need to change based on the outcomes of the updated Competitive Analysis”.
Given the significant number of businesses that indicated plans to expand their business in the short term, it is also critical that the Town be seen as facilitators of this investment. The Town of Caledon needs to establish a formal Business Retention and Expansion Program (BR+E). As part of this effort, a more aggressive Corporate Calling Program should involve the Mayor as well as other senior staff, and Caledon’s Business Ambassadors.

4.0 STAKEHOLDER INPUT

More than 50 business owners and stakeholders provided input to the foundation of the Town of Caledon Economic Development Strategy. Strengths, weaknesses, opportunities and threats (SWOT analysis) most frequently mentioned by interviewees were as follows.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive land cost</td>
<td>Lack of public transit</td>
<td>Growth is inevitable</td>
<td>Quality of electrical supply</td>
</tr>
<tr>
<td>Transportation infrastructure (proximity to 400 series highways and airport)</td>
<td>Congestion on roads</td>
<td>Accommodate a wider range of business &amp; industrial uses*</td>
<td>Timing around infrastructure improvements</td>
</tr>
<tr>
<td>Proximity to GTA</td>
<td>Low industrial commercial and residential property tax rates</td>
<td>External focus to marketing</td>
<td>Lack of property standards in business parks</td>
</tr>
<tr>
<td>High quality of life</td>
<td>Labour force availability</td>
<td>Foster a better relationship with the Chamber of Commerce</td>
<td>Better management of growth is needed</td>
</tr>
<tr>
<td>Pro-business attitude emerging</td>
<td>Availability of large parcels of land*</td>
<td>Develop a local Business Retention &amp; Expansion program</td>
<td>Lack of support to small and medium sized businesses</td>
</tr>
<tr>
<td>Strong agricultural base</td>
<td>Lack of business amenities (hotel accommodation)</td>
<td>Develop a “How To” guide</td>
<td>Encroaching residential development</td>
</tr>
<tr>
<td>High cost of living</td>
<td>Deteriorating downtown Bolton</td>
<td>Support for manufacturing</td>
<td>Urban/rural traffic congestion</td>
</tr>
<tr>
<td>Lack of profile</td>
<td>Lack of vision</td>
<td>Promote technology infrastructure (broadband)</td>
<td></td>
</tr>
<tr>
<td>Lack of housing</td>
<td>Economic development is underfunded</td>
<td>Better promotion and improvements to the downtown</td>
<td></td>
</tr>
<tr>
<td>Growing rural conflict</td>
<td>Lack of education &amp; training</td>
<td>Promote partnerships with high schools</td>
<td></td>
</tr>
</tbody>
</table>

* Since 2006, the Mayfield West Secondary Plan has been adopted by Council which includes 450 gross acres of employment land. This employment land provides an opportunity to introduce a broader range of industrial operations.
Business development and job creation are important to the health and vitality of any community. In an era when most new jobs come from existing businesses, a focus on the growth and retention of existing businesses is of paramount importance.

5.0 STRATEGIC OBJECTIVES

As a cumulative result of aforementioned research, analysis, and stakeholder consultation, five strategic objectives emerged to form the Town of Caledon’s Economic Development Strategy.

1. Business Retention & Expansion (BR&E)
2. Investment Attraction
3. Entrepreneurship Development
4. Tourism Promotion & Investment
5. Advocacy & Facilitation

These strategic objectives, together with their accompanying action plans will assist Caledon to maximize its opportunities, realize its potential and maintain a high quality of life.

5.1 Business Retention & Expansion (BR&E)

Business development and job creation are important to the health and vitality of any community. In an era when most new jobs come from existing businesses, a focus on the growth and retention of existing businesses is of paramount importance.

A structured business retention and expansion program is an effective means of:

- Communicating with the business community
- Identifying urgent business issues and opportunities
- Establishing initiatives to support business growth
- Identifying of strategic actions for economic development

Existing businesses will tend to stay and grow in a community where a supportive business environment is provided. A positive focus on existing businesses can also be seen as a vital component to a community’s attraction and recruitment strategy. New businesses will want to locate in communities which support existing businesses.

Strategic Actions

5.1.1 Continue to develop and enhance the Caledon Corporate Visit Program (CCVP)

Meeting with employers at their facilities, the targeted CCVP is designed to open lines of communication between Town staff and existing businesses to understand their operations and products, create customer loyalty, and to assist local firms by identifying business opportunities as well as addressing business issues and concerns. This will result in improved customer service and access for all businesses to assistance, information, technology and resources.

Evolution of the CCVP will result in the creation of a company database/enhanced Caledon Business Directory and communication system, as well as develop a follow-up procedure to respond to issues raised by local businesses.

5.1.2 Enhance communication and education among economic development and community organizations, the business community and general public

Continue to create and publish innovative materials and articles that more frequently communicate the activities of the Town of Caledon and the “natural course of business” brand identity to a broader circulation/audience.

Continue partnerships with external economic development and community organizations such as the Caledon Chamber of Commerce, Hills of Headwaters Tourism Association, Peel Federation of Agriculture, Bolton Business Improvement Area, Bolton Merchants Association, Greater Toronto Marketing Alliance, Excellence in Manufacturing Consortium.
In 2006, the Town of Caledon’s Economic Development & Communications Department retained urbanMetrics inc. to undertake a study of Caledon’s economic base as well as perform a SWOT and competitive analysis. Completed in December 2006, the multi-award winning Town of Caledon Competitive Analysis provides significant input into what types of industries Caledon should be targeting.

In addition to the Caledon Chamber of Commerce Business Achievement Awards, consider the development of business recognition events to celebrate the Town’s business community and achievements.

Support the attendance and involvement of Town staff at various business related functions to meet informally with the business community.

5.1.3 Support and promote Caledon’s agricultural sector
Raise awareness of the importance and value of Caledon’s agricultural sector to the public.
Encourage development of compatible agri-businesses and value-added products that lead to diversification of, and new forms of income (such as revenues derived from agri-tourism and energy generation).
Link the tourism and agricultural sectors to promote agri-tourism in Caledon.
Investigate the feasibility of agricultural and/or food processing or other value-added food production facilities, and pursue development if feasible.
Support the establishment of training facilities, programs and services for the purpose of improving agricultural practices and procedures.
Continue to work and partner with organizations and associations such as the Peel Federation of Agriculture, Greater Toronto Agricultural Action Plan, Caledon Countryside Alliance and the Caledon Agricultural Advisory Committee.
Ensure that the ongoing viability of the agricultural industry is maintained through careful growth management and the implementation of long-term policies to protect and support the continued growth and prosperity of this sector.

5.1.4 Develop and promote a local Business Alliance Program (BAP)
As the economy becomes more globally connected and more jobs are related to international trade, partnerships and strategic alliances, a local Program requires identifying and building relationships between local and international companies that can benefit and prosper from these alliances.
Develop a network of resources to provide local companies with information on programs, services and opportunities to gain access to international and domestic markets/relationships.

5.2 Investment Attraction
Investment attraction is a strategy focused on bringing new investment to a community.

In 2006, the Town of Caledon’s Economic Development & Communications Department retained urbanMetrics inc. to undertake a study of Caledon’s economic base as well as perform a SWOT and competitive analysis. Completed in December 2006, the multi-award winning Town of Caledon Competitive Analysis provides significant input into what types of industries Caledon should be targeting.

It is not possible, or prudent to pursue economic growth on all fronts at once. Therefore it is critical to build on existing strengths and make them growth priorities – to set priority growth targets that both reaffirm Caledon’s economic sectors of importance, as well as emerging sectors of significance that provide substantial investment returns over time.
Caledon must build on its competitive strengths and community assets to diversify its economic base and stimulate the growth of high quality jobs, new wealth and investment. This involves devoting the necessary resources to grow and nurture innovative industry clusters related to its competitive advantages and local strengths.

Municipalities that succeed in their investment strategies not only strategically target their attraction efforts, but identify a number of key components in their plans:

- Attracting investment based on community strengths
- Optimizing the municipality’s public resources
- Develop supply chain and multiplier-effect linkages
- Establish and take advantage of cluster-related synergies
- Continually innovate and improve productivity
- Invest in human capital

Caledon is interested in accommodating a broad variety of businesses. However – based on the Town of Caledon Competitive Analysis and subsequent update – the investment attraction program will focus resources on:

<table>
<thead>
<tr>
<th>Manufacturing industries, in particular:</th>
<th>Professional, Scientific &amp; Technical Services:</th>
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<tbody>
<tr>
<td>Industrial Machinery</td>
<td>Management, Scientific and Technical Services</td>
</tr>
<tr>
<td>Fabricated Structural Metal Products</td>
<td>Specialized Design Services</td>
</tr>
<tr>
<td>Plastic Products</td>
<td>Engineering Services</td>
</tr>
<tr>
<td>Food Products</td>
<td></td>
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</tbody>
</table>

**Strategic Actions**

5.2.1 Engage in business attraction programs designed to encourage investment by businesses in key target sectors and clusters

Research, design and develop collateral marketing materials (Sector Profiles) to highlight Caledon and its capabilities, in order to promote investment in key target sectors and clusters.

Continue to build relationships with – and actively participate in – joint venture marketing opportunities with external organizations such as the Department of Foreign Affairs & International Trade, Greater Toronto Marketing Alliance, the Ministry of Economic Development & Trade, the Ministry of Agriculture Food & Rural Affairs, and the Excellence in Manufacturing Consortium.

Increase involvement in associations specifically related to the key sectors.

Explore opportunities to participate in trade shows and exhibitions related to target sectors.

5.2.2 Continue to build relationships with businesses and those affiliated with the site selection, development and investment community

Foster the creation of a cooperative marketing partnership.

Continue hosting 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).
Entrepreneurship development is a cornerstone objective for the formation and growth of small businesses. It represents a vital area in promoting economic development at the community level, and the strength of many past successes should be honoured, encouraged and promoted. Independent entrepreneurs and entrepreneurial employees and volunteers all contribute to the advancement of a community’s capabilities and to the development of new opportunities.

Continue to develop, maintain and publish vehicles that promote Caledon, current available opportunities and enable staff to respond to inquiries in an accurate, timely and efficient manner (i.e. Community Profile, Investment Profile, website, Sector Profiles, ED&C Annual Review, Progress Report, ED&C Newsletter).

Attend networking events and trade shows to maintain and build relationships with the site selection community and senior corporate real estate executives (i.e. SIOR, CoreNet).

Educate those affiliated with the site selection community on the Town of Caledon’s Economic Development Strategy.

5.2.3 Establish a Business Ambassador Program
A Business Ambassador Program would 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.

5.2.4 Encourage sustainable economic development
Develop, implement and evaluate a Green Development Incentive Program.

5.3 Entrepreneurship Development
Entrepreneurship development is a cornerstone objective for the formation and growth of small businesses. It represents a vital area in promoting economic development at the community level, and the strength of many past successes should be honoured, encouraged and promoted.

Providing assistance to entrepreneurs for the purpose of promoting success requires a sequence of steps:
- Developing a life-long commitment to learning
- Teaching the general principles of entrepreneurship
- Building networking skills
- Facilitating access to resources

Broadly defined as the creation of ventures of all kinds, entrepreneurship contributes to the comprehensive development of a community. Social and commercial ventures, independent entrepreneurs and entrepreneurial employees and volunteers all contribute to the advancement of a community’s capabilities and to the development of new opportunities.

Strategic Actions

5.3.1 Support and promote entrepreneurial activity
Actively participate, support and partner with the Caledon Business Centre, City of Brampton Small Business Enterprise Centre and Ontario Ministry of Small Business and Entrepreneurship to provide information, advice and expertise to facilitate the development and promotion of entrepreneurship.

Business Enterprise Centres focus on providing support to start-up and small enterprises during their initial years of development and operation. Entrepreneurs are provided convenient, one-stop access to a wide variety of resources including:
- free consultations with a qualified business consultant
- review of business plans
- consultations through our lawyer/accountant referral service
- up-to-date, leading-edge information - booklets, pamphlets, brochures, articles - all geared to the needs of the entrepreneur
access to current resource materials, including directories, trade indexes and books that you can peruse on-site
- workshops and seminars
- guidance on licenses, permits, registration, regulations and other forms and documents required to start and build a business
- import and export information
- information on patents, copyright and trademarks
- mentoring and networking opportunities
- internet and computer access for business research and planning

Raise awareness of the economic impact of entrepreneurial activities to industry, elected officials and residents.

Raise awareness of importance and value of the Caledon Business Centre to encourage industry interest and involvement.

5.4 Tourism Promotion & Investment

The tourism sector of Caledon is important to the local economy. Although secondary data sources such as the census do not specifically provide data on the tourism sector, one part of it — accommodation and food services currently employs 1,000 people. However, this figure underestimates overall tourism employment as many people employed in retail and other services are likely to be engaged in tourism related activities.

At the very heart of the tourism industry in Caledon is a spectacular natural environment offering outdoor activities ranging from sight-seeing, hiking, golfing, trails and fishing. Infused with a vibrant cultural life, Caledon also enjoys a thriving arts community, distinctive boutiques, a designated equestrian neighbourhood, ongoing festivals and live theatre.

Strategic Actions

5.4.1 Support and promote Caledon as a tourist destination

Continue to support and partner with the Hills of Headwaters Tourism Association by providing information, advice and expertise to facilitate the development and promotion of the Headwaters region as a tourist destination.

Raise awareness of the economic impact of Caledon’s tourism sector to industry, elected officials and residents.

Raise awareness of importance and value of HHTA to the tourism sector to encourage industry interest and involvement.

5.4.2 Promote Caledon as a location for tourism investment

Encourage and facilitate investor interest, involvement, and investment placement in Caledon’s tourism industry.

Encourage the development of appropriate infrastructure in support of the tourism sector.

Provide information, advice and expertise to industry stakeholders and clients (i.e. investors, tourism developers, operators, associations, government).
In order to retain and attract new investment, Caledon must make it appealing for investors to do business here. At present both perceived and real barriers (development process, land/space availability, transportation networks, infrastructure, housing and labour) are limiting Caledon’s potential for economic growth.

Caledon needs to ensure that structural and locational considerations are in place to accommodate the current and future needs that are required to achieve our goals of:
1. Business Retention & Expansion (BR&E)
2. Investment Attraction
3. Entrepreneurship Development
4. Tourism Promotion & Investment

**Strategic Actions**

5.5.1 Establish an Economic Development Committee of Council
Advising Council on matters associated with the ongoing economic prosperity of Caledon as a whole, the committee will complement and support the efforts of local economic development agencies and initiatives, providing coordination and communication between organizations with an economic development function.

5.5.2 Support the efficient and seamless process for businesses seeking development permits and related approvals
Actively participate in and introduce programs/initiatives that advance improvements in the municipal approvals process to streamline and promote development in a cost-effective and timely manner.

Continue to assist in the coordination/facilitation of reviewing and processing of non-residential development applications through the required municipal and external process(es). This would include involving ED&C in pre-consultation meetings with applicants prior to a formal submission/application to the Town.

5.5.3 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

Ensure economic development representation and consultation on issues and studies related to employment lands and issues and initiatives that impact the business community.

Ensure that lands designated for employment uses continue to be utilized for employment uses and are consistent with provincial and federal regulations.

Encourage the development of quality municipal infrastructure, transportation linkages and a diverse housing stock.

At the very heart of the tourism industry in Caledon is a spectacular natural environment offering outdoor activities ranging from sight-seeing, hiking, golfing, trails and fishing.

Infused with a vibrant cultural life, Caledon also enjoys a thriving arts community, distinctive boutiques, a designated equestrian neighbourhood, ongoing festivals and live theatre.
5.5.4 Advocate for an adequate supply of skilled and unskilled labour and strengthen labour force capabilities

Continue to build relationships with organizations such as Jobs Caledon, Peel Employment & Immigration Council, Peel Halton Dufferin Training Board, and the Peel Industrial & Education Partnership to obtain a greater understanding of trends, opportunities and priorities in Caledon relating to labour force and labour force markets and issues including ageism, youth, apprenticeship and newcomers.

Raise awareness among Caledon employers about available education and training initiatives and organizations.

Support a collaborative program promoting secondary and post-secondary school cooperative education and work placements among Caledon employers.

Encourage educational institutions to support the manufacturing sector by helping to provide a qualified supply of skilled labour. Priority areas include applied technology, production management and apprenticeship programs to support skilled trades.

Support the skills development needs of displaced workers to facilitate their return to the labour force.

Work with appropriate agencies to assist newcomers to Canada to ensure they receive support and direction to adjust and become acclimated to the labour force, including the recognition of credentials and past work experience.

5.5.5 Continue to develop, improve and update directories and interactive databases that encourage business connectivity and facilitate investment

Continue to develop, improve and update the Caledon Business Directory and industrial/commercial land and space databases that list available properties for lease or sale.

5.5.6 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

Develop a network of resources to provide investors with opportunities to gain access to federal, provincial and municipal programs and services.

6.0 CONCLUSION


Strategy implementation will begin with the preparation of an “Action Plan” that will take the strategic objectives to the next level of detail. That Action Plan will outline:

- Specific tasks that will support each strategic objective
- The individuals/organizations to accomplish each task
- Implementation timelines for each action plan
- Performance measurements in relation to each action plan

The challenge will be to adapt to change – be it economical, environmental, social or financial. With that in mind, the Town of Caledon Economic Development Strategy is intended to be a “living” document that the municipality will revisit on an annual basis to ensure that the community remains vibrant and competitive in order to achieve its mission.
**Environmental Digital Printing Summary**

The following summarizes the state-of-the-art environmental practices that have been incorporated into the Town of Caledon Economic Development Strategy Report.

**Terrachoice-EcoLogo Certification**

*Environmental certification by the Government of Canada*

The Town of Caledon Economic Development Strategy Report was printed by an EcoLogo certified printer. This program recognizes manufacturers and suppliers of environmentally preferable products and services.

**Bullfrog Power**

*Clean, Reliable Electricity*

The Town of Caledon Economic Development Strategy Report was produced utilizing Bullfrog Power to power the digital printing. Bullfrog Power generates power exclusively from wind and low-impact water power generators and meet or exceed the federal government’s EcoLogo standards for renewable electricity.

**Environmentally Friendly Paper (Recycled Paper)**

The Town of Caledon Economic Development Strategy Report was digitally printed on ChorusArt paper which is FSC Certified, 50% recycled content (25% post consumer) and is process-chlorine-free and acid free.

**Forest Stewardship Council (FSC) Certification**

The Town of Caledon Economic Development Strategy Report was digitally printed on paper and by a printer that is Forest Stewardship Council (FSC) certified. FSC promotes environmentally appropriate, socially beneficial and economically viable management of the world’s forests.

**ISO 14001**

The Town of Caledon Economic Development Strategy Report was produced by an ISO 14001 certified printer. Fully committed to continuous improvements in waste reduction and pollution prevention, Warren’s has a comprehensive environmental management system that integrates sound business practices with environmental, health, safety and quality control practices.