THE BEST of rural and urban life for everyone.









STRATEGIC PLAN 2023-2035

TOWN OF CALEDON

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Land Acknowledgement and Welcome Message

Caledon Land Acknowledgement

Indigenous Peoples have unique and enduring relationships with the land.

Indigenous Peoples have lived on and cared for this land throughout the ages. We acknowledge this and we recognize the significance of the land on which we gather and call home.

We acknowledge the traditional Territory of the Huron-Wendat and Haudenosaunee Peoples, and the Anishnabek of the Williams Treaties.

This land is part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation.

We honour and respect Indigenous heritage and the long-lasting history of the land and strive to protect the land, water, plants and animals that have inhabited this land for the generations yet to come.

Welcome Message



Caledon's 2023-2035 Strategic Plan is a collectively built plan. It is the compilation of over 1,000 contributions from the community, Council and staff through surveys, workshops, creative submissions and more. It is a plan that represents the qualities of Caledon we want to maintain as we grow, and what we commit to doing to continue improving the quality of life for current and future members of the community.

We thank everyone who committed time to provide input, who showed passion for our community and embraced all the possibilities for the community Caledon can become. It was these voices that contributed to the creation of this plan and the future of Caledon. We are excited about this bold plan and are committed to ensuring that it becomes a reality.

Annette Groves, Mayor

Strategic Plan Elements

The proposed plan includes the following elements:

Vision

A statement of the desired future state of the community.
It answers the question "What is the municipality working towards?"

Priorities

The overall areas of focus within the strategic plan that are most important to delivering on our vision.

Outcomes

The impact that we want to see in a specific priority area.
They answer the question, "What is the desired result of our activity?"
Outcomes within the plan have a 12-year outlook.

12 year timeframe

Actions

The specific steps planned to make progress towards outcomes.
Actions answer the question, "How will we get there?" Actions have a shorter-term outlook and are specific to the current term of Council.

Measures

Measures help track progress towards actions and outcomes.
They answer the questions, "How are we doing?" and "Are we better off?" Measures are linked to both outcomes and actions within the plan to ensure that the Town delivers on its actions but also, to ensure that the Town is driving the desired result of those actions in any given priority area.

Current Term of Council 2023-2026

Guiding Principles

The foundational 'rules' by which we undertake action and that are already in practice at the Town. They answer the question, "What must we ensure in doing this work?".

Our Vision

Caledon will grow to a population of approximately 150,000 by 2035. As we grow, it is vital that Caledon's rural and agricultural roots remain strong features of our identity. We embrace growth that is intentional and sustainable, and that honours the natural heritage that makes Caledon unique. This approach enables us to provide a choice of lifestyle, amenities and services for those that live, work or visit here. We preserve green spaces and the personalities of the villages and hamlets that define Caledon today, while preparing for the larger, more diverse community we are becoming, to ensure a high quality of life for future generations that will call Caledon home.

Vision

Our Caledon is the best of rural and urban life for everyone.

Guiding Principles

As Caledon undertakes the actions listed in this strategic plan, it is committed to:

Engagement and inclusivity
Ensuring all community members are involved in decision making.

Collaboration and partnerships
Ensuring that the Town works collectively with its partners, including other levels of government, to deliver services to the community.

Measurability
Ensuring that decisions have a positive impact on people and are evidence-based so that they appropriately balance service and cost.



A Plan for Everyone

The development of the plan is only the beginning. The success of the Plan requires the continued commitment to collectively implement it as well:

Community

Every member of the community – including residents, businesses, organizations and other partners – are involved, engaged or in some way, work with the Town on initiatives that make progress towards Caledon's Strategic Plan outcomes. The community has a role in holding the Town accountable for delivering on the Plan in an open, transparent and inclusive way.



Council

Council will make decisions that further the Strategic Plan priorities, champion its success, and in turn supports the well-being and interest ofthe community. Council will ensure that policies, practices and procedures are in place to guide the implementation of such decisions and as a result, ensure that the Town has a strong foundation to successfully deliver on Caledon's vision.

Administration

The administration will be responsible for the day-to-day work of implementing the Strategic Plan and ensuring actions are delivered in a way that reflects our Guiding Principles. Bringing their professional expertise, Town staff will ensure high quality deliverables that drive the most progress towards making the outcomes are a reality by the term of the Plan.

Like a relay race, spanning into 2035, this plan will be passed on to future community members, Council and staff, to continue championing, to engage with and update, and in order to bring forward actions with each term of Council and to measure progress regularly.

Priorities

Enhanced Transportation and Mobility



Community Vitality and Livability



Environmental Leadership



Service Excellence and Accountability





Enhanced Transportation and Mobility





New urban development enables diverse and accessible modes of transportation including public transit.

- Complete the Active Transportation Master Plan and Multi-Modal Transportation Master Plan to map out long-term investments required to diversify our transportation options.
- Collaborate with the Province, Metrolinx and municipal partners to complete a business case for the Caledon-Vaughan Go Rail service to be operating in Caledon prior to 2040.
- Complete a Town-wide transit strategy and expand public transit service partnerships to increase the number of residents with access to public transit.

Caledon has a safe and reliable transportation network.

- Deliver annually a capital road, bridge and culvert program that ensures that the entire Caledon transportation network is in a good state of repair.
- Commence construction of the Highway 410/10/Tim Manley Interchange modifications to alleviate congestion and improve safety in the Mayfield West area.

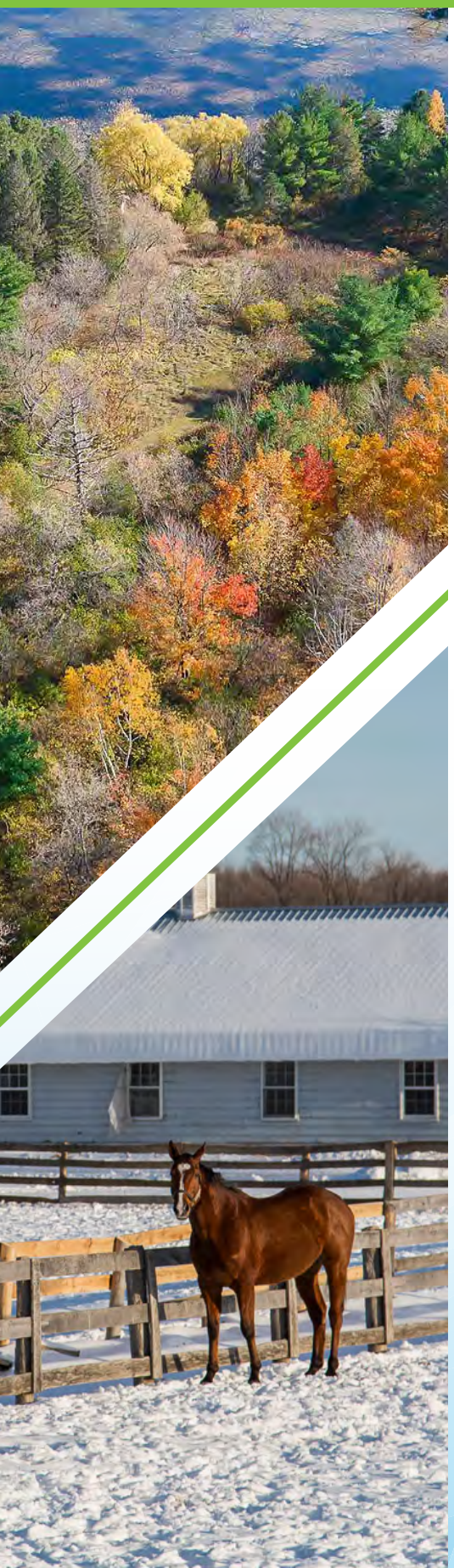
- Complete the George Bolton Extension to improve traffic flow in the Bolton Business park area.
- Expand the use of traffic calming and speed management measures across the Town to maximize road safety.
- Complete construction on Works Yard 3 in order to meet current and projected demands on the Operations team.
- Develop and implement a parking strategy for Southfields Village to reduce the challenges with on-street and illegal parking.

Caledon has a renowned trail network that connects communities.

- Complete the design to convert the Orangeville to Brampton rail corridor into a multi-use trailway.



Environmental Leadership



Caledon is on target to becoming net-zero by 2050.

- Ensure all new corporate facilities are built to net zero standards, limiting the long term impact of these facilities on the environment.
- Establish a pathway for near net-zero emissions for existing facilities through updated building condition assessments.
- Implement the municipal green fleet strategy by targeting the conversion of all light duty vehicles and equipment to zero-emission options.

Caledon protects and enhances the natural environment to create a thriving system of connected, biodiverse features and areas.

- Establish a Tree Preservation By-law and update the existing Woodland Conservation By-law, to protect the Town's urban tree canopy and woodlands.
- Complete updates to the Official Plan aggregate policies to maximize natural heritage protection and address community impacts of aggregate extraction.
- Renew the Stormwater Master Plan with a best practice approach to protect water quality and to ensure reliable stormwater servicing.

Caledon ensures new developments reflect efficient, green and livable design.

- Establish an Urban Forest Management Plan that outlines urban canopy cover targets and a tree planting and restoration program to ensure the longevity of urban trees.
- Establish terms of reference for Climate Change Adaption Studies and Energy Emissions studies and a clear process for how they will inform detailed land use policies.
- Modernize the Town's Engineering Design Criteria and Standards for new municipal infrastructure.
- Develop and implement Town-wide Landscape Guidelines for new development applications to enhance the design of public spaces.
- Preserve and enhance Caledon's natural assets including woodlands, wetlands, watercourses and other elements of natural heritage system through subwatershed planning and a broader Natural Heritage Strategy.
- Establish and bring into effect Green Development Standards.

Community Vitality and Livability







Caledon supports a thriving local economy that attracts a mix of business sectors and creates high quality jobs for residents.

- Launch a Community Economic Vitality Strategy that sets a path for community and economic development, and includes tourism, community revitalization, culture, business investment, and job creation.
- Create a business services hub at the Humber River Centre to support the growth of local businesses.
- Launch investment attraction initiatives and cross-departmental services that enhance business friendliness and promote high quality job creation for residents.
- Complete the Employment Area Secondary Plan for the lands on the east side of Humber Station Road north of Mayfield Road to expand employment opportunities.
- Complete the Trucking Strategy to address and provide direction on appropriate locations for warehousing and logistics, reducing potential negative impacts on our residential areas and roads.

Caledon's villages and hamlets are vibrant and welcoming to businesses, residents and visitors.

- Update the Community Improvement Plans for Caledon East and Six Villages that introduce new, flexible revitalization incentives that are industry-leading and best-in-class.
- Advance land use and heritage conservation studies to preserve the character and significance of Alton, Belfountain and Cheltenham.

- Complete the Downtown Bolton Urban Design Study.
- Update the Town's Comprehensive Townwide Design Guidelines to ensure the distinct look and feel of Caledon communities.
- Develop Caledon's first Rural Community Improvement Plan to support Caledon's agricultural and tourism communities.

Caledon offers services and programs that support a healthy, caring, engaged and inclusive community.

- Complete the Recreation Strategy and related facility needs assessment to ensure services and programs reflect the needs of the community.
- Design the Mayfield West Community Centre and Fire Station to support the growth in the Mayfield West area.
- Build outdoor community spaces and parks including Southfields Community Park and Skatepark and Laurier Park.
- Develop a Parkland Acquisition Strategy and Parkland Development Guidelines to ensure the Town is meeting its parks and recreation service targets.

Caledon builds complete communities that support opportunities for people of all ages and abilities to access the necessities for daily living and play an active role.

- Complete the Official Plan Review to set long-term direction to build complete communities and protect our natural and cultural heritage.
- Complete the Growth Management and Phasing Plan and Fiscal Impact Assessment that prioritizes and phases growth economically and sustainably.
- Commence Town-led Secondary Plans in accordance with the Growth Management and Phasing Plan.
- Complete the Consolidated Bolton Secondary Plan to promote greater intensification and revitalization of the employment and commercial areas.
- Clarify land use regulations that support the build of complete communities by updating the Comprehensive Zoning By-law (Phase 1).

Service Excellence and Accountability







Caledon continuously improves the way we deliver service.

- Complete the Development Approvals Process: review and implement recommendations in order to provide a consistent, easy to navigate process for all new applications.
- Launch of online portal for residents and businesses to manage tax accounts.
- Explore further enhancements to the development application process through a Community Planning Permit System feasibility study.
- Enable all municipal services to be paid for online.

Caledon invests strategically to ensure fiscal responsibility.

- Deliver a Development Charge Background Study which includes the essential infrastructure needs and requisite funding to invest in a growing community.
- Complete the Land Acquisitions Strategy to enable the Town to procure lands for future Town facilities in a fiscally responsible manner.
- Complete a fee review and implement an updated Fee By-law, to more closely resemble a “growth pays for growth” fiscal model.
- Advance the Asset Management Road Map through incremental investment in people, process, and technology to ensure that assets are in a state of good repair.

Caledon ensures transparency in its decision-making.

- Begin multi-year business planning that aligns work with the Strategic Plan.
- Implement improvements to the Town's governance framework by updating the Procedural By-law, investigating a Lobbyist and Gift Registry and updating the Council appointment process for special purpose bodies to clarify decision-making processes.

Caledon attracts and retains employees that reflect our commitment to service and innovation.

- Develop a People Strategy that priorities staff development and defines corporate values.

Caledon becomes a single tier municipality while ensuring service continuity.

- Ensure that the Provincial audit is successful by providing timely access to information and people.
- Collaborate with the transition board to ensure Caledon is set up successfully to be a single-tier municipality by January 1, 2025.
- Complete an organizational structural review in alignment with the Town's shift to a single-tier municipality.



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