

Caledon 2020-2030 – Economic Development Strategy

Implementation Plan – Short Term*

*Please note: Tasks have been assigned only to short term actions

Support an Entrepreneurial and Small Business Economy

Objective: Provide entrepreneurs with the tools and resources to succeed in an increasingly integrated regional, provincial and global economy.

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| 1.1 Raise the profile of CBIZ and its programming efforts | Est. Start Timing: S |
| Task 1 Identify Role of CBIZ – Develop Resources and Tools | Q3 2020 |
| Task 2 Develop communications plan – Identify target market and platform | Q3 2020 |
| Task 3 Execute communications plan and launch platform/online content | Q1 2021 |
| 1.2 Expand the Town's efforts to profile local businesses | Est. Start Timing: S |
| Task 1 Develop list of entrepreneurs to be featured and schedule | Q1 2021 |
| Task 2 Complete profiles | Q1 2021 |
| Task 3 Communications/Market Plan – Development and Execution | Q1 2021 |
| 1.3 Create a central information database | Est. Start Timing: S |
| Task 1 Identify resource needs (ex. technology platforms) - integrate with CBIZ services | Q3 2020 |
| Task 2 Develop workplan on resources and website development | Q3 2020 |
| Task 3 Execute plan – populate information database and launch | Q4 2020 |

S = Short-Term Action (1-2 years)

M = Medium-Term Action (3-4 years)

L = Long-Term Action (5 years +)

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| 1.4 Explore partnership opportunities with the Library and other municipal facilities to create community hubs | Est. Start <i>Timing: S</i> |
| Task 1 Conduct short term needs assessment/environmental scan to determine state of community hubs in Caledon | Q3 2020 |
| Task 2 Consult with Caledon Public Library and internal stakeholders to determine next steps | Q1 2020 |
| Task 3 Assess a joint workplan – hub network system/program | Q4 2020 |
| 1.5 Prepare a business case for the development of a Caledon Incubator | Est. Start <i>Timing: M</i> |
| 1.6 Continue to host and promote business events | Est. Start <i>Timing: S</i> |
| Task 1 Develop Virtual Meeting | Q2 2020 |
| Task 2 Economic Development Business Event - Workplan | Ongoing |
| Task 3 Execute Business Event Workplan | Ongoing |
| 1.7 Investigate shared/co-working workspace opportunities within Town-owned assets | Est. Start <i>Timing: L</i> |
| Focus on Business Retention and Growth | |
| Objective: Work with and for our local businesses to generate new investment and innovation in the Caledon economy. | |
| 2.1 Regularly update and promote Caledon Business | Est. Start <i>Timing: S</i> |
| Task 1 Partnership with Region of Peel and Town of Caledon Planning Division | Ongoing |
| Task 2 Completion of data collection every 2 years – 2020 delayed due to COVID | Q2 2021 |
| Task 3 Marketing and Release of 2021 Caledon Business Directory | Q4 2021 |

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| 2.2 Improve story-telling and innovative messaging | Est. Start <i>Timing: S</i> |
| Task 1 Environmental scan, develop list of innovators, success stories on target sectors | Q1 2021 |
| Task 2 Marketing and communications plan development, scheduling of profile series | Q1 2021 |
| Task 3 Collaborate with Jobs Caledon and Youth Voice Collective on career opportunities | Q2 2021 |
| 2.3 Coordinate with Jobs Caledon and regional post-secondary institutions to understand the training needs of business and promote and develop appropriate training programs. | Est. Start <i>Timing: S</i> |
| Task 1 Collaboration with regional service providers (Jobs Caledon, PHWDG, Newcomers Centre, post-secondary Institutions) to identify skill gaps and training opportunities. | Q1 2021 |
| Task 2 Identify and participate in projects with partners to attract/retain regional workforce | Ongoing |
| Task 3 Support partners through advocacy, promotion, coordination and development of initiatives | Ongoing |
| 2.4 Conduct targeted annual business retention and expansion (BR+E) programming | Est. Start <i>Timing: S/M</i> |
| Task 1 Identify and assess short term actions for program development | Q2 2020 |
| Task 2 Workplan development – BR&E Study/Survey | Q3 2020 |
| Task 3 Conduct BR&E Study/Survey | Q1 2021 |
| 2.5 Support businesses in strategic planning | Est. Start <i>Timing: M/L</i> |
| 2.6 Explore opportunities for inter-municipal collaboration that support the active promotion of target sectors and increase participation of Caledon businesses in regional sector-based export development. | Est. Start <i>Timing: M/L</i> |
| 2.7 Continue to support local tourism stakeholders | Est. Start <i>Timing: M/L</i> |
| Task 1 Assess needs of Caledon's tourism sector | Q2 2020 |
| Task 2 Continue with objectives of Caledon Tourism Strategy and collaborate with CBIZ on programming | Ongoing |

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| 2.8 Take a leadership role in the growth of food processing and agrifood business opportunities. | Est. Start <i>Timing: M/L</i> |
| 2.9 Provide a program for small business owners to improve digital awareness | Est. Start <i>Timing: M/L</i> |
| Task 1 Assess needs of small business and programs | Q3 2020 |
| Task 2 Environmental Scan of available programs/tools | Q3 2020 |
| Task 3 Workplan for small business digital awareness | 2021 |
| 2.10 Create an economic development working group comprised of the business community and local and regional economic development partners to support specific economic development projects and assist with regular engagement of the business community. | Est. Start <i>Timing: M/L</i> |
| Improve Quality of Place | |
| Objective: Create a network of vibrant, attractive urban/rural communities in our urban core, villages and hamlets that respects Caledon's rural heritage but is responsive to the planned growth of the town. | |
| 3.1 Provide networking opportunities, resources and training for the town's young professionals | Est. Start <i>Timing: S</i> |
| Task 1 Support opportunities through Youth Voice Collective | Q1 2021 |
| Task 2 Collaborate with CBIZ on programming/networking | Ongoing |
| Task 3 Identify additional opportunities through recreation and library | Ongoing |
| 3.2 Develop an online public engagement platform to allow the community to contribute ideas and feedback | Est. Start <i>Timing: S</i> |
| Task 1 Environmental Scan of initiatives/programs from other municipalities and organizations | Q3 2020 |
| Task 2 Discussion with Planning and Communications and assessment of current public engagement platform | Q3 2020 |
| Task 3 Workplan on the communication/platform/budget for public engagement platform | Q3 2020 |

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| 3.3 Conduct a statistically valid citizen satisfaction survey | Est. Start Timing: S |
| Task 1 Work with Service Caledon to understand plans for citizen/client satisfaction measures | Q2 2020 |
| Task 2 Develop a workplan – methodology & reporting | Q3 2020 |
| Task 3 Develop and execute workplan with reporting – Annual survey and reporting | Q4 2020 |
| 3.4 Identify tourism initiatives that support a four-season destination for residents, visitors and investors | Est. Start Timing: S |
| Task 1 Marketing and support for development and promotion of 4 season destination – Tourism Strategy | Ongoing |
| Task 2 Encourage investment in value-added agriculture – culinary, food & bev, crafts etc. | Ongoing |
| Task 3 Improve wayfinding signage, collaborate with parks, operators, traffic & roads | Q1 2021 |
| 3.5 Review and update the Town's Green Development Standards program | Est. Start Timing: S |
| Task 1 Collaborate with Energy & Environment Division to develop an updated program | Q1 2021 |
| Task 2 Develop efficient application process | Q3 2021 |
| Task 3 Work with I.T. to implement or utilize approval and tracking | Q1 2022 |
| 3.6 Work with local partners to enable existing businesses to improve energy efficiency, adopt low carbon technologies, and adapt to climate impacts | Est. Start Timing: S |
| Task 1 Work with Partners in Project Green, Energy & Environment Division to develop/implement GreenBiz Caledon | Q1 2020 |
| Task 2 Promote GreenBiz Caledon to business community to encourage registration and assist in workshop/networking | Q3 2020 |
| Task 3 Share success stories after implementation | Q2 2021 |

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| 3.7 Economic Development strategies for collaboration, development and implementation of various initiatives for each of the town's urban cores, villages and hamlets | Est. Start <i>Timing: S/M</i> |
| Task 1 Downtown Bolton Revitalization Plan – focused on the historic core area | Q3 2020 |
| Task 2 Town wide – conduct walkabouts, brainstorming, workshops, with residents, service clubs, businesses and town staff in each of the town's urban cores, villages and hamlets | Q3 2021 |
| Task 3 Review and update of Bolton CIP (tentative - 2023 will initiate update of Six Villages CIP and development of a rural CIP) | Q2 2021 |
| 3.8 Continued implementation of the Transit Feasibility Study | Est. Start <i>Timing: S/M</i> |
| Task 1 Communication with Transportation Division on short & medium term objectives | Q3 2020 |
| Task 2 Discussion with community stakeholders, survey to review transit effectiveness and community need | Q1 2021 |
| Task 3 Collaborate with Transportation Division on Transit Feasibility Study and regional partners | Q2 2021 |
| 3.9 Identify opportunities to expand relationships with local newcomer organizations to promote the integration of newcomers in the community | Est. Start <i>Timing: S/M</i> |
| Task 1 Identify available services for newcomers | Ongoing |
| Task 2 Continue to participate and build relationships with organizations | Ongoing |
| Task 3 Promote available services to Caledon business community | Ongoing |
| 3.10 Support a diversity of housing options and identify opportunities for multi-unit housing typologies | Est. Start <i>Timing: M/L</i> |
| 3.11 Promote Caledon as a location for alternative accommodations | Est. Start <i>Timing: M/L</i> |
| 3.12 Undertake a cultural plan | Est. Start <i>Timing: M/L</i> |

Enhance Investment Readiness

Objective: Provide the structure and policies to effectively target investment attraction and diversification of the local economy.

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| 4.1 Incorporate economic development objectives in the Town of Caledon Official Plan | Est. Start <i>Timing: S</i> |
| Task 1 Meeting with Policy & Sustainability staff | Q2 2020 |
| Task 2 Develop workplan to coordinate review and provide input into official plan studies and draft policy | 2020 - 2022 |
| 4.2 Investigate opportunities to introduce appropriate policies in the Town's Official Plan Update to support alternative accommodations, agri-tourism, agri-entertainment and cultural development opportunities | Est. Start <i>Timing: S</i> |
| Task 1 Meeting with Policy & Sustainability staff | Q2 2020 |
| Task 2 Environmental scan of rural/urban economic development initiatives and placemaking | Q3 2020 |
| Task 3 Participate in planning policy working groups and public meetings | 2020-2022 |
| 4.3 Undertake a review of the current planning and building permit process | Est. Start <i>Timing: S</i> |
| Task 1 Meeting with Planning & Building Staff | Q2 2020 |
| Task 2 Work with Planning and Building staff to develop RFP for consulting services | Q3 2020 |
| Task 3 Begin review of planning and building permit process | Q4 2020 |
| 4.4 Create and share a flow chart outlining the steps in the land use planning and development approvals process | Est. Start <i>Timing: S</i> |
| Task 1 Meeting with building and planning divisions | Q3 2020 |
| Task 2 Assist in development of a flow chart and communication plan for land use planning and development approval | Q4 2020 |
| Task 3 Assist in development of a list and communication plan for local and regional fees and requirements | Q1 2021 |

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| 4.5 Ensure that business taxes, development charges, imposed fees and related costs of expansion remain competitive and are marketed effectively. | Est. Start Timing: S |
| Task 1 Meeting with Finance and Region of Peel Finance | Q3 2020 |
| Task 2 Collaborate with Finance and Region of Peel to review the costs of expansion and compare with competitors | Q4 2020 |
| Task 3 Develop communication plan and post the comparative business taxes, development charges and fees | Q1 2021 |
| 4.6 Undertake a review of existing marketing materials and develop Economic Development Website | Est. Start Timing: S |
| Task 1 Develop workplan for development of standalone economic development website | Q3 2020 |
| Task 2 Retain contractor | Q3 2020 |
| Task 3 Launch and promotion of website | Q2 2021 |
| 4.7 Conduct corporate-wide communication training for staff to improve awareness of strategic priorities and actions in the Economic Development Strategy. | Est. Start Timing: S |
| Task 1 Create intranet/teamnet content to share the objectives of the Strategy | Q3 2020 |
| Task 2 Create infographic to outline priorities of the Strategy | Q3 2020 |
| Task 3 Develop a communications plan to provide updates on the Strategy's accomplishments | Q4 2020 |
| 4.8 Conduct regular outreach between the business community, the Mayor, CAO, Economic Development, Planning and local business organization(s) to discuss business needs and future plans | Est. Start Timing: S |
| Task 1 Develop communications plan for update and outreach | Q3 2020 |
| Task 2 Initiate monthly Economic Development meetings with Mayor, CAO, GM-Strategic Initiatives | Q4 2020 |
| Task 3 Review and identify platform for monthly business networking events/speakers (assess on need to have this available earlier for COVID-19 Community Economic Recovery) | Q1 2021 |

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| 4.9 Focus on proactive by-law enforcement, particularly as it relates to the parking and storage of tractor-trailers and commercial vehicles in Caledon's rural lands and designated prestige industrial areas. | Est. Start <i>Timing: S</i> |
| Task 1 Meeting with Regulatory Services | Q2 2020 |
| Task 2 Assist Regulatory Services by providing additional support in educating businesses on the zoning provisions and the permitted uses in rural/agricultural areas and prestige industrial areas. | Q2 2020 |
| Task 3 Communications plan – Business education of zoning provisions | Q3 2020 |
| 4.10 Expand the use of the town's CIPs to include development grants and tax incentives | Est. Start <i>Timing: M</i> |
| 4.11 Encourage the establishment of an active local business organization to support the business community. | Est. Start <i>Timing: M</i> |
| 4.12 Continue to designate additional land for employment uses and encourage a range of lot sizes, servicing and higher density development. | Est. Start <i>Timing: M/L</i> |
| 4.13 Continue to build relationships with commercial builders and local landowners around redevelopment opportunities for existing office and industrial space | Est. Start <i>Timing: M/L</i> |
| 4.14 Explore the feasibility of owning and developing a municipal business park | Est. Start <i>Timing: M/L</i> |
| 4.15 Consider designating lands around the Brampton-Caledon Airport to encourage aviation business investment. | Est. Start <i>Timing: M/L</i> |
| Note – While designation of lands is a medium/long term goal, considerations are being made for supportive policies through the Town's Official Plan | Q2 2020 |
| 4.16 Continue to advocate for expansion and upgrades to the Town's broadband infrastructure with an initial focus on improving connectivity in the town's industrial and employment areas. | Est. Start <i>Timing: S</i> |
| Task 1 In cooperation with Information Technology, facilitate and support the Town's advocacy for and capital delivery of increase broadband infrastructure | Ongoing |
| 4.17 Explore opportunities to attract investment in renewable energy systems (e.g. geothermal, district energy) in employment areas. | Est. Start <i>Timing: L</i> |
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