

Town Of MONO

Visioning Summary

Prepared by MC2
January 2011

TABLE of CONTENTS

Overview of Process	3
Q&A as per the speed networking session ..	5
Strategic Issues	6
SWOT on Agriculture	7
SWOT on Community	9
SWOT on Economic Development.....	11
SWOT on Energy	12
SWOT on Environment/Rural Setting.....	14
SWOT on Governance	15
SWOT for Infrastructure *	17

Mono Vision

Overview of Process

This document summarizes the results from a year long initiative undertaken by the Mono Mulmur Citizens' Coalition (MC2) to engage the residents of Mono in generating a vision for the Town of Mono. The first activity of engagement was the presentation of a list of vision statements at Mono's Big Day Out 2009. On this day residents were asked to vote for their favourite vision statements. The top six statements were further defined during the first of two visioning sessions that followed. The results of which were on display at Mono's Big Day Out 2010.

Two visioning sessions were conducted by MC2 with residents of Mono. The first session was conducted May 8th, 2010 at the Orangeville Fairgrounds and was attended by thirty six residents, including the council of the day. The format used for this session was a technique referred to as "mind mapping". The participants worked in groups to generate mind maps identifying what they would like to see for Mono in ten years and then fifteen years out, looking forward to the year 2025. There were eight mind maps generated identifying topics and subtopics considered as important for the future. Following the session a small group of volunteers took the maps and consolidated the details under seven key topics that emerged. The topics were summarized and observations were added by the volunteer group.

On November 27th, a second visioning session was conducted at the Horizons Event Centre, where 25 residents of Mono gathered to review the results from the first session in the form of the consolidation of the mind maps. The topic summaries and observations were examined with this second group of interested citizens using a SWOT (strengths, weaknesses, opportunities and threats) analysis process to further define a Mono vision.

Mono Vision

The vision presented here is not considered to be all encompassing or final, nor has it been ratified by all residents of Mono. Our purpose in presenting the document is with the hope that it may provide valuable information for the current council to draw from when formulating their vision for the town. In addition to the SWOT detail we have included statements provided by participants in response to several questions asked at the second session and a summary of strategic issues that present as common across several of the topics.

Mono Vision

Q&A as per the speed networking session

What could happen that would enable residents of Mono to feel fully engaged and energized about a Town vision?

- Threats
- Threats (deliberately repeated)
- Fear of losing what we have
- Unfortunately a crisis
- Education about importance of a citizen's engagement

What seed might we plant together today that could make the most difference to the future of Mono?

- Get venues that bring ratepayers together to enhance feeling of bringing a community and encourage dialogue
- The passing by word of mouth of the importance of each Mono citizen to help determine their future and their childrens' future in this ever increasingly changing world

How can we support each other in taking the next steps?

- Town meetings
- Communications between citizens, committees and council
- Finding activities to cohere (involve) community i.e. garbage pick up along roads once a year – get people involved and talking
- Communicate – via new technologies of the information age – internet and the personal, of a fashion, that forms “real” community bonding – get together

Why do we think a vision for Mono is important?

- To put us on the right track for tomorrow
- Think Global act Local!
- We start here and perhaps the ripples will be felt !

Mono Vision

Strategic Issues

(prepared from three individual's observations of the SWOTs - duplication has been deliberately left in)

- Mobilize citizens skills and ideas etc
- Transparency at council, closer to community, open up communication
- How do we align various community /citizen /interest groups, council /township should find ways to encourage this
- Get(generate) township wide interest
- More transparency]
- More communication] feedback loop from citizens, internet facilitated
- More information]
- Policy and standards development – by-laws
- More people getting together / civic engagement
- Incentives
- Greater outreach
- Policy/ by-law review and renewal (revisions)
- Increased community awareness
- Initiatives – local and upper tier
- New comers – welcome and education
- Transparency – communicating what's being done, committee reports, county updates
- Greater outreach to in house/ in town expertise
- Committee composition, having full time and adhoc committees
-

Mono Vision

SWOT on Agriculture

Strengths	Weaknesses
<ul style="list-style-type: none"> - We already have empathy for “farming” in our community. - There is an emotional attachment to the concept of “Farm”. - We already have an agricultural community - There is already agricultural knowledge and experience. - We are 60 minutes from the GTA and the airport. - The topography of Mono lends itself to smaller sustainable farming practices. - We already have some Community Supported Agriculture. - Haying fields are the right size to supply recreational equine operations. - We have great water. 	<ul style="list-style-type: none"> - We have many non-farmer residents. - Farmers are looking to sell their land for profit/retirement saving to live off. - Some farmers that are established are getting old and sons and daughters are not going to farm. - Severance rules under pressure to change. - Complicated or not possible to buy directly from local commercial growers.[ex; spinach] - We lack a marketing committee/council to develop and support local marketing interconnections. - Organics produced locally are expensive at the moment. - There is a lack of knowledge by residents and occasional residents as to where to buy local products. - There are concerns over the water table levels and the salubrity of the water. - The misuse of water in agriculture.
Opportunities	Threats
<ul style="list-style-type: none"> - To develop a cooperative type of agriculture. - To develop a land bank registry: to have the community of Mono own some lands and lease it out to new farmers with sustainable guidelines and/or conserve fragile areas. [This could be done by having \$ put aside from a 2 to 3 % tax on the sale of properties in Mono] - The land bank would then not only react to 	<ul style="list-style-type: none"> - Current planning thinking; seems that the status quo of how to plan for the future of a town based on “ growth” to the detriment of caring for the whole of the biosphere of which humans are only a part of and that humans depend on the interaction within this biosphere to survive. - Government imposed growth. - OLA protectionism.

Mono Vision

<p>preserve rural aspect but be proactive in its direction.</p> <ul style="list-style-type: none"> - The development of a new business model of farming where there is a pre-existing order for the crops planted. - Increase in fossil fuel prices will mean that local food will be more affordable. - The direction of the provincial government seems to be moving towards local food supply. - Residents approve of buying local so we need lobbying to develop subsidies for local farming. - To develop an agriculture standards/policy for Mono. - To develop water taking standards/policy for Mono. 	<ul style="list-style-type: none"> - Mindset difference between the newcomer/citified person and the old-timer/rural farmer person. - Mindset difference between those who think first and foremost of benefits only to themselves or their family versus those who think of benefits for the future of the planet and our place in it among billions of human inhabitants.[“me to we” and “think global act global” concepts are a leap for some who are in survival mode] - Increasing price of fossil fuels are making local food more expensive to grow by the conventional method of tilling the soil. - Governments are making it more difficult for small farms/producers to sell. They must get approvals and meet standard which they feel they cannot afford. - The bottom line is how much profit we make type of business model superimposed upon farming. Thinking the regular business model applies to farming. - Lack of or poor water taking standards at many level of government.
---	---

Mono Vision

SWOT on Community

Strengths	Weaknesses
<ul style="list-style-type: none"> - A sound base of self starting arts people and groups - Growing seniors groups with good skills and a sound volunteer base - Great local events such as MBDO, run and organized by local people. - A new municipal council, motivated to address a vibrant and growing community needs. 	<ul style="list-style-type: none"> - A lot of uncoordinated events going on causing calendar conflicts - The arts groups are considered under recreation (municipally). - There is little municipal support - There is a lack of an arts policy at the municipal level. - Not enough recognition of the growing seniors community for such things as housing; activities and access to information - No telephone outreach program for seniors - Transportation issues for seniors - Council has early morning meetings thus making access by the public not easy. - Access to town activities is very limited. Should make a concentrated effort to improve communication in general. - Too few volunteer committees, no town hall meetings. - No programs to steer new [people to the community - Transparency needs to be developed. -
Opportunities	Threats
<ul style="list-style-type: none"> - Develop and grow the skills within the arts community. Huge skill base. - Seniors are able and willing resource that must be exploited - Then idea of MBDO is terrific and should be supported municipally and allowed to grow. - The enthusiasm of the new council must be 	<ul style="list-style-type: none"> - Arts community although strong is greying. A youth oriented piece should occur. - If we let the skills of the seniors slip we will have made a grave error. - If council does not develop a sense of unanimity then priorities will slip - In terms of security a grave error will have been

Mono Vision

<p>allowed to percolate</p> <ul style="list-style-type: none">- Security issues must be better understood and addressed by an improved outreach program, or hotline.- Create maybe a local CARP-like program- Create an improved program of communication for all.	<p>made if nothing is done.</p>
--	---------------------------------

Mono Vision

SWOT on Economic Development

Strengths	Weaknesses
<ul style="list-style-type: none"> - Proximity to Pearson Airport is a huge plus, - Growing population is bringing well-developed skills - Dufferin County Marketing Strategy is available to help - There is strong existing talent pool. - Good base for development of at-home business; restaurants; small farms; tourism - 	<ul style="list-style-type: none"> - Water availability for everyone is not consistent - Tax base not fair to all. Eg horse farms do not get farm credits - Current talent pool is not all committed to the community (some are city dwellers too). - Growth is coming but needs to be monitored - Current tax system has little incentive for all. - Non farmers get same tax benefits for leasing farm land as farmers.
Opportunities	Threats
<ul style="list-style-type: none"> - Develop a sustainable system for at-home businesses - Review real estate development guidelines so that the town does not pick up the bill. - Create group incentive programs. - Modify tax systems to incent business - Exploit the Dufferin Strategy - Develop retirement opportunities and housing - Council to be proactive 	<ul style="list-style-type: none"> - Uncontrolled subdivision development - Provincial insensitivity to issues and needs of the local community - There appears to be no clear vision of what development we want in the town - Development policy needs to come from the town, not the developer.

Mono Vision

SWOT on Energy

Strengths	Weaknesses
<ul style="list-style-type: none"> - No regulation for solar power in Mono (for households) - no permit process - Cost of installations (solar) have decreased - Potential (physical space) for reduced energy footprint, ie: geothermal, solar, etc - Waste management: - Mono has control of flow to Dufferin, new technology being discussed (in talking phase) - Management at county level, not responsibility of Mono (too costly, too broad a base for Mono to handle) 	<ul style="list-style-type: none"> - Solar energy: who provides maintenance - costs may be prohibitive for individual home owners - Does Mono have budget for energy incentives (geothermal, solar); alternative energy programs are costly; alternative energy falls on individual level - biggest impact at industrial level where there is continued dependence on nuclear energy/coal/oil - No practical promotion of energy conservation - No financial incentives for existing households to change to alternative energy - Lack of education with regard to energy consumption - ie: new developments, retrofit of existing households - Alternative energy: we all want it, but don't want fields of windmills or solar panels (as in industrial instalments); NIMBY syndrome - Waste management: - New technology - what if it fails? What are alternatives - Giving up autonomy by giving Dufferin decision making responsibility <p>* Clarification: Where does Bullfrog get its energy from?</p>
Opportunities	Threats
<ul style="list-style-type: none"> - Alternative energy in new developments; - Provide incentives - Provincially mandated reduction on grid and increased population - allow developers to use alternative energy - Cooperatives for community solar energy to reduce cost of alternative energy (new developments) 	<ul style="list-style-type: none"> - Community resistance to alternative energy - Waste management: access to waste plant through Mono - trucking traffic through rural community - No restrictions (regulation) on new house/building sizes - New "monster" houses are not energy

Mono Vision

<ul style="list-style-type: none">- Mono has the space for alternative energy (solar, wind)- Waste management: potential for financial gain (for county)- Liaison with real estate companies - provide information packages for educational purposes (conservation, recycling etc for prospective buyers)- Financial incentives to upgrade wood stoves to more energy efficient ones (to reduce pollution)- Alternatives to wood (pellet stoves)- Water conservation - town of Mono incentives for more efficient toilets- Provide excellent trail systems to encourage people to ride bikes rather than use motorized vehicles (include new paved roads with wider shoulders for riders)- Increase accessibility via trails to businesses to encourage biking- Increased riding, walking, cycling improves overall health of population, thus reducing medical costs.	<p>efficient</p> <ul style="list-style-type: none">- Larger energy footprint/requirement
--	--

Mono Vision

SWOT on Environment/Rural Setting

Strengths	Weaknesses
<ul style="list-style-type: none"> - Autonomous Official Plan (OP) - Strong zoning laws embedded in the OP - Gravel Roads - Citizens have a strong attitude and support for community events such as MBDO - Green Belt, Oakridge Moraine, NEC 	<ul style="list-style-type: none"> - Increasing population could create a shift in community goals and interests - Recognition and popularity as a place to live could attract people who don't share the Mono Rural Vision (MRV) - MRV poorly defined and badly promoted - Potentially increasing suburban mentality - Giving in to zoning changes - Little control over arterial roads - Too much power exerted by Queens Park - Green Belt, Oakridge Moraine, NEC
Opportunities	Threats
<ul style="list-style-type: none"> - Mono needs to provide a kit for prospective citizens outlining the Mono Rural Vision that values gravel roads, a natural environment, open spaces and a small town feel - Become THE recreation destination - Become the idea-driven creative centre of Dufferin - Take advantage of technology to attract green, creative and technology businesses - Create shared appreciation for our diverse environment - Disseminate information and education to citizens using high-speed internet, a Blog, newsletters, etc. - Develop program to encourage citizens to become involved in increased community events like MBDO - Use informal Town Hall meetings to increase interaction between Council and citizens as well as an opportunity to meet your neighbours 	<ul style="list-style-type: none"> - Green Belt Act overriding possibilities without consultation - Developers - Population growth not properly managed - Upper tier levels of government - Traffic on arterial roads - Lack of Mono totally enabled high-speed internet - Portions of current zoning bylaws may be out of date with recent reviews ... see November 12 OMB decision on the Caledon Rockfort Quarry where it states, <i>"no policy is to be given priority over any other policy including the Provincial Policy Statement, the Aggregate Resources Act, the Official Plan of Caledon or Peel – they all must be weighted together on their merits; ..."</i>

Mono Vision

SWOT on Governance

Strengths	Weaknesses
<ul style="list-style-type: none"> - Committed Council with a professional solid staff 	<ul style="list-style-type: none"> - Need more open processes to communicate to and inform citizens. - Citizens don't know what is going on. - Find ways to build interest among voters. - Council part-time, staff full time. - Need mechanisms to manage/ control
Opportunities	Threats
<ul style="list-style-type: none"> - Clarify roles of County V. Township Councils - Ensure that Township representatives on County Council draw clear instructions from, and report back to, Township Council - NVCA gets significant funding from Township - How does Township get NCVA accountability and insure that NCVA works in the interest of the taxpayers who pay the bills? - Inform the public on costs/responsibilities of various governance bodies (OPP (policing) Fire Departments, Libraries, Health Care Institutions, etc.) Inform tax payers on what is being done, what are we getting for our money. Big cost, little information, little apparent control – and we are paying - Use local skilled resources (local knowledge base) to support Council...on committees, or ad hoc basis. Open up the process. Council will be as good as the support/input it receives from staff and citizens. - Township Council needs to be the first line of defence v Province and County. Make sure our interests are clear, even when the mandate is not clear. Don't say "not our responsibility 	<ul style="list-style-type: none"> - Non-accountable bodies have big impact. Council Action: "Take Back Control". Open up communication and information flow from these bodies. - Corruption/Conflict of Interest. All public officials (Councillors, staff, advisors, should at all times be working in the interests of the citizens – not of personal interests, or those of lobbyists friends, business associates, etc. Should cover all interests, not just monetary issues.

Mono Vision

<ul style="list-style-type: none">- Manage the staff. Part-time Council at the mercy of full time staff. Need mechanisms to control.- Open Council processes. Get agendas out well ahead of meetings (5 days), including all support information. Include schedule with agenda allowing interested people to know when to attend to hear discussion of issues of interest. Use internet to get out information. Produce useful complete, informative, Minutes of meetings. Build meeting structure to encourage citizen input and participation.- Careful management of all bids put out by Township. All bids should be open to bidding. Make whole process transparent. Explain why the winner of a contract won.	
---	--

Mono Vision

SWOT for Infrastructure *

Strengths	Weaknesses
<ul style="list-style-type: none"> - The Mono Official Plan supports many aspects of our rural infrastructure - There is a tremendous number of artisans living in Mono - The existing gravel roads enhance the rural landscape vision of Mono 	<ul style="list-style-type: none"> - The Mono Official Plan is reviewed every five years for improvement and refinement - There is a low level of police patrols and monitoring of Mono roads for speeding - Lack of health care services for senior and handicapped citizens - No support for arts & culture <ul style="list-style-type: none"> ✓ Recognition ✓ Coordination ✓ Financial ✓ Marketing ✓ Education - Lack of high speed internet connections in many parts of the town - Previous Councils abdicated too much of the Budget responsibilities to Staff with little or no oversight
Opportunities	Threats
<ul style="list-style-type: none"> - The Mono Official Plan should be reviewed annually for improvement and refinement - Develop strategy for better communications with the community at large and specifically the artisans - Review municipal budget and reserves for funds to support arts & culture activities - Requisition a “cradle to grave”/”total life cycle” analysis on paving versus gravel - Review the conflict between county and municipal speed limits on town roads to ensure a solution that provides consistent speed limits for all - Develop a strategy to leverage our recreational facilities to the citizens of Mono - Develop a strategy to leverage our recreational facilities to tourists - Have a review done on the proliferation of signs in Mono to create approval policy & standardization - Implement a new policy that clearly defines the responsibilities of both staff and Council for annual budget review 	<ul style="list-style-type: none"> - Lack of communications in general - Poor internal communications between Council, staff and committees <p>*Infrastructure ... the internal organizational structure of Mono as well as public systems, services and facilities such as power, water, transportation, telecommunications, roads and schools</p>

Mono Vision