



Winter 2008

## The Foundation for Economic Growth and Competitiveness

Simply put, strategic planning is a process, a set of concepts, procedures and tools designed to assist in meeting the needs of a community to change its environment and culture. The economic development strategic planning process provides a mechanism for evaluating various aspects of a community so that strategies can be developed. Laying the foundation for economic growth, positions a community to be competitive in the global economy.

There are five components in an economic development strategic planning process: initiating and organizing the process; analyzing the community's situation; formulating the plan; implementing the plan; and evaluating the process and its results.

As a result of a corporate-wide departmental reorganization in mid-2004, the Economic Development & Communications Department was formed at the Town of Caledon – providing for a stronger, more dedicated focus to the retention and attraction of business and industry. Coupled with the Caledon Community Work Plan which directed staff to complete a strategy, and we have initiation and organization of the process.

As mentioned, strategy development also consists of comprehensive research, analysis, and most importantly, stakeholder consultation. In late 2006, the Town of Caledon completed a Competitive Analysis which was subsequently updated in spring 2008. The analysis focused on trends related to Caledon's competitive advantages, particularly with regard to business development and growth. Community stakeholder consultations were a key component of the analysis, contributing to an enhanced understanding of Caledon's economic character.

The approach to completing this study included a range of efforts:

- Community and Economic Profiling
- Sector and Employment Concentration Analysis
- Stakeholder Consultation with local business leaders, provincial and regional economic development agencies, local business associations and public officials
- Community Competitive Analysis
- SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis
- Target Sector Identification

This background work, three key supporting municipal plans and Provincial policy framework serves as the foundation of the 2008 – 2012 Caledon Economic Development Strategy (CEDS). Approved by Council for the Town of Caledon on September 16, 2008, the CEDS is the culmination of the aforementioned research, analysis, and stakeholder consultation resulting in five strategic objectives:

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

Implementation of the CEDS will begin with the preparation of an "Action Plan" that will take the strategic objectives to the next level of detail. That Action Plan will outline:

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

The challenge will be to adapt to change – be it economic, environmental, social or financial. With that in mind, the CEDS is intended to be a "living" document that the municipality will revisit on an annual basis to ensure that the community remains vibrant and competitive in order to achieve its goals of:

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

Our mission, is to promote economic opportunities and secure investment that supports our strategic economic development objectives and activities, in order to enhance community prosperity.

The key to successfully completing this mission - continued work and cooperation with our Caledon businesses and economic development partners.



### Shop in Caledon

The "Shop Local - it's all here" campaign is an initiative of the Caledon Chamber of Commerce, in partnership with the Town of Caledon.

The message is clear: keeping business in this community keeps this community in business.

The mandate is to encourage residents to 'shop local' and to raise awareness of all that this community has to offer consumers.

Local companies are encouraged to visit [www.shopincaledon.com](http://www.shopincaledon.com) to register for their free listing. There are several listing categories from retail to service. As well, there are opportunities to purchase banner advertising space and post coupons for your customers to download, print out and redeem.



# INVESTMENT ACTIVITY



**Running Fox Equestrian Products Inc.**  
19815 Airport Road, Caledon  
[www.runningfox.com](http://www.runningfox.com)

The Town of Caledon is pleased to welcome Running Fox Equestrian Products Inc. to Caledon. The Caledon store is the second Running Fox location within the Greater Toronto Area. Employing seven, the store is over 3,500 square feet of retail space, fully stocked with tack, apparel and gift items to suit the most discerning equestrian enthusiast.



**Mars Canada Inc. - Consumer Fulfillment Centre**  
12315 Coleraine Drive, Bolton  
[www.mars.com/canada](http://www.mars.com/canada)

Mars Canada Inc. continues to grow within the Town of Caledon. On December 5, 2008, Mars officially opened the doors to its new 450,000 square foot Consumer Fulfillment Centre. According to Karl Kretschmer, Supply Chain Manager, Mars Canada Inc., the newly-built facility will operate initially with 100 employees. Attending the opening as Acting Mayor, was Regional Councillor Richard Paterak.



**Mars Canada Inc.**  
37 Holland Drive, Bolton  
[www.mars.com/canada](http://www.mars.com/canada)

Mayor Marolyn Morrison was delighted to present a plaque to Anthony Booth, General Manager Food, Mars Canada, recognizing Mars Canada for reaching \$100 million in gross sales of Uncle Ben's Rice in Canada. Mars Canada Inc. is the Canadian Division of Mars Inc., a worldwide manufacturer of confectionary, pet food and other food products. Caledon is the Canadian Headquarters for Mars Canada Inc.



**Canam Plastics 2000 Inc.**  
30 Holland Drive, Bolton  
[www.canamplastics.com](http://www.canamplastics.com)

The Town of Caledon welcomes Canam Plastics 2000 Inc. to their new, state-of-the-art manufacturing facility. The Town is very pleased with Canam Plastics' decision to locate their head office and manufacturing plant in Caledon. The location of this facility within Caledon demonstrates the competitive advantages and local strengths of the plastic manufacturing sector here. Canam will employ 60, and will specialize in the manufacture of high quality plastic bottles, containers and custom molds.

## For more information about Caledon development opportunities:

Ben Roberts, Economic Development Officer [[ben.roberts@caledon.ca](mailto:ben.roberts@caledon.ca) | x4011] or [www.caledon.ca/edc/availableproperties](http://www.caledon.ca/edc/availableproperties)



## ANNOUNCING THE OFFICIAL RELEASE OF THE TOWN OF CALEDON'S ECONOMIC DEVELOPMENT STRATEGY

This publication not only highlights the strategic objectives of the Town of Caledon's Economic Development Strategy, but also serves as a "living document" which will continue to evolve as our business community grows and expands. Email us to request a copy: [edc@caledon.ca](mailto:edc@caledon.ca) or to download a copy, visit the publications section of [www.caledon.ca/edc](http://www.caledon.ca/edc)

## New Communications Specialist

Laura Johnston joined the Town of Caledon in November as the Communications Specialist.

Previously the editor of Kitchener's community newspaper, and the Communications Co-ordinator with Kin Canada, Laura brings extensive experience in writing, editing and design.

You can reach Laura at 905.584.2272 ext 4106 or [laura.johnston@caledon.ca](mailto:laura.johnston@caledon.ca)

NORM LINGARD | Manager  
SANDRA DOLSON | Research & Project Coordinator  
BEN ROBERTS | Economic Development Officer  
LAURA JOHNSTON | Communications Specialist

