



CALEDON 2020-2030

AN ECONOMIC DEVELOPMENT STRATEGY FOR THE TOWN OF CALEDON

FEBRUARY 2020

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Appendix A: Background Report (under separate cover)

Appendix B: ‘Caledon Speaks’ – Consultation Summary and Strategic Directions Report (under separate cover)

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Executive Summary

The town of Caledon as part of a rapidly evolving regional economy is home to a growing population and employment base, diverse industry strengths and characterized by a unique blend of urban and rural living.

In recognizing the distinctiveness of Caledon, the *Caledon 2020-2030 – Economic Development Strategy (Caledon 2020-2030)* provides a framework focused on creating a vibrant community and a strong business and entrepreneurial ecosystem while continuing to enhance the town's overall investment readiness.

The Town is well-positioned to capitalise on the strong pattern of growth that is predicted for the regional economy particularly as it relates to the growth in its target sectors which includes advanced manufacturing, agriculture (including value-added agri-business), tourism (including arts and culture) and elements of the knowledge-based and creative class economy.

The strategic location of the Town as part of the GTHA, its access to extensive regional transportation infrastructure, future greenfield development opportunities and the availability of a skilled workforce provides the catalyst to create an urban environment that offers considerable appeal to future investors, workers, and visitors to the town.

The priorities, objectives and actions of Caledon 2020-2030 align with and is informed by relevant Provincial policies and Peel Region's Growth Management Strategy. It also accounts for the Caledon's current economic development programming, thereby placing it within the current regional and local planning and development framework.

Caledon 2020-2030, advocates for the development of and investment in the Town's urban and village cores, enabling opportunities for higher density residential, mixed-use and office style development, co-working spaces, destination retail and high-quality public spaces. In planning for the future growth of the community, Smart City concepts could help improve connectivity and drive innovation and productivity across the town. Actively pursuing intensification and incentives for private sector investment could also serve to close the gap in the Town's tax assessment ratios and contribute to higher employment densities. Stronger partnerships with regional innovation players can help build the local innovation ecosystem benefitting both residents and businesses.

Community and stakeholder input was an important consideration in the development of the Economic Development Strategy. Input was solicited from residents, local businesses, industry and community partners, senior staff within the Town administration, Economic Development and Tourism personnel and elected officials. These discussions provided valuable insight into the effectiveness and limitations of the Town's economic development agenda as well as changes that are impacting the town's economic growth.

Actions within Caledon 2020-2030 Economic Development Strategy align with four strategic priorities: intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the Town.

The four priorities and related objectives for Caledon 2020-2030 are:

Priority I: 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.
Priority II: Focus on Business Retention and Growth
Objective – Work with and for our local businesses to generate new investment and innovation in the Caledon economy.
Priority III: 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.
Priority IV: Enhance Investment Readiness
Objective – Provide the structure and policies to effectively target investment attraction and diversification of the local economy.

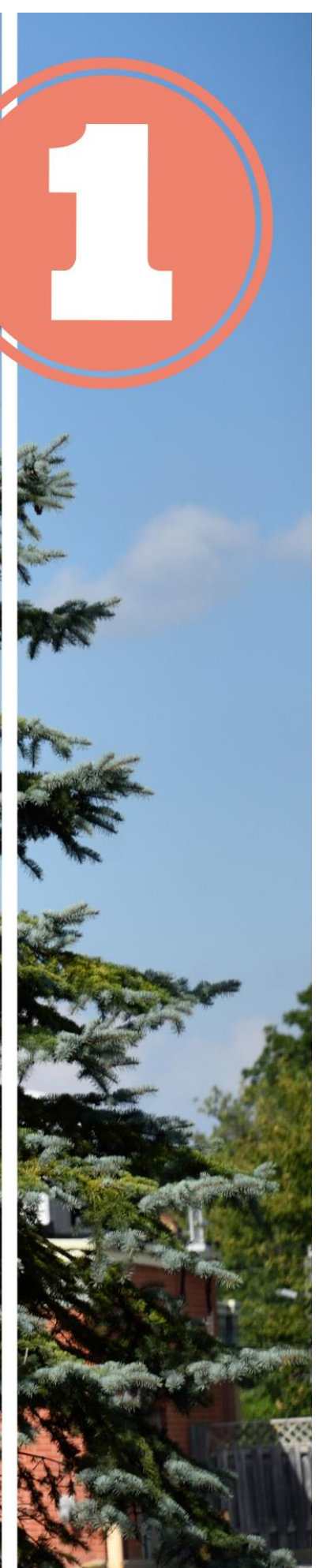
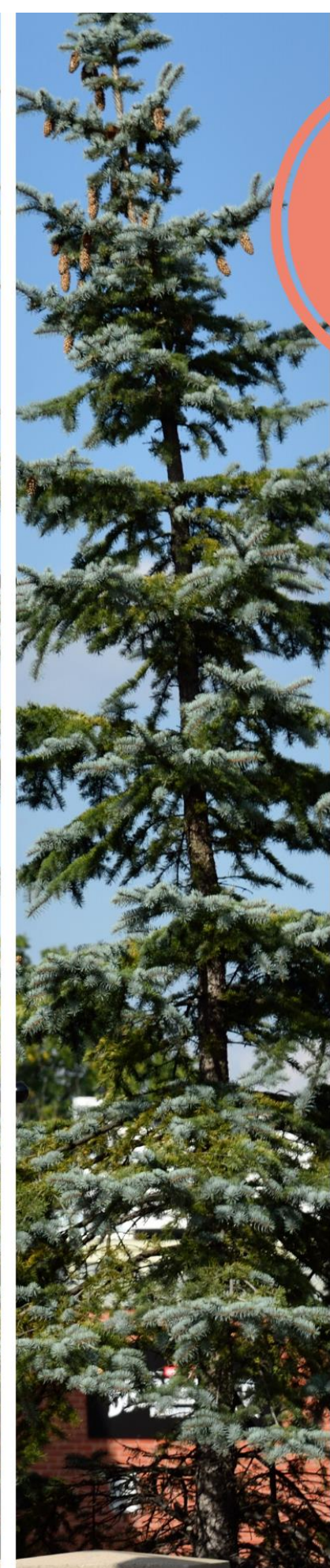


Image: Downtown Bolton

1. Introduction

Located in the northern part of Peel Region, the town of Caledon is a unique blend of urban and rural living. The town covers approximately 688 square kilometres¹ and includes several villages and hamlets and the growing urban centres of Bolton, Mayfield West and Caledon East. The northern part of Caledon includes special policy areas designated by the Province (i.e. Greenbelt, the Niagara Escarpment, and the Oak Ridges Moraine) which place limitations on community and industrial development in these areas. While the southern part of Caledon is experiencing significant growth, the current lack of serviced employment land, revitalisation gaps and increasing rents have impacted the town's business development efforts. The challenge for Caledon is to balance growth pressures while still preserving community character.

Caledon offers both urban and rural amenities and experiences to residents and visitors, as well as employment opportunities across a wide range of industries including construction, manufacturing, education and professional, scientific and technical services. Caledon today is home to over 72,000 residents² and 3,042 businesses (with employees³) and is experiencing rapid residential and industrial growth, driven in part by its proximity to the city of Toronto and the economic growth that has been experienced across Peel and York Regions in recent years. Caledon is also home to a further 6,000 home-based businesses suggesting strong entrepreneurial opportunities⁴. With over 345 farms, the agriculture sector is a significant contributor to the local and regional economy, accounting for 87% of Peel Region's total gross farm receipts of \$81 million in 2016⁵.

Caledon's communities reflect early settlement patterns, along the Credit and Humber rivers and the Oak Ridges Moraine and the Niagara Escarpment. The history of the town is one that can be traced back to early First Nation settlements and is thus shaped by strong heritage and cultural assets.

Caledon's largest urban centre of Bolton has a population of just under 30,000 and immediately abuts King Township, the city of Vaughan and the city of Brampton. Bolton's current pattern of development is dominated by low-density, single-family housing, highway commercial development and warehousing and logistic uses. Future plans envision Bolton having a compact, vibrant, well-integrated core that supports a range of housing and a cohesive and attractive streetscape while being environmentally sustainable. Mayfield West is the second-largest and newest of Caledon's settlement areas with a current population of 10,000. Caledon East, a village of approximately 5,000, is centrally located within the town of Caledon. Caledon also includes the villages of Alton, Caledon Village, Cheltenham, Inglewood, Mono Mills and Palgrave.

¹ Statistics Canada, 2016 Census of Population.

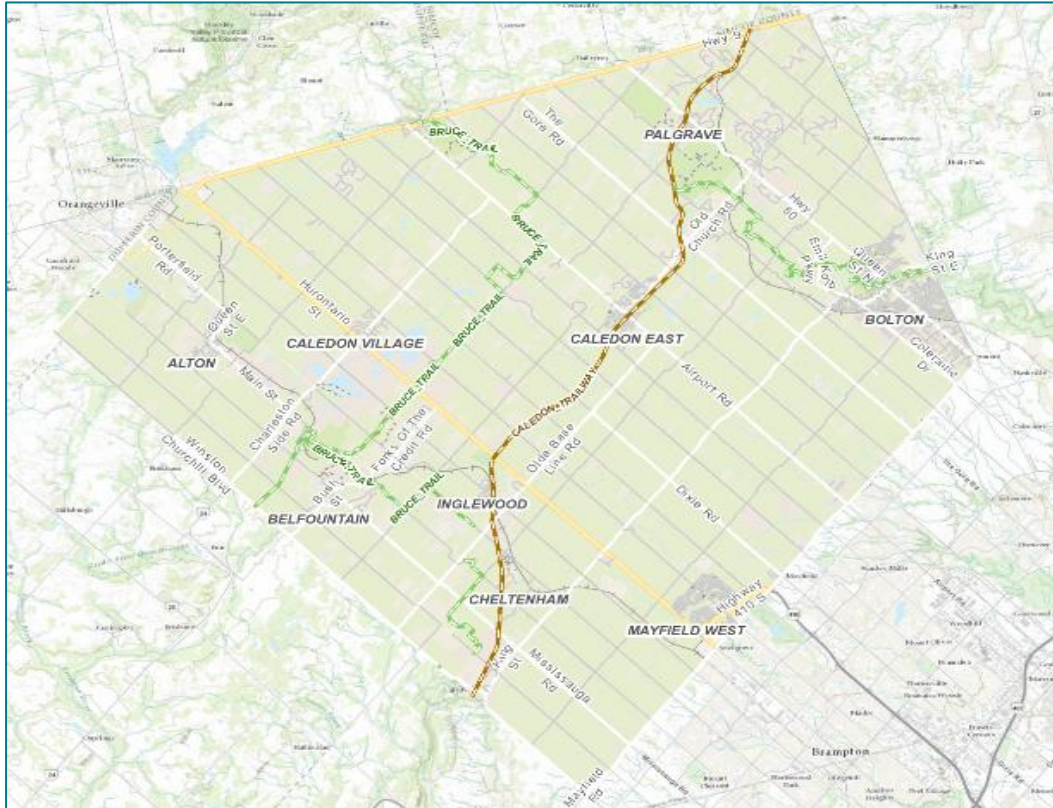
² <https://www.caledon.ca/en/townhall/demographicgrowthforecasts.asp>.

³ Canadian Business Counts, June 2019.

⁴ ibid

⁵ Statistics Canada, 2016 Census of Agriculture.

Figure 1: Map of Caledon, 2019



Source: Town of Caledon, 2019.

Caledon is projected to grow to 160,000 people by 2041⁶. Considering the current census numbers, this relates to a net increase of 93,498 people. These projections imply that Caledon will need to add to its current housing stock with considerations for the type and density of housing that may be in demand. Employment is also forecasted to grow from 28,000 local jobs in 2016 to 80,000 local jobs by 2041⁷. To meet these projections, the Town will need to attract higher density development (e.g. office style development that can accommodate professional service firms, health care practitioners, business services) as opposed to warehousing and distribution facilities that typically yield low employment densities. However, the current lack of suitable employment lands, the age of its current inventory of industrial/commercial properties, gaps in broadband and transit infrastructure remain a challenge to this effort. As Caledon transitions from a predominantly rural community to a more urban centre over the next decade, consideration needs to be given to how best to position the town to capitalize on the strong and varied pattern of growth that is predicted for the industrial and knowledge-based economy, in particular, for those businesses and enterprises focused on entrepreneurship and innovation.

In this regard, the Town should proactively advance the development of the urban and village cores, enabling opportunities for higher density residential, office uses, co-working spaces, destination retail

⁶ Region of Peel, Regional Official Plan Amendment 27 (ROPA 27). Estimates subject to Region of Peel Approval.

⁷ Ibid

and high-quality public spaces. Smart City concepts could help improve connectivity and drive innovation and productivity across the community. Actively pursuing intensification and private sector investment could serve to close the gap in the Town's tax assessment ratios and result in higher employment densities. Stronger partnerships with the regional innovation environment can help build the local innovation ecosystem that benefits both residents and businesses.

The structural changes and technological disruptions underway in traditional industries such as retail, manufacturing and agriculture will result in a different approach to land development and workforce needs. Recognizing this change means developing employment areas that provide for a greater range of amenities and flexible spaces which support incubation and innovation in industrial sectors. The strong growth in service sectors, driven primarily by knowledge-based and creative sectors including the finance and insurance, professional, scientific and technical services, and educational services, has also resulted in an ongoing demand for innovative spaces and office style development. Currently, this type of business investment is limited by the Town's lack of serviced employment lands and commercial inventory.

Each of these opportunities and challenges requires a comprehensive and integrated approach that necessitates effective inter-department cooperation and collaboration. The *Caledon 2020-2030 – Economic Development Strategy (Caledon 2020-2030)* is a critical step in this regard.

1.1 Aim of the Strategy

Caledon Council recognizes the importance of economic development in the municipality and the development of an Economic Development Strategy is one of the strategic objectives of the 2018-2022 Council Work Plan.

Caledon 2020-2030 goes beyond a traditional economic development strategy to identify policies and strategies that will ensure the continued prosperity of Caledon's villages and hamlets and position Caledon as an important contributor to the Peel Region, the Greater Toronto and Hamilton (GTHA) economy. With an integrated approach to economic development, the Strategy will inform Caledon's forthcoming Official Plan review and relevant direction in the form of short, medium and long-term actions to guide the Town's Economic Development initiatives for the next 10 years. The major expectations and outcomes of the strategy are to:

- Grow the diversity of the town's business and industrial activity, taking into consideration the limits on employment land and impact on the community
- Balance the anticipated population growth with an increase in the non-residential tax base
- Assess the opportunities for growth and urban renewal in the commercial cores
- Increase the economic viability of the town of Caledon in the short and long term
- Inform the development of annual work plans for the Economic Development and Tourism Division as well as other departments within the Town

Caledon 2020-2030 includes performance-based metrics for achieving these outcomes and monitoring changes in the local economy. It is anticipated that these metrics will be further refined with the implementation of the Strategy. The Strategy is premised on effective cooperation and collaboration between Town departments, local business and industry, community stakeholders and senior levels of government. Continuing leadership from Economic Development to drive economic priorities forward

and ensure that these efforts are appropriately resourced and communicated both locally and regionally is critical to the success of the Strategy and long term economic development opportunities for Caledon.

1.2 Strategy Development Process

Economic development strategic planning is the process of defining where a community wants to go and creating a road map to get there. Good economic development planning seeks to enhance competitiveness – that is the ability of a city or region to compete with other cities or regions for investment, talent, and market share.

The Caledon 2020-2030 process began in July 2019 and followed three phases as follows:

Phase I – Where are we now?

The starting phase of Caledon 2020-2030 included a review of regional and local strategies that impact Caledon’s economic development programming. The economic performance of Caledon was also assessed against a range of socio-economic criteria, business and industry data. The results of this phase are provided as *Appendix A* to this strategy report.

Phase II – Where do we want to go?

The research conducted in Phase I was tested through a comprehensive community consultation process. Through one on one interviews, online and telephone-based surveys and a business workshop residents, local businesses, industry and community partners, Town staff and Council provided insight into relevant socio-economic trends, issues with respect to the town’s land use and policy framework, and priorities for the town’s economic development programming. The results of this phase are provided as *Appendix B* to this strategy report.

Phase III – How to get there?

The final phase included an implementation plan with short, medium, and longer-term actions to move the Town’s economic development agenda forward. Where relevant, the recommendations have been informed by best practice research.

This document concludes the results of the research and consultation undertaken to provide the Town of Caledon with the *Caledon 2020-2030 – Economic Development Strategy (Caledon 2020-2030)*.



The community consultation 'Caledon Speaks' was a comprehensive process conducted between August 2019 to October 2019.

The process engaged residents from all parts of the town, local businesses with representation from major industry sectors, economic development and community organizations, BIA, Town of Caledon Staff and Senior Management.



1.3 Planning Framework

The priorities, objectives and actions of *Caledon 2020-2030* align with and is informed by Provincial policies and Peel Region's Growth Management Strategy. It also accounts for the Caledon's current economic development programming, thereby placing it within the current regional and local planning and development framework. The key insights are presented here. A full review of the planning framework is provided in **Appendix A: Background Report**.

Regional Growth Expectations

The Growth Management Strategy serves as the regional approach to growth management in Peel to 2041. Based on this direction, Official Plan updates (Growth Management and Transportation) are being developed for planning, servicing and financing growth to 2041. The Regional Official Plan Amendment 27 (ROPA 27) allocates the Province's 2041 growth projections to Caledon. Other key elements of the ROPA include Greenfield area density and residential intensification requirements, the regional designation of Employment Areas and Major Transit Station Areas (MTSAs) and climate change (Peel 2041 Discussion Paper).

Caledon is expected to provide all potential future Greenfield development as supplies are exhausted in Mississauga and Brampton⁸. Furthermore, key opportunity areas for accommodating intensification is focused mainly in Bolton. As Caledon relies on intensification, it needs to ensure policies and infrastructure are in place, and the Growth Plan (2019) objectives for strategic growth areas and MTSAs are met.

Planning assumptions developed for the growth scenarios will assess potential in vacant employment land areas west of Bolton along the corridor; the Tullamore area; areas east of Mayfield West near Highway 410; and, if needed, lands on the GTA corridor at the far west boundary of Caledon.

The Region of Peel Long Range Transportation Plan (LRTP) Update, serves as an overarching document for transportation planning in Peel. The Goods Movement Strategic Plan (2017) works within the LRTP Update to improve accessibility from a goods movement perspective. The recent renewal of the Greater Toronto Area West Transportation Corridor Study is central to ensuring continued growth for Caledon. It is expected that the expeditious approval and development of the GTA West highway, will result in 118,000 jobs in Caledon by 2041⁹.

New office market development trends indicate a re-balancing in new office space demand between Downtown Toronto and the GTA Suburbs. Peel's office market accounts for a roughly one-third share of the total suburban office inventory across the GTA, close to 70% of the new suburban office supply the past ten years¹⁰. Reporting suggests that office employment growth projections will not be achieved without planning efforts to support the intensification of existing employment areas, and new and improved transportation/transit infrastructure to provide labour accessibility, among other considerations.

In addition to enabling policies, Peel Region continues to see several high-value initiatives that can

⁸ Growth Management Strategy - Hemson Growth Forecast / Planning Assumptions for Growth Scenarios Tested.

⁹ Current ROPA estimates 80,000 local jobs by 2041. The 118,000 jobs are dependent on the GTA West highway.

¹⁰ Employment Strategy Discussion Paper, 2017.

impact the growth of Caledon. The Peel Region Employment Survey and Peel-Halton Local Employment Planning Council facilitate awareness of employment trends and current labour market conditions. The RIC Centre in Mississauga, Small Business Enterprise Centres in Orangeville and Brampton are critical innovation support systems. The newly established Smart Freight Centre¹¹ works to reduce community and environmental impacts of moving goods in Peel Region and the GTHA. It should be noted that unlike York Region and Durham Region, there is currently no economic development programming support or services provided by Peel Region.

The Region's Climate Change Discussion Paper has identified opportunities for municipalities to invest in renewable energy and smart grid technology; encourage industry to be energy efficient and switch to low carbon fuels and prepare for disruptions due to climate impacts like flooding.

Local Planning Efforts

In conforming to policies developed by the ROPA, Caledon undertook the 2015 Identifying Strategic Employment Lands along the GTA West Corridor (Whitebelt Visioning) exercise. Strategic Employment Lands options include clustering in the area west of Bolton (adjacent to the existing industrial area and emerging cluster extending into Brampton and Vaughan); clustering between Airport Road and Dixie Road; between Tullamore and Sandhill and between Mayfield West and Victoria.

Caledon has also developed several plans intended to support downtown revitalization, the diversification of business investment, growth of rural/agricultural businesses, growth of entrepreneurship and the development of the town's tourism sector.

The 2009 Bolton Community Improvement Plan (CIP) builds on Bolton's existing strengths and promotes redevelopment, revitalization and beautification. The CIP provides eight financial incentive programs and includes tax increment equivalent grants, development charge grants and building and façade improvement grants. The revitalization of Bolton remains a critical part of Caledon's growth and is part of Caledon Council's Work Plan for 2018-2022. The 2019 Queen Street Corridor Study Report defined specific initiatives for revitalization and streetscape improvements for Bolton with considerations for active transportation. Other community development initiatives include the 2014 Caledon East and 2016 Six Villages Community Improvement Plans (CIP) with proposed improvements to sidewalks, pedestrian connections, streetscapes, parks and other spaces along with financial incentives for private property owners and tenants.

Tourism is also a priority for Caledon. The intent of the 2014 Caledon Tourism Strategy was to facilitate local economic growth through the identification of tourism development opportunities (products and experiences), maximise partnerships and investment in tourism infrastructure. As per the 2019 Strategic Initiatives Business Plan, Economic Development and Tourism Division continues implementation of tourism strategy focusing on specific opportunity areas such as arts, culture and heritage, cycling, sports tourism, agri-tourism, equine and rural affairs.

Caledon is in the process of developing an Aggregate Rehabilitation Master Plan (ARMP) which will provide a long-term vision for land uses in an area(s) with multiple aggregate pit operations. ARMP is designed to meet the rehabilitation requirements of multiple aggregate pits while addressing issues related to connectivity, compatibility of future land uses and community interests. This may provide a

¹¹ The Smart Freight Centre: A Centre of Excellence for Goods Movement was launched April 18, 2019 at the Embassy Grand Convention Centre in Brampton, Ontario, Canada.

significant opportunity for private investment and tourism development in the future.

Caledon is already investing in targeted initiatives that will improve transit and broadband infrastructure. The Bolton Transit Line, the partnership with Brampton Transit, Smart Commute Brampton-Caledon, Walk + Roll Peel and improvements to the Bolton Arterial Route prepare the Town for major growth. Broadband and reliable cellular service have become essential pieces of infrastructure for businesses to be able to operate, expand and grow. The Town of Caledon is also a member of the South Western Integrated Fibre Technology (SWIFT) Network. Recent investments include the installation of high-speed internet service in the south Bolton industrial area over the next few months.

On January 28, 2020, Caledon Council declared a climate emergency, recognizing that “climate change is an immediate threat to residents, the economy, and the environment.” The Town is updating its Community Climate Change Action Plan, with a number of considerations for how climate change could impact businesses and the local economy and identifying opportunities to work with businesses on climate solutions.

Current Economic Development Program

The Economic Development and Tourism Division under the Strategic Initiatives Department aids business and facilitates development across Caledon. Key aspects of the Economic Development and Tourism Division include working with other Town departments to protect the supply of employment lands and consulting on the permitting process. The Division manages the implementation of three Community Improvement Plans (Six Villages, Caledon East and Bolton) and the implementation of the tourism strategy. It develops and implements targeted business marketing and creates programming to support entrepreneurship and small business development.

In 2018, the Division established the Caledon Business Innovation Zone (CBIZ). CBIZ is located at Caledon Town Hall and is a dedicated innovation hub for businesses, equipped with a meeting room and an internet-enabled hot desk/workstation. Staffed by the Town of Caledon Economic Development and Tourism Division, CBIZ also offers one-on-one consultations with business owners, business plan reviews, networking events, access to online learning and seminars/workshops.

Other key achievements of the Division in 2018 include the successful completion of the Workforce Development Program funded through Rural Economic Development (RED) in collaboration with Jobs Caledon to promote available programs to employers and attract job seekers to Caledon.

Industrial development remains a consideration for economic development staff as noted by the building permits issued for major industrial projects such as the Amazon Distribution Centre, UPS and Mars Canada in 2018. However, the lack of regional economic development representation, the prohibitive nature of Toronto Global partnership fee and the current lack of serviced employment land severely limits the town’s investment attraction programming.

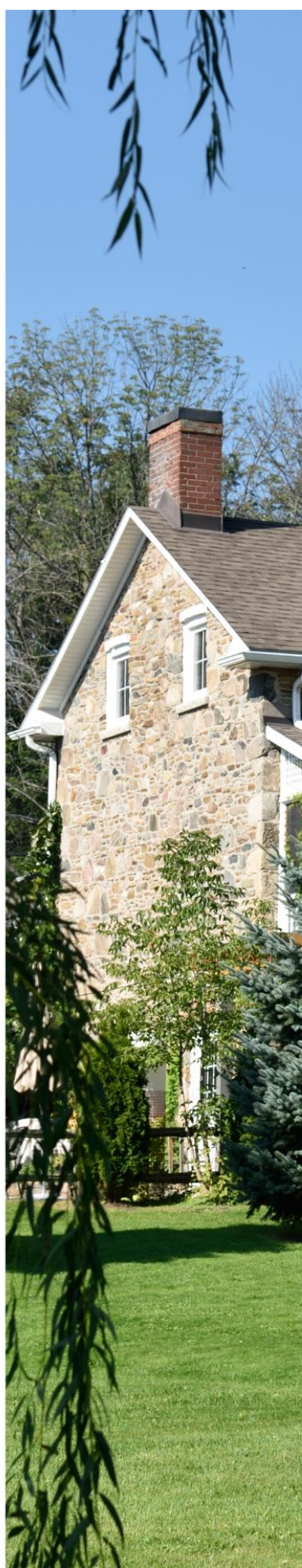


Image: Caledon Inn

2. Situational Analysis

2.1 Global Economic Drivers

As Caledon prepares for a significant amount of residential and business growth in the future, it is essential that the town reflects on a range of economic drivers that are likely to shape the town's economic competitiveness over the long term.

City Regions, Placemaking and Economic Growth

On a global scale, City Regions are increasingly at the forefront of economic growth. These advanced economies are a well developed and an interconnected cluster of urban centres, situated near major cities. For example, the Greater Toronto Area and Hamilton Area (GTHA) with Toronto at the centre is a key economic region, representing the economic powerhouse of Ontario.

The GTHA is highly attractive on a national and international scale, given its regional transportation infrastructure, access to skilled labour, post-secondary institutions and diverse employment market. As a result, municipalities across the GTHA have been successful in attracting a variety of industries. This has, in turn, contributed to a strong population and housing growth, largely driven by international and inter-provincial net migration. While Mississauga and Brampton are two of the largest industrial markets by inventory size, Caledon as part of the GTHA is certainly on the radar for prospective tenants and well-positioned to capitalize on the regional transportation, business, educational and geographic assets of the City Region and to create strong synergies and opportunities that it can leverage in a global marketplace.

In addition to City Regions driving growth, place-based development with a focus on active pedestrian-friendly downtowns and community nodes is considered key to long-term economic growth. Provincial, regional and city planning policies are increasingly directing the creation of higher-density, mixed-use, transit-supportive, vibrant and amenity-rich areas (e.g. Vaughan Metropolitan Centre, Downtown Markham). It is intended that these unique and identifiable districts will attract and cater to a younger urban, entrepreneurial class with the ability to live and invest in the community and support knowledge-based employment growth. As Caledon urbanizes, more attention will be required on how best to improve the quality of place and lived experience of its downtowns and community nodes for both residents and visitors.

Industry 4.0 and Industrial Production

The Fourth Industrial Revolution, also known as Industry 4.0 reflects the integration of smart digital technologies such as robotics, artificial intelligence, quantum computing, IoT, additive manufacturing, and advanced materials to make manufacturing more agile, flexible and responsive to customers³. A 'smart factory' that uses advanced technologies allows manufacturers to react more efficiently to changing market conditions, improve both their operational efficiency and revenue forecasts, create customised products and aim for continual improvement.

The implications of Industry 4.0 signify a shift in the type of work and the skills that employees will be required to perform. The advent and rapid adoption of new technologies have resurfaced concerns over technology eliminating jobs. However, new technologies can also drive innovation and give rise to

entirely new industries and economic opportunities. As a result, technology has often helped to produce more jobs than it destroyed.

For Caledon, Industry 4.0 will have a significant impact on its traditional industry sectors. The construction sector is one of Caledon's dominant industries, accounting for 14% of all industries. The agriculture and manufacturing sector also both account for 3% of all industries. Given that, Industry 4.0 is expected to augment both the quality and productivity of industry sectors, Caledon must broaden its practical knowledge about digital technologies and related uses and develop strategies that respond to this shift.

Digital Disruption and E-Commerce

E-commerce spending on retail goods and services continues to increase as a proportion of total retail spending. This has already had a pronounced effect on retail real estate, as some chains shrink the size of their store model footprint. Over time, this could translate into fewer retail employees on a floor space basis. This will impact land demand for new retail development and affect retail employment growth rates. This could be counteracted to some degree by increased employment in the logistics sector, in dealing with the fulfilment and delivery of online shopping orders. Another emerging trend is pick-up depots replacing traditional retail space. This could have land-use implications such as zoning, footprint, access, and fit in a community.

Programs exist at the local, provincial and federal level through which municipalities can help businesses innovate, commercialize new products and be digital-savvy. Moreover, the attraction of destination retail and support for traditional bricks and mortar stores will ensure the viability of the downtown and commercial cores.

FDI Investment Patterns Show a Move to Technology Led Investment

Over the past five years, Ontario attracted capital investments amounting to USD 36 billion; making it a leading North American destination for foreign direct investment (FDI). Many of these investments are attributed to the GTHA, with the city of Toronto attracting the majority of projects, creating 24,452 jobs and USD 11.83 billion capital investment. Of 30 sectors attracting investment into the GTHA, Software and IT Services were the top-performing sectors. Studying the changing trade landscape and examining FDI patterns provides valuable context for Caledon. For example, the recently negotiated United States-Mexico-Canada Agreement (USMCA) serves to reinforce Canada's strong economic ties with the United States and Mexico.

Caledon's position relative to the other municipalities within the GTHA is potentially indicative of under-performance in FDI attraction¹². The Town is lagging behind, given the lack of serviced industrial and commercial land. As per the 2019 Business Plan, the Town is unable to participate with Toronto Global due to the substantial ask in partnership fee. The lack of a regional economic development authority means the Town is largely unrepresented at this level despite having the ability to provide future greenfield land supply opportunities.

¹² Between January 2013 and November 2018, Caledon attracted 3 FDI projects compared to 9 in Brampton, 49 in Mississauga and 392 in Toronto.

Immigration of Foreign Skilled Talent

Talent attraction and retention will continue to be a critical factor for communities and businesses looking to grow and expand. The competition for talent is a global one and requires a broad approach that goes beyond municipal, provincial and national borders. Moreover, the global shift towards innovation suggests that talent attraction and retention efforts need to ensure the right balance of creative, technical and soft skills. In addition to offering appropriate employment opportunities, successful talent attraction and retention programming need to also consider housing affordability, different transportation modes, access to amenities and recreation and access to art and cultural offerings.

With communities increasingly relying on immigration for population growth, many are developing targeted measures to position themselves as livable, safe communities with access to high-quality education, health care and other social services. Caledon's comparatively low share of the population with new immigrant status at 4% compared to a Peel Region average of 7% may have long term implications for talent attraction, the demand for new skills and workforce development.

Climate Change

The World Economic Forum's annual Global Risks Report for 2019 identified climate change and extreme weather among the top five risks to global economic development and social well-being. In Canada, the National Roundtable on the Environment and the Economy found that climate change is likely to have significant impacts on the Canadian economy, costing up to \$5 billion in 2020, and \$21-\$43 billion by 2050. The Canadian government also recognizes the many opportunities associated with the transition to a cleaner economy, including investment and innovation in the energy sector, energy efficiency savings, and avoided costs from climate impacts.

Caledon can recognize the potential risks to businesses and the local economy from climate change, and support actions to improve resiliency, promote low carbon energy and create a welcoming environment for businesses across different sectors that embed sustainability into their operations. The Town's Eco-Business Program¹³, in partnership with Partners in Project Green, delivers programming in the areas of energy conservation, stormwater infrastructure, electric vehicle charging stations and water conservation.

Rising energy costs can present financial stress to local businesses and results in loss of dollars kept within Caledon. According to the Town's community emissions inventory for 2013, an estimated \$285 million leaves Caledon each year on energy expenses. There is an opportunity for businesses to reduce their operating costs through energy efficiency and renewable energy alternatives, which will keep more local energy dollars. The Town's Community Improvement Plan's Energy Efficiency Grant program and Green Development Program provide financial incentives to commercial and industrial buildings for using energy more efficiently and implementing renewable energy sources.

¹³ The success of the program has not been evaluated for the purposes of the Strategy.

Caledon's Local Economy - Highlights



Caledon is home to approximately

72,900

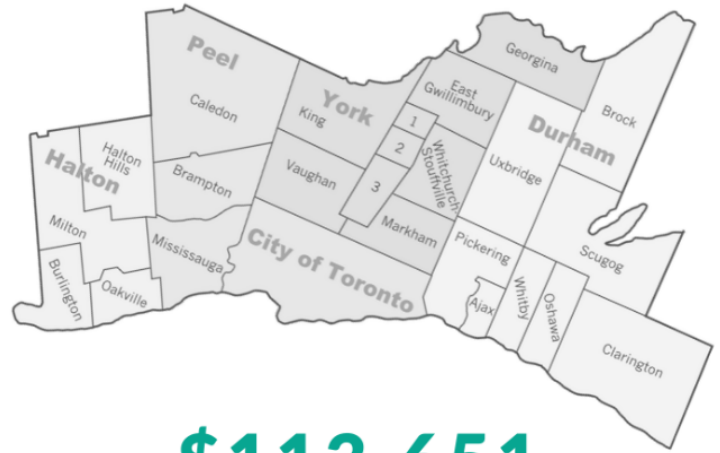
5% of Peel Region's population

Caledon's population is projected to grow to 160,000 residents by 2041



10%

net population increase between 2016 and 2018



\$113,651



Median household income (2015) - 32% higher than median income in the Peel Region



41

median age in Caledon in 2016



5%

unemployment rate in 2016



72%

Participation rate in 2016

+15%

Caledon's labour force grew at a higher rate than Peel Region and Ontario from 2011 to 2016



\$105 M

Non-residential building permits value in 2019



9,075

businesses located in Caledon

Businesses (with employees) with the largest number of establishments in Caledon include:



19%

Transportation and Warehousing



19%

Construction



9%

Professional, scientific and technical services



345


Farms. 87% of Peel region's total gross farm receipts of \$81 million in 2016




Manufacturing accounted for 54.1% of all exports with \$1.9 billion






Community and Business Input Summary

Strengths

 **89%** of residents surveyed indicated that Caledon is an excellent place to live

 **79%** of business surveyed indicated they are satisfied with Caledon as a place to own and operate a business

Businesses are highly satisfied with:

-  **83%** water availability
-  **76%** cellular service
-  **71%** provincial roads/hwy
-  **68%** health & medical service
-  **66%** local roads & streets

 **17%** of businesses surveyed aim to expand over the next two years

 **51%** of businesses expect total revenues to increase in the next year

Opportunities

 **Target more office-commercial investment**

 **Pursue residential growth**

Aspirations

 **Improved broadband and digital awareness**

 **Encourage diversification and ensure wide range of housing options**

 **Targeted tourism initiatives that support all seasons market for visitors and investors**

Caledon's business community is not aware of business support funds and programs offered by Caledon Economic Development.

- 95% are not familiar with expansion or relocation assistance.
- 89% are not familiar with CBIZ.
- 80% are not familiar with CIPs and Green Development Incentives.

2.2 Caledon's Local Economy

Caledon's current economic context is described below and includes key insights from the baseline provided in **Appendix A: Background Report**.

Favourable Climate for Growth

Caledon continues to benefit from its position within the Greater Toronto Area (GTA) and is witnessing a strong rate of population growth, one that has outpaced the regional average. From 2016 to 2018, Caledon's population grew by 10% (net increase of 6,798 people) compared to the Peel Region, which showed 7% growth for the same time period. Based on the ROPA growth allocation, the population of Caledon is expected to increase to 160,000 people by 2041 and account for 8% of the Peel Region's population.

The strong population growth also equates to strong labour force growth. Caledon's labour force by industry grew by 15% from 33,345 people in 2011 to 38,235 people in 2016¹⁴. The construction sector employed most of Caledon's labour force at 12%¹⁵. Other major employment sectors include manufacturing, retail, education and professional and technical services.

In 2019, non-residential building permit values in Caledon¹⁶ were estimated at \$105 million with the commercial sector accounting for \$99 million and industrial \$4 million. Caledon accounted for 13% of all non-residential building permit values in Peel. Caledon is home to several large business establishments including MARS Canada, Canadian Tire Distribution Centre and Husky Injection Molding Systems. The recent addition of the Amazon distribution centre and the development of the UPS warehouse serve to increase the town's commercial and industrial tax base and further anchors the community as a logistics hub.

Based on current forecasts, local employment is expected to increase to 80,000 jobs by 2041¹⁷. This translates into the creation of an additional 52,000 jobs (a 185% increase by 2041). Caledon's economy is expected to follow the broader regional trends. Beyond employment growth that is associated with an increase in population (such as retail, services, education and health care), economic growth will continue to include rural employment associated with the town's natural resources, agriculture, tourism and recreation. Warehousing and logistic uses will continue to be attracted to large sites on the urban periphery which feature ready access to multiple highways.

In addition, the Town is likely to experience pressure to convert older industrial areas/highway commercial areas with buildings that no longer meet the needs of contemporary businesses. The adaptive use of these buildings could include more office type function that supports businesses/firms seeking low-cost environments that do not need conventional office space (e.g. high tech start-ups and other 'new economy' uses) as well as those that support the growth in population (e.g. health care professionals). Providing flexibility in planning policy (such as permissive zoning, context-appropriate parking standards, etc.) to accommodate alternative, compatible uses will be important in attracting such opportunities.

¹⁴ Statistics Canada, 2016 Census of Population.

¹⁵ Ibid.

¹⁶ Peel Data Center, Building Permits, 2019.

¹⁷ Regional Official Plan Amendment (ROPA). Estimates subject to Region of Peel Approval.

As expected with population growth, Caledon has added to its existing housing stock; with residential building permit values increasing by 91% to \$240 million in 2018 from \$125 million in 2017¹⁸. In 2015, households in Caledon recorded a median income of \$113,651 compared to \$86,233 in Peel Region¹⁹. This translates to \$2.3 billion dollars of household economic output or 6% of the income generated by all households in Peel Region²⁰. Furthermore, 58% of households in the town have median incomes of \$100,000 and over. This suggests that the Caledon's resident population has significant purchasing power and ability to invest in their local community with the right conditions.

Given the strong residential demand, the corresponding need to attract new retail/service investment is obvious. The challenge will be to create and enable the growth of higher value employment and entrepreneurs alongside the population growth that supports other sectors within the economy.

Transportation and Warehousing and Construction Sectors Key Area of Strength

The transportation and warehousing and construction sectors are areas of strength for the Town of Caledon. However, given the nature of these sectors, they should be effectively managed rather than actively targeted.

The manufacturing sector is a target sector for Caledon with approximately 332 businesses, accounting for 3% of all businesses²¹. Opportunities exist to capitalize on advanced manufacturing activities such as *fabricated metal product manufacturing, machinery manufacturing and food manufacturing*. As per the long term labour force projections, jobs in the manufacturing sector are projected to increase from 5,275 jobs in 2018 to 5,810 jobs in 2024²²; an increase of 535 jobs for the time period.

The agriculture sector is also an important sector for Caledon. With over 345 existing farms²³, opportunities to capitalize and develop value-added agri-businesses is immense. Moreover, with over 47 businesses (15% of all agriculture businesses), *horse and other equine production* provide opportunities to grow investment and promote diverse on-farm uses year-round. In addition to these opportunities, the presence of the food manufacturing sector provides unique cross over opportunities with the region's agriculture sector.

The tourism sector is actively targeted by the Town of Caledon. As per the 2014 Caledon Tourism Strategy, growth opportunities include arts, culture and heritage experiences, soft adventure, bicycle touring, culinary and agri-tourism, equine and health and wellness tourism.

With approximately 630 businesses (7% of total businesses), creative cultural industries²⁴ provide an emerging opportunity for the Town that can further support the growth of the agriculture, tourism and professional, scientific and technical service operations. Dubbed the 'creative economy', the sector is the segment of the economy whose principal orientation is to apply creative ideas and processes to generate goods, services, and innovations that provide both economic and aesthetic value. This includes a range of industries and occupations, such as broadcasting, motion picture and film, publishing, arts-related retail trade (such as art galleries and bookstores), performing arts companies and independent artists, and creative advertising services. The majority of Caledon's creative economy is centred around

¹⁸ Peel Data Center, Building Permits, 2019.

¹⁹ Statistics Canada, 2016 Census of Population.

²⁰ Statistics Canada, 2016 Census of Population. Adapted by MDB Insight.

²¹ Canadian Business Counts, June 2019.

²² EMSI Analyst, 2019.

²³ Statistics Canada, 2016 Census of Agriculture.

²⁴ Canadian Business Counts, June 2019. Adapted by MDB Insight.

computer systems design and related services (except video game design and development), accounting for 201 businesses. Businesses in this sector are predominately sole-proprietorships, engaged in providing expertise in the field of information technologies through one or more activities, such as writing, modifying, testing and supporting software. With 49 *full-service restaurants*, opportunities exist to promote value-added, farm-to-table and culinary tourism. Caledon also has opportunities to promote creative services, including *photography, graphic design, interior design, motion picture and video production and advertising agencies*.

As with other municipalities across the GTHA, high-value business services provide a target opportunity for Caledon (e.g. financial and insurance services, professional, scientific and technical services (PSTS), and information and communications technology (ICT) when coupled with digital media). For Caledon, majority of existing businesses in the finance and insurance sector are sole-proprietorships (87% of 601 businesses), and they act as principals in the *buying and selling of financial contracts* (333 businesses). In the PSTS sector, *computer systems design and related services* and *administrative management and general management consulting services*, are major businesses sectors. A key consideration for Caledon in targeting these sectors will be to promote/enable the development of office-commercial uses, including co-working and/or flexible office spaces.

Workforce Comprises a High Percentage of Knowledge Workers

Caledon's education and occupational profile suggest a favourable environment for knowledge-based sectors. The majority of Caledon's population have postsecondary education with degrees in creative economy disciplines including business, management, architecture and engineering. Caledon's share of the total workforce employed in occupations considered knowledge-based (57%) is higher than the Peel Region (53%) and the provincial average of 56%.²⁵ Although it must be noted that many of these workers do not currently work in Caledon.

Caledon currently experiences a significant outflow of residents for employment; 22,000 residents commute to jobs in surrounding municipalities²⁶. The greatest export of workers were in retail trade, finance and insurance (credit and insurance industries workers), healthcare, and creative cultural and professional, scientific and technical occupations (architects, engineers, and post-secondary workers). This suggests that Caledon's economy may be at odds with the resident labour force. It is expected that creating the right conditions for adaptive re-use of older industrial areas/highway commercial areas, co-working/co-location spaces and the revitalization of downtown Bolton will reverse some of this out-commuting over time.

Business Community Operating Across a Diverse Range of Sectors

Similar to other communities in the GTHA, Caledon's economy is characterized by home-based businesses and small business establishments that employ less than 10 people. As per the 2019 Canadian Business Counts, approximately 9,075 businesses were registered in Caledon by industry. Approximately 66% (6,033 businesses) were sole proprietorships with most businesses in real estate and rental and leasing, construction and professional, scientific and technical services. Of the 3,042 businesses with employees, the majority are small businesses employing between 1 to 19 people. Of this, 33% were micro-businesses employing between 1 to 4 people.

²⁵ Statistics Canada, 2016 Census of Population. Adapted by MDB Insight.

²⁶ Ibid.

Analyzing businesses with employees, the top industry sectors were determined to be transportation and warehousing (19% of total businesses) and construction (19% of total businesses). The presence of a strong transportation and warehousing sector provides opportunities for Caledon to capitalize on regional trends that signal a shift to smart logistics and energy-efficient transportation planning. Professional, scientific and technical service firms (10% of all businesses), are a human capital intensive industry and represent a significant economic development opportunity for Caledon. As part of the GTA, Caledon can capitalize on the high concentration of professional and technology-based sectors and secure investments in high-value business services. With over 345 farms, the agriculture sector is another major contributor to the town and regional economies, accounting for 87% of Peel Region's total gross farm receipts of \$81 million in 2016²⁷. The manufacturing sector remains a strong sector for Caledon, accounting for 54.1% of all exports with \$1.91 billion in 2014²⁸.

While an economy comprised of small businesses can be more nimble, larger companies are often more resilient to changes in the economy. A concentration of entrepreneurs, small business and large establishments provide an opportunity for attracting and retaining skilled talent and allow for stronger investments, business growth and increased productivity. Understanding how Caledon can support the growth of smaller businesses and increase the opportunity for larger enterprises will ensure the economic resiliency of the local economy and continued investment attraction.

Ageing Population and Infrastructure Gaps has Implications for Growth

Caledon is characterized by higher median age, 41 years compared to the Peel Region at 38.1 years²⁹. Most of Caledon's population were 55 years and over (23%) while 18% of the population is between the ages of 45-54 years. Coupled with this is a decline in the population of those aged 35-44 years from 2011 to 2016. An ageing population has implications for future housing needs, consumer spending, business attraction efforts, and related community services and programming.

Caledon is also largely characterized by owned dwellings and single-family, detached homes. In addition, the median dwelling values are high in Caledon at \$680,396 compared to Peel Region at \$572,983 and Ontario at \$400,496³⁰. While some higher density housing options exist, development trends show that residential construction projects are predominantly single-family dwellings. Without diversification of housing options, the ability of the town to attract and sustain a diverse population and workforce may be limited. Immigrants and younger workers may also experience challenges with living and working in Caledon, given the higher cost of housing, the lack of available rental options and the accessibility of public transit. In addition, limited housing options may affect the ability of older residents to age in place.

While Caledon's lifestyle and proximity to the GTA are positive factors for the town, gaps in public transportation infrastructure, broadband coverage, and water and wastewater servicing challenges have implications for population and employment growth in the near term. Caledon is investing in targeted initiatives to improve servicing, transit and broadband infrastructure. In addition, Bolton, Caledon East and Mayfield West currently have full water and wastewater servicing, allowing them to be planned as compact, vibrant, well-integrated communities that support a range and mix of housing and promote

²⁷ Statistics Canada, 2016 Census of Agriculture.

²⁸ EMSI Analyst, 2019.

²⁹ Statistics Canada, 2016 Census of Population.

³⁰ Ibid.

active transportation while being environmentally sustainable.

Gaps in Industrial and Office Space Affects Growth

Industrial development activity has been increasing in recent years across the GTA, with an increased focus along the Highway 401 corridor in Mississauga, Brampton and Milton, and in the Highway 400/407 area of Vaughan. Similar trends have been seen in office development as well. The emergence of new office nodes such as Vaughan Metropolitan Centre, Downtown Markham, and Midtown Oakville, place increased competitive pressure on office attraction.

Recent industrial market trends indicate that Caledon is emerging as a prospective place for tenants³¹. Vacancy rates have dropped from 15% in 2013 to 8.7% in 2016, indicating that landlords and developers are investing in the community. However, limited inventory poses a significant challenge. Bolton/Caledon has an industrial inventory of just over 13 million sf (2% share of total GTA) and has only added roughly 430,000 sf annually since 2009.

Many recent developments in the GTHA are oriented towards large-scale industrial development such as wholesale trade, transportation/warehousing and multi-tenant industrial condominiums consistent with the growth of the goods movement sector. Caledon has seen a similar type of investment along Coleraine Drive and other select corridors. Manufacturing-related industrial development has been limited, as more companies look to outsource manufacturing operations to lower-cost locations.

The rapidly shifting economy entails that industrial processes are becoming more capital/technology-intensive and automated with skilled labour requirements. Caledon should consider these trends and provide Employment Areas with a greater range of amenities and employment supportive uses that complement the knowledge-based and traditional industrial sectors (e.g. restaurants, personal services, public realm elements).

Investment Readiness Lags behind Surrounding Municipalities

As per the 2016 Caledon Competitive Economic Analysis report, Caledon has lower industrial and commercial tax rates when compared to the GTA average. Currently, as part of the Settlement Boundary Expansion (SABE) Areas work, the Region of Peel is undertaking targeted measures to identify Strategic Employment Lands along the GTA West Corridor through the Whitebelt Visioning exercise. Strategic Employment Land options include clustering in the area west of Bolton (adjacent to the existing industrial area and emerging cluster extending into Brampton and Vaughan); clustering between Airport Road and Dixie Road; between Tullamore and Sandhill and between Mayfield West and Victoria. However, the lack of sufficient inventory of serviced, investment-ready land is a concern. The lack of a regional economic development authority further impacts the Town's level of investment readiness and the timeliness of infrastructure investment.

In addition to the lack of sufficient employment lands, the lack of a well planned urban core affects development. Stakeholders have raised concerns regarding the perceived high rate of vacancy and lack of consensus on the type of development that needs to be attracted to downtown Bolton. Moreover, the Bolton Community Improvement Plan (CIP) was developed in 2009 and is out-dated. An innovative CIP is central to revitalization efforts as it enables investments and improvements to a community's physical/built environment, supports main street revitalization, residential development and the growth

³¹ Region of Peel, Employment Strategy Discussion Paper, 2017

and diversification of key industries. This is of relevance as stakeholders have identified the need for Caledon to capitalize on trends that allow for a vibrant, transit-supportive environment and create high-density mixed-use developments that combine residential, commercial, cultural, institutional, or entertainment uses. Gaps in programming and partnerships and the lack of a local chamber of commerce has also affected business attraction and retention efforts.

Diversity of Employment Areas is Integral to Growth

The availability and quality of Caledon's employment lands will be an integral part of economic development success and employment growth. As identified above, employment is projected to increase to 80,000 jobs by 2041. This rate of growth will result in a demand for higher density development along the Town's major corridors and cores. As per the ROPA, Caledon has the ability to provide sufficient future greenfield land supply opportunities to accommodate this demand once existing designated supplies are exhausted in Mississauga and Brampton. However, the demand depends on future market demands and the future of the GTA West corridor expansion. The ROPA recommends that Caledon undertake careful phasing of development of the new areas in Caledon, only bringing them on as required while assuring a competitive land supply is available throughout the Region to attract development and manage the risk of servicing. It should also be noted that in 2019 the Ministry of Municipal Affairs and Housing released identified 29 provincially significant employment zones under A Place to Grow: Growth Plan for the Greater Golden Horseshoe. Zones identified for Caledon include employment areas proximate to Pearson Airport, generally extending along Highway 50³². Consideration of these lands should be reflected in the Town's Official Plan Review.

The Town has been proactive in identifying employment lands in strategic areas. The Official Plan review that is currently underway will serve to strengthen the long term sustainability of the Town's employment lands. New employment lands are planned in Caledon, particularly for those lands in the vicinity of the proposed GTA West corridor. This includes the addition of 207.5 hectares of developable lands at Mayfield West settlement boundary (Mayfield West Phase 2).

While employment areas represent a significant opportunity for economic development, the quality and use of these lands need to be considered. For Caledon to continue to be competitive and attract higher-order employment, it will need to ensure a supply of serviced or shovel-ready sites at key locations across the community. Moreover, consideration needs to be given to the type of employment that is being created. A common concern that raised during the stakeholder consultation was the fact that Bolton is dominated by warehousing and logistics operations which limits employment growth and impacts the ability of existing manufacturers to expand their operations. Concerns were raised as to the lack of destination retail, professional service firms and co-working spaces in the Downtown core.

Targeted measures to realize economic growth include encouraging a greater variety of lot sizes, improved transportation connectivity, increased density and urban amenities, supporting opportunities to locate light industrial uses alongside residential and mixed uses and encouraging the further development of employment districts and strategic employment areas. Improved transit connections are integral to development as the growth strategy projects that expeditious approval and development of the GTA West highway, will result in almost 118,000 jobs in Caledon by 2041.

³² Proposed framework for provincially significant employment zones.

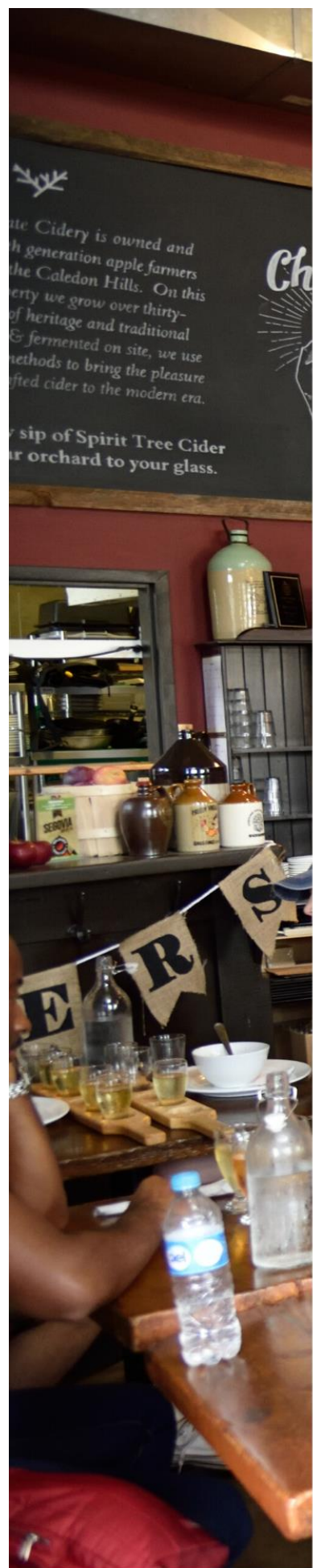


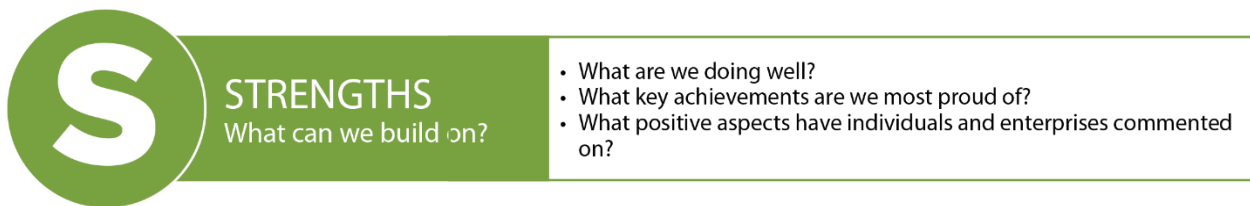
Image: Spirit Tree Estate Cidery

3. SOARR Assessment

This section of the strategy focuses on articulating a value proposition that is unique and compelling for the town of Caledon and enhances the area’s competitive advantage within Peel Region and the Greater Toronto Area. A well-defined value proposition will result in a focused set of recommendations that form the basis for future economic development activities.

The SOARR assessment is informed by an analysis of the policy environment, the performance of the local economy and the input derived from the consultation process. The key themes that emerged from the SOARR assessment are presented below. A complete SOARR assessment is provided in **Appendix B: ‘Caledon Speaks’ – Consultation Summary and Strategic Directions Report.**

Strengths



STRENGTHS
What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

Caledon has a favourable climate for growth, including strong population growth, strong labour force growth and a well-educated population with high individual incomes. Community satisfaction is also high as 89% of community survey respondents indicated that *‘Caledon is an excellent place to live’* and 62% indicated that *‘Caledon is welcoming to newcomers’*. Services that residents are most satisfied with include *waste management, public library, community festivals and events, education, recreation facilities and services, housing choices and healthcare services.*

Survey respondents commented on the high overall business satisfaction; approximately 79% of business survey respondents indicated that they are satisfied with *Caledon as a place to own and operate a business.* Prospects for businesses growth is also seen as quite positive, with 51% of businesses surveyed expecting total revenues to increase in the next year. 68% of businesses surveyed plan to maintain their operations, while 17% of businesses aim to expand over the next 2 years.

Stakeholders identified Bolton and Mayfield West as growing communities with strong business networks and land to accommodate future growth, albeit not yet fully serviced. Moreover, proximity to Toronto, access to regional transportation networks and the ability to access regional innovation networks were identified as positive factors for the growth and long-term sustainability of Caledon’s economy. Other strengths of the community, including business support initiatives such as the Caledon Business Innovation Zone (CBIZ) and partnerships with Jobs Caledon.

Opportunities



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

Community consultation suggested the need to diversify the town's housing stock and provide more choice to existing and future residents of the community. This could be achieved through intensification efforts, particularly in Bolton (e.g. downtown) and in the village cores. Targeted investments such as seniors housing development could also help to reinforce the core areas as walkable community hubs by attracting and retaining population and strengthening the local business base.

Participants in the consultation process also suggested that the town needs to target more office-commercial related investment over more industrial growth. This is particularly relevant over the short term as the town does not have a ready inventory of serviced employment land to attract industrial users. Opportunities also exist for more regular engagement with the business community and the expansion of local marketing efforts that promote and profile local businesses. The introduction of shared workspace opportunities could help to support the attraction and retention of small business operations and entrepreneurs. Opportunities also exist to leverage partnerships with post-secondary institutions to develop programs that are relevant to local businesses.

Sector-specific growth, specifically in the creative economy, value-added agriculture and agri-business can be achieved through improved understanding of the local and regional value chains. This can be achieved through sector-based research that includes mapping the existing value chain that supports the growth of these sectors. Policy updates to the Town of Caledon Official Plan that support the use of agricultural, cultural, recreational, and heritage assets as economic development and tourism levers are also critical. In addition, a refresh of Community Improvement Plan(s) to reflect current best practices and the integration of more innovative elements that support main street investment, sector-specific investment attraction and diversification of agri-businesses and new tourism product should be investigated. For example, the County of Wellington Invest Well CIP has developed incentive programs for diversified on-farm businesses and rural tourism development. Incentives under the CIP allow for upgrading existing farm outbuilding for storage, processing or farm market uses, development of roof-top patios, outdoor dining spaces/ areas and short-term roofed accommodations. Another unique feature of the CIP is that it was developed to encompass the entire municipality, addressing the diversity and the vibrancy of the rural economy and business development in rural areas. Providing the necessary mediums to attract and support business investment includes stronger and continued partnerships with Jobs Caledon, Destination Ontario, Central Counties Tourism and Festivals and Events Ontario. Effective marketing of CBIZ to the local community, the extension of Brampton transit services to the town's urban cores and advocating for improved broadband service across Caledon are also essential to the growth of the local economy.

Aspirations



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

60% of business survey respondents indicated that ‘support for small businesses’ was a very important factor in the future growth of Caledon. Business and community consultation efforts specifically identified the need for better business retention and expansion (BR+E) programming, leveraging partnerships with regional innovation centres to promote local innovation and entrepreneurial growth and more efforts that support industry cluster development on a regional scale.

One of the single most repeated issues to emerge from the consultation is the need for Caledon to position customer service and experience as a key factor of its value proposition particularly in the attraction of or dealings with the business community. To ensure a competitive business environment, the Town must improve the speed, understanding and consistency of its development approvals process. The Town also needs to continue to advocate for improved broadband infrastructure and engage with local businesses and residents to improve their digital awareness.

Caledon’s tourism strategy has already established the benefits of the tourism sector and associated tourism opportunities. The town should capitalize on these opportunities through improved storytelling and targeted tourism initiatives that support a four-season market for residents, visitors and investors. The Town should also take a leadership role in the growth of food processing and agri-food business opportunities given the rural nature of Caledon.

Risks



RISKS

How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

Stakeholder consultations identified significant challenges that could impact the success of local businesses. For example, Caledon’s business community is generally unaware of business support funds and/or programs that Caledon Economic Development and Tourism Division offers, including CBIZ and the Community Improvement Plans and Green Development Program Incentives.

Lack of diversity of housing is also a barrier to work for newcomers and younger cohorts. In addition, gaps in ageing in place infrastructure may also impact population growth.

The lack of adequate broadband service and cellular service acts as a constraint in attracting and retaining businesses to parts of Caledon, particularly those with high data requirements. With adequate broadband capabilities, Caledon can grow technology-based industries which often provide more jobs with higher skill and education requirements. Another risk to the sustainability of the local economy is limited transit. Local businesses have suggested they are challenged in attracting customers and workers

to their operations. Residents also suggested that the lack of transit also means they are less likely to access local businesses.

Limited shovel ready employment land will have a direct impact on Caledon's ability to attract future business investment, putting pressure on the redevelopment/repositioning of the town's older commercial and industrial areas. Many neighbouring municipalities have serviced industrial land and business parks which will provide them with a competitive advantage in the attraction of businesses that require access to 400 series highways and access to the GTHA market.

Similar to many GTHA municipalities, Caledon has already experienced a number of extreme weather events related to climate change, and this is likely to increase in the future according to the Town's Risk and Vulnerability Assessment (2018). Impacts to the Town's infrastructure, socioeconomic, and natural systems were ranked according to likelihood and severity. Infrastructure was found to be particularly sensitive, with roads, power lines, and stormwater systems at greatest risk due to flooding, ice storms, freeze-thaw cycles, and heat. These impacts have the potential to significantly disrupt business operations, particularly for businesses in highly flood vulnerable areas of the Town.

Results



RESULTS

How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

A supportive business environment includes enhanced opportunities for new and existing businesses to start, grow and expand. This can be supported through a strong business retention and expansion (BR+E) program, expansion of CBIZ's entrepreneurship programming support, a more streamlined development approval process and investment incentives that include sector-specific opportunities.

Business support also consists of tools, workshops and the availability of financing for business development and growth. In the absence of CFDC programming and any regional economic development effort, the Town will need to find other partners if it is to deliver needed programming and workshops to area businesses in line with those of neighbouring municipalities.

Investments in employment lands, the town's villages and hamlets and infrastructure are all enablers of economic growth and opportunity for residents and businesses. Development and building permits can be used to track and report on increased investment activity. The implementation of a more progressive CIP would provide a number of its own key performance metrics including the number of applicants on a year over year basis and the total grant portion or tax incentive as a proportion of total project value of approved CIP projects and investment in the town of Caledon.

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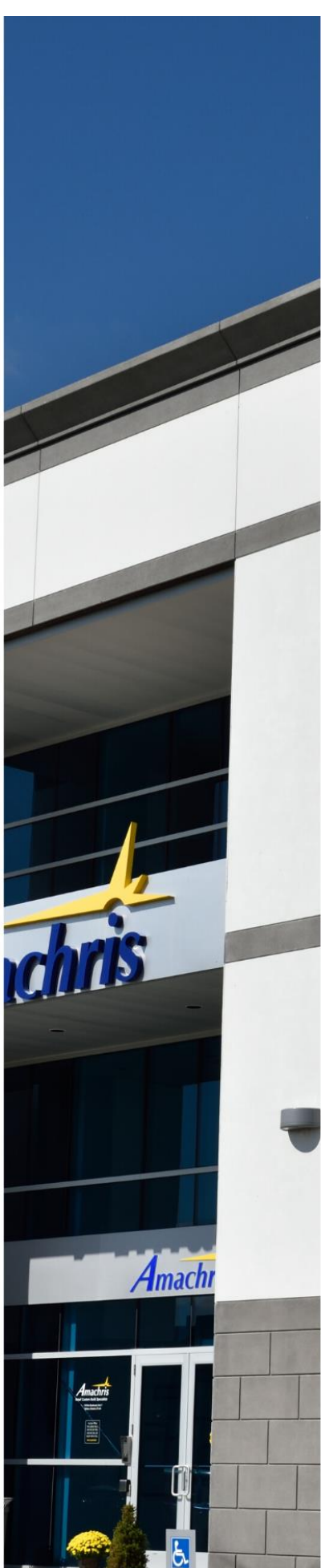


Image: Amachris Corporation

4. Establishing the Priorities

4.1 Setting the Foundation

As with many communities across the GTHA, Caledon's economy has changed significantly over the last decade. While there is considerable optimism for the community, achieving density targets remains a significant challenge to creating an efficient built form, given the lower density nature of residential development found in Caledon (versus Brampton and Mississauga), and the generally lower density forms of employment that are attracted to the community. While there has been a general decline in manufacturing, entrepreneurship, the creative economy and small business have emerged as major contributors to the region's economy.

Many of those consulted in the development of the strategy recognize the changes that are occurring across the region, particularly as Mississauga and Brampton approach build-out. For this reason, there is an expectation that the town will seek to improve its overall competitiveness and address the necessary foundational elements that will foster greater confidence in the long-term growth potential for the community.

A Customer-Centric Culture

Customer service delivery remains an integral part of the work that government agencies perform. Through formal service delivery processes, residents and businesses can pay taxes, apply for and renew licenses and register concerns and inquires with local governments. Accessing service is thus, one of the most important ways that citizens and businesses interact with government. Excellent customer service builds trust and demonstrates a commitment to serving the needs of a community.

Improved service delivery is one of the key pillars of the 2018-2022 Council Work Plan. The Town established Service Caledon in 2018 to assist the community with services including tax payments, and infrastructure inquiries and gain feedback road and sidewalk maintenance.

To provide a competitive business environment, the Town of Caledon must improve the speed, predictability and consistency of its development review process and ensure that businesses and investors are met with a heightened level of customer service. The Town should work proactively to educate current and future employees on why the customer-centric government is essential. The 2018-2022 Council Work Plan aims to improve service delivery through options that include exploring community hub models for service delivery, significantly improving digital communication and digital service delivery and expanding customer service across facilities (e.g. one-stop-shop).

Options exist to develop annual business and community satisfaction surveys. Many government agencies effectively gather survey data and use it to improve performance. For example, since beginning its customer satisfaction survey program, San Francisco has seen customer satisfaction increase over time. The survey assesses satisfaction with everything from education to senior services. Many agencies, including the city's 311 call centre, have improved their performance based on the feedback from the survey. The City of Vaughan also recently completed a Business Satisfaction Survey. In this emerging age of citizen engagement, Caledon should be open to experimentation and embrace new tools such as crowdsourcing and public scorecards to measure the quality of its services (e.g. Triage BR+E, Bang the Table).

Effective Collaboration and Partnerships

Economic development competitiveness in a globally oriented economy is less about the individual community and more about the combined economic strength of regions or metropolitan areas, and the clusters of organizations and businesses that support that growth. Central to this are themes of collaboration and partnership. As a result, the role of the economic development professionals and related organizations is shifting to meet this new reality.

Typically, this would involve regional economic development programming and initiatives. However, in the absence of a regional economic development authority within Peel Region, the challenge for Caledon is to identify both internal and external partners that can assist in improving the town's overall competitiveness. This may include greater dialogue and involvement by senior levels of government, inter-municipal cooperation, infrastructure investment, skills development, and expansion of entrepreneurial support.

While the town's current economic development programming includes strategic partnerships to support and strengthen the local economy (e.g. Jobs Caledon, Bolton BIA, Region of Peel, Immigration Peel, Peel Federation of Agriculture, Peel Halton Workforce Development Group, Excellence in Manufacturing Consortium, Destination Ontario and Central Counties Tourism), more needs to be done to build collaborative and effective partnerships and connections that can support the development of Caledon.

This should include opportunities for stronger networks that further the interests of local businesses. The Economic Development and Tourism Division could work with and encourage the development of local business groups to strengthen business retention, expansion and attraction initiatives and be more of a resource for new and existing businesses. It could advocate on issues relevant to the town's economic success (e.g. regional transportation improvements, servicing of employment land and broadband infrastructure investment). Caledon also could leverage regional innovation supports (e.g., RIC Centre in Mississauga, Small Business Enterprise Centres in Orangeville and Brampton, and the University of Guelph) to drive new business investment.

Over the longer term, the Town can continue to build collaborative and effective partnerships with an even wider range of external communities, organizations, and businesses that can play a role in the development of Caledon.

4.2 Community Priorities

The Caledon EDS is underpinned by four high-level community priorities, intended to anchor and qualify the objectives and actions of Caledon 2020-2030. These priorities support the Town's overarching economic vision.

Support an Entrepreneurial and Small Business Economy

Support for entrepreneurs and the small business economy takes into consideration the current state of the local entrepreneurial and small business ecosystem and actions community and capacity building to encourage growth and investment.

It is understood that the predominance of small business and entrepreneurs in the community is important to economic growth. In addition, given the evolving nature of the economy, technology-

driven start-up businesses show rapid employment growth potential and impact the openness and innovation potential of a community.

Caledon has programming in place to support entrepreneurship and small business development, including courses, workshops, access to resources, and opportunities for networking. This is important given that 60% of business survey respondents indicated ‘support for small businesses’ as very important. Support provided by the Town includes the creation of business profiles, creating and maintaining one-on-one relationships with local businesses and participating in new business openings. The revamp of the caledon.ca/business, and the establishment of the Caledon Business Innovation Zone (CBIZ) plays a key role in fostering entrepreneurship and innovation.

Stakeholders consulted as part of ‘Caledon Speaks’ suggested that the centre needs a stronger profile or presence in the community. The Town could consider initiatives to further raise the profile of the organization (e.g. pop-up locations) with the business and entrepreneurial community.

Focus on Business Retention and Growth

A focus on business support, retention and expansion will result in improved relationships with local businesses, encourage existing business to stay and grow in the community, strengthen partnerships between business owners and provide opportunities for better collaboration with local stakeholders.

A Business Retention and Expansion program is a recognized practise that promotes dialogue with local businesses to identify issues, concerns and potential opportunities in the business community. In the short term, business retention and expansion considerations establish relationships with local businesses and address critical business concerns and issues. In the long-term, it increases the economic competitiveness of local businesses, establishes mitigation strategies for businesses at-risk and allows for job creation and targeted business development.

Although 79% of business respondents consulted as part of ‘Caledon Speaks’ indicated satisfaction with owning and operating a business in Caledon, certain gaps exist. The local business community is not aware of business support funds and/or programs that Caledon Economic Development and Tourism Division offers. In addition, the lack of adequate broadband service was identified as a significant constraint in attracting and retaining businesses. The need for timely and effective development approval was also mentioned by stakeholders.

To sustain the health of the community, Caledon should develop practical strategies and initiatives that focus on business retention and expansion (BR+E). The role of the Strategic Initiatives Department, CBIZ and other local and regional stakeholders are crucial in this regard.

Improve Quality of Place

Quality of place includes the tangible and intangible qualities that contribute to the “essence” of place and include the physical characteristics of a community, the way it is planned and designed, the vibrancy and authenticity that are experienced by the users of that place and to which users themselves contribute.

Caledon has dual benefits, namely its rural nature and urban character. A place-based approach that builds on Caledon’s unique identity, linking the cultural, social, economic and environmental priorities has excellent potential for success. Consultations completed as part of the strategy development process highlighted the need to encourage community revitalization, densification, allow for walkable

corridors and encourage investment in agriculture and value-added agricultural products.

Caledon's tourism experiences include natural attractions and cultural and heritage amenities and facilities. A strengthened tourism position that builds on existing community assets, experiences and events can also improve the quality of place considerations, result in increased overnight stays and allow visitors to explore varied experiences continually.

An innovative Rural Community Improvement Plan (CIP) could also be central to revitalization efforts as it would help to stimulate investment activity. CIPs are valuable planning tools that enable investments and improvements to a community's physical/built environment. More recently, CIPs have incorporated elements that support main street revitalization, residential development and the growth and diversification of agri-businesses and tourism product.

As a part of improving quality of life considerations, Caledon is already considering the development of a revitalization plan for Bolton in 2020. Bolton downtown is a critical part of Caledon Council Work Plan agenda.

Enhance Investment Readiness

In addition to business retention and expansion efforts, economies must focus on providing an investment-ready community that meets the needs of investors. The need for investment readiness is of growing importance as economies are evolving, and a diversified economy is central to attracting and establishing new business networks.

As identified in the situational analysis, Caledon's investment readiness gap includes the lack of inventory of serviced employment lands. Employment lands are an important source of non-residential growth and development. They typically accommodate industrial areas and business parks, with a mixture of heavy industrial and light industrial land uses; warehousing and distribution facilities; small and medium scale office buildings; and supporting commercial/retail establishments. As identified in the Region's Employment Land Strategy, employment areas in Peel Region are home to a significant share of the Greater Toronto Area's suburban industrial and office supply and are the headquarters to many local, national, and international firms.

In addition to increasing the existing tax base, helping to maintain and improve local infrastructure and investment, a diversified employment land base helps accommodate and expand the local economy, reducing the dependence on a single industry sector. Recent trends show that industrial/employment areas also provide small, cost-effective, flexible space that is critical for start-ups and incubators for innovation in high technology sectors, as well as artist studios, making these older, industrially zoned areas important to a healthy, dynamic, and vital economy.

Investment Readiness will foster a viable economic growth and job creation environment for Caledon. It takes into consideration the unique aspects of Caledon and the type of industries and employment, when and how it may be stimulated and the type of investment that result in high-value jobs.



5

Image: Spirit Tree Estate Cidery

5. Caledon 2020-2030 Economic Development Strategy

This is a strategy for the whole of Caledon. It is intended as a working, living document for the community as it looks to shape the local economy in the years ahead.

As with any economic development strategy, the successful implementation of the action plan that follows will need the support and cooperation of organizations, companies and individuals working in tandem with the Town of Caledon staff to ensure a strong and vibrant community over the long term.

5.1 Action Plans

Key Priorities

Caledon 2020-2030 is underpinned by four priorities, intended to anchor and qualify all ensuing actions on the part of the Town. The associated objectives and actions support this overarching economic vision. The timing for the associated actions that serve to implement the strategy is categorized as either short term (S = 1-2 years), medium-term (M = 3-4 years) and long term (L = 5 years or longer).

The priorities and related objectives for Caledon 2020-2030 are:

Priority I: Support an Entrepreneurial and Small Business Economy

The strategic objective is to:

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

Priority II: Focus on Business Retention and Growth

The strategic objective is to:

- Work with and for our local businesses to generate new investment and innovation in the Caledon economy

Priority III: Improve Quality of Place

The strategic objective is to:

- 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

Priority IV: Enhance Investment Readiness

The strategic objective is to:

- Provide the structure and policies to effectively target investment attraction and diversification of the local economy

Interpreting the Action Plans

Actions

The direction the Town, its partners, and its stakeholders will undertake to address the essential issues or opportunities that should be addressed over the length of the Strategy.

Timing

While the Strategy assumes a 10-year timeframe to address the priorities and objectives set out in Action Plan, the timeframe for initiating and/or implementing the recommendations in the Action Plan is 5 years. Priority timings are either short term (S = 1-2 years), medium-term (M = 3-4 years) and long term (L = 5 years or longer). It is assumed that the Town of Caledon will revisit the progress of the Strategy after 5 years to assess the effectiveness of the recommendations, adjust the recommendations based on current conditions as necessary, and add new actions in response to changing market conditions and policy considerations.

Lead and Partners

The identification of select leads and internal/external partners that can support economic development objectives.

Acronyms

The following table lists the acronyms used in the Caledon 2020-2030 – The Economic Development Strategy and their respective descriptions.

Acronyms	Description
CCS	Caledon Community Services
BFC	Brampton Flying Club
BIA	Business Improvement Area
ED	Economic Development and Tourism Division
E&E	Energy & Environment Division
GHFFA	Greater Golden Horseshoe Food and Farming Alliance
SI	Strategic Initiatives
SWIFT Network	South Western Integrated Fibre Technology Network
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
OCE	Ontario Centres of Excellence
RIC Centre	Research Innovation Commercialization Centre
SBEC	Small Business Enterprise Centre

Priority I: 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.

#	Actions	Lead/Partners	Timing		
			S	M	L
1.1	<p>Raise the profile of CBIZ and its programming efforts through enhanced marketing materials, business networks and website content.</p> <ul style="list-style-type: none"> Investigate the possibility of a pop-up/ mobile storefront for CBIZ. Support the opportunity for CBIZ to be an innovation hub through the introduction of the Small Business Innovation Challenge (SBIC). 	ED; OCE			
1.2	Expand the Town's efforts to profile local businesses to include successful entrepreneurs and innovative start-up ventures and identify entrepreneurs who will act as 'local champions' for CBIZ.	ED; Local Business Organizations			
1.3	Create a central information database (e.g., online business toolkit) with up to date information on grants and incentives, entrepreneurial and innovative programming, training webinars, industry partners, economic data, and marketing materials.	ED; Local Business Organizations			
1.4	Explore partnership opportunities with the Library and other municipal facilities to create community hubs for business support, programming and networking.	ED; Library			
1.5	<p>Prepare a business case for the development of a Caledon Incubator that functions as an accelerator for entrepreneurs and start-up businesses.</p> <ul style="list-style-type: none"> Work with RIC Centres to create an incubator program that connects local entrepreneurs to regional innovators. Develop a stronger partnership with RIC Centres, SBECs and post-secondary institutions to encourage and support entrepreneurship, innovation and commercialization and investment. 	ED; RICs; SBECs			
1.6	Continue to host and promote business events such as the Mayor's business breakfasts, business forums and business meetup series to encourage networking, mentorship, innovation and collaboration.	ED; Local Business Organizations			

#	Actions	Lead/Partners	Timing		
			S	M	L
1.7	Investigate shared/co-working workspace opportunities within Town-owned assets to support the attraction of small business operations and entrepreneurs in the town’s urban cores, villages and hamlets.	ED; Library, Parks and Recreation			
Performance Measures					
<ul style="list-style-type: none"> ▪ Increase in the number of start-ups/businesses created. ▪ Increase in the number of small businesses and entrepreneurs located in Caledon. ▪ Increase in the number of businesses/individuals accessing business support services. ▪ Number and diversity of co-working spaces, incubators and accelerators working as a network to support entrepreneurs. 					

Priority II: Focus on Business Retention and Growth

Objective: Work with and for our local businesses to generate new investment and innovation in the Caledon economy.

#	Actions	Lead/Partners	Timing		
			S	M	L
2.1	Regularly update and promote Caledon Business Directory on a local and regional scale and online.	ED; Region of Peel; Local Business Organizations			
2.2	Improve story-telling and innovative messaging (e.g. use of social media, engaging local bloggers, creating a version of blog TO) about good news stories, sector strengths, opportunities/careers available in the community.	ED			
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. <ul style="list-style-type: none"> Capitalize on regional post-secondary assets to attract and retain local and international students as part of Caledon's future workforce. 	ED; CCS/Jobs Caledon			
2.4	Conduct targeted annual business retention and expansion (BR+E) programming to complement regular business outreach (e.g. agriculture/agri-business, advanced manufacturing, tourism). <ul style="list-style-type: none"> Use statistically valid survey tools to effectively measure the health of local businesses. Regularly review BR+E best practices of similar municipalities to inform, add and update the BR+E program in order to stay competitive. Foster creation of local business associations that provide for regular networking and engagement of local businesses. 	ED; Local Business Organizations			
2.5	Support businesses in strategic planning (i.e. succession, business growth or marketing).	ED; Local Business Organizations			
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.	ED; Municipal Economic Development Partners			

#	Actions	Lead/Partners	Timing		
			S	M	L
	<ul style="list-style-type: none"> Prepare key investment and promotional materials that highlight the community profile, Caledon’s current business advantages and broader economic development initiatives. 				
2.7	Continue to support local tourism stakeholders through workshops, webinars or other means designed to introduce value-added opportunities to their business.	ED; CCT			
2.8	<p>Take a leadership role in the growth of food processing and agri-food business opportunities.</p> <ul style="list-style-type: none"> Investigate the feasibility of a regional food hub to support value-added opportunities in agriculture. Work with post-secondary education institutions and local operators to increase access to agriculture research and innovation activities. 	ED; GHFFA; Peel Federation of Agriculture; OMAFRA			
2.9	Provide a program for small business owners to improve digital awareness to ensure the continued sustainability and growth of main street businesses.	ED			
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.	ED; SI; Local Business Organizations; CCS			
Performance Measures					
<ul style="list-style-type: none"> Number of businesses undertaking expansion and capital investment. Growth in local employment. Growth in the non-residential tax assessment. Business satisfaction levels. 					

Priority III: 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.

#	Actions	Lead/Partners	Timing		
			S	M	L
3.1	Provide networking opportunities, resources and training for the town’s young professionals (e.g. age 20-40).	ED; CCS; Local Business Organizations			
3.2	Develop an online public engagement platform to allow the community to contribute ideas and feedback on events, projects, and initiatives that matter and help shape the future of the town.	ED; Communications			
3.3	Conduct a statistically valid citizen satisfaction survey to gauge community satisfaction with the services, amenities and programs that the Town provides.	ED; Service Caledon			
3.4	<p>Identify tourism initiatives that support a four-season destination for residents, visitors and investors.</p> <ul style="list-style-type: none"> ▪ Improve wayfinding signage in conjunction with relevant businesses and tourism operators. ▪ Encourage investment in value-added agricultural products such as artisan food, crafts, breweries and wineries, farm to table experiences. 	ED; Local tourism businesses			
3.5	Review and update the Town’s Green Development Standards program to encourage the development of low carbon, resilient new commercial and industrial facilities.	E&E; ED; Planning			
3.6	Work with local partners to enable existing businesses to improve energy efficiency, adopt low carbon technologies, and adapt to climate impacts (e.g. lot-level stormwater management).	E&E; ED; Partners in Project Green			
3.7	<p>As part of an overall revitalization effort conduct walkabouts and brainstorming sessions with residents, service clubs, local business and town staff in each of the town’s urban cores, villages and hamlets.</p> <ul style="list-style-type: none"> ▪ Develop a Bolton Revitalization Plan focused on the historic core area, incorporating relevant recommendations from current adopted Plans (i.e. Bolton Master Transportation Plan, Queen Street Corridor Study, etc.) 	ED; Planning			

#	Actions	Lead/Partners	Timing		
			S	M	L
	<ul style="list-style-type: none"> ▪ Review and update the Bolton CIP. ▪ Provide workshops on community building, creative place-making, effective marketing and social media promotions. ▪ Explore the potential for pop-up retail/restaurants in the rural villages. 				
3.8	Continued implementation of the Transit Feasibility Study including consideration of on-demand transportation and/or ride-sharing options that connect the core and villages to local and regional transport infrastructure for tourism and employment-related purposes.	ED; Planning; Transportation			
3.9	<p>Identify opportunities to expand relationships with local newcomer organizations to promote the integration of newcomers in the community.</p> <ul style="list-style-type: none"> ▪ Support the development of an interactive job and housing portal that connects job seekers and home seekers with local opportunities. 	ED; CCS; Immigration Peel			
3.10	Support a diversity of housing options and identify opportunities for multi-unit housing typologies to encourage growth and support affordability.	Planning			
3.11	Promote Caledon as a location for alternative accommodations by encouraging opportunities associated with farm stays, bed and breakfasts, glamping, cycle pods etc.	ED; Local tourism businesses; Planning			
3.12	Undertake a cultural plan to identify cultural, tourism and heritage assets in the Town and to enhance the quality of place narrative and assist in the attraction of new business investment.	ED; Planning			
Performance Measures					
<ul style="list-style-type: none"> ▪ The total number of visitors to the Town. ▪ Number of arts, culture and tourism events ▪ Increased visibility on social media platforms. ▪ The total number of participants engaged through Service Caledon. ▪ Number and value of redevelopment projects in the town’s villages, hamlets and urban core. 					

Priority IV: Enhance Investment Readiness

Objective: Provide the structure and policies to effectively target investment attraction and diversification of the local economy³³.

#	Actions	Lead/Partners	Timing		
			S	M	L
4.1	Incorporate economic development objectives in the Town of Caledon Official Plan.	ED; Planning			
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 (e.g., adaptive reuse of heritage properties, Public art and creative industries).	ED; Planning			
4.3	Undertake a review of the current planning and building permit process to simplify and speed up review and permit issuance for businesses.	ED; SI; Planning;			
4.4	Create and share a flow chart outlining the steps in the land use planning and development approvals process. <ul style="list-style-type: none"> ▪ Maintain and publish an up to date list of all local and regional fees and requirements. 	ED; SI; Planning			
4.5	Ensure that business taxes, development charges, imposed fees and related costs of expansion remain competitive and are marketed effectively.	ED; SI; Planning; Finance			
4.6	Undertake a review of existing marketing materials with a mind to creating a stronger online presence and a dedicated economic development stand-alone website or microsite.	ED; SI			
4.7	Conduct corporate-wide communication training for staff to improve awareness of strategic priorities and actions in the Economic Development Strategy.	ED; SI			
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.	ED; SI			
4.9	Focus on proactive by-law enforcement, particularly as it	Regulatory Services			

³³ Actions 4.1, 4.2, 4.12, 4.15 should be considered as part of the 2041 Official Plan Review.

#	Actions	Lead/Partners	Timing		
			S	M	L
	relates to the parking and storage of tractor-trailers and commercial vehicles in Caledon's rural lands and designated prestige industrial areas.				
4.10	<p>Expand the use of the town's CIPs to include development grants and tax incentives that:</p> <ul style="list-style-type: none"> ▪ improve the use of land through re-development, infill and intensification ▪ improve building infrastructure energy efficiency and aesthetics ▪ diversifies the economy in key sectors ▪ promotes tourism through product enhancements 	ED; Planning			
4.11	Encourage the establishment of an active local business organization to support the business community.	ED			
4.12	<p>Continue to designate additional land for employment uses and encourage a range of lot sizes, servicing and higher density development.</p> <ul style="list-style-type: none"> ▪ Maintain an inventory of available serviced and un-serviced employment land, as well as commercial and industrial buildings and provide the information on the Town's website. 	ED; Planning			
4.13	<p>Continue to build relationships with commercial builders and local landowners around redevelopment opportunities for existing office and industrial space.</p> <ul style="list-style-type: none"> ▪ Investigate opportunities to repurpose the existing inventory of industrial buildings or vacant warehouses as flexible workspace options. 	ED; Planning; Local Developers			
4.14	Explore the feasibility of owning and developing a municipal business park to have influence over the size of parcels, timing of development, future ownership and type of employment.	ED; Planning; Finance; Local Developers			
4.15	Consider designating lands around the Brampton-Caledon Airport to encourage aviation business investment.	ED; Planning; BFC			
4.16	Continue to advocate for expansion and upgrades to the Town's broadband infrastructure with an initial focus on	ED; Planning; SWIFT Network			

#	Actions	Lead/Partners	Timing		
			S	M	L
	<p>improving connectivity in the town’s industrial and employment areas.</p> <ul style="list-style-type: none"> ▪ Incorporate Smart City Technology policies in the Official Plan. ▪ With the implementation of broadband, pursue the development of a Smart Economy Action Plan that places an emphasis on supporting identified target sectors and smart talent attraction. 				
4.17	Explore opportunities to attract investment in renewable energy systems (e.g. geothermal, district energy) in employment areas.	E&E; local utilities; Region of Peel			
Performance Measures					
<ul style="list-style-type: none"> ▪ Decrease in average time to receive development approval or building permit. ▪ The growth in the non-residential tax assessment. ▪ Number of investment inquiries. ▪ Decrease in commercial/industrial vacancy rates. ▪ Increase in the amount of gross floor area built out for commercial and industrial use. ▪ The growth in local employment (number of residents working in Caledon and by type of sector). ▪ The number and type of applications under Community Improvement Plan. 					

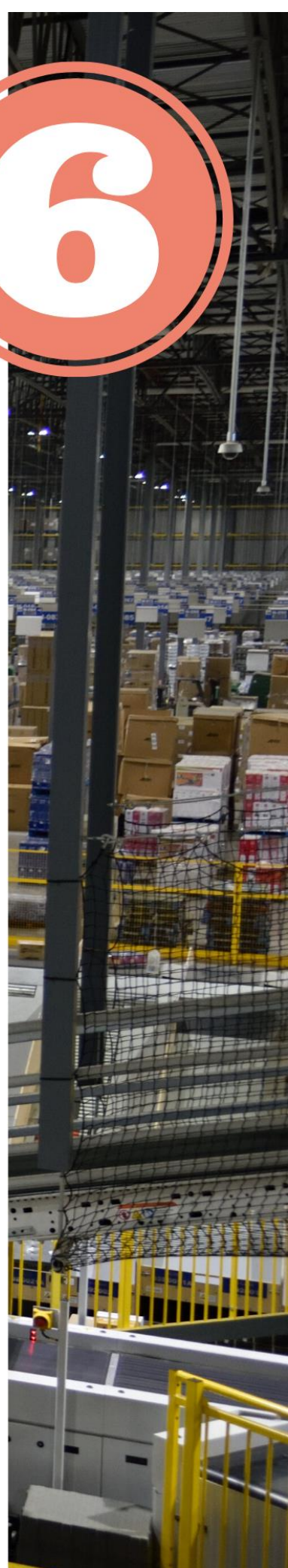


Image: Canadian Tire

6. Implementation

This Economic Development Strategy will only be successful if the actions are undertaken and if there is the measurability of performance.

To ensure this, it is vital to identify and make the best use of the resources available to the Town of Caledon and partner organizations, develop effective relationships with new stakeholders and ensure that current partnerships are strengthened.

This is a strategy for the whole of Caledon. The successful achievement of objectives and actions will need the support of all relevant organizations, local businesses, and departments across the municipality. Implementation will be a collective effort. This is particularly important given the lack of regional economic development programming and the current level of resourcing for economic development programming and services in the community.

The objectives and actions are concepts; ideas that require partners to assist with endorsement, backing or resources. These concepts, while highly supported in the community, will require time and effort to refine and implement. It may also require additional municipal resources and a review against current priorities for the Town's Economic Development and Tourism Division.

Collaboration is not always easy, and yet it is worthwhile and pivotal to the long term economic growth of the town of Caledon. Collaboration will require trust, flexibility and capacity to try new things; helping to mobilize complementary resources such as knowledge, finances and legitimacy.

In particular, the Strategy will require:

- Collaborating with a broad range of economic development partners, including area municipalities, educational institutions and external agencies and associations.
- Leveraging all the departments throughout the Town of Caledon that impact economic development and ensuring effective integration of the Strategy and subsequent implementation effort.
- Ongoing consultation and engagement with key business and community leaders to ensure that the strategy is effectively supporting existing businesses.
- The allocation of resources to support economic development programs or initiatives in alignment with the Economic Development Strategy.