

## The Headwaters Community Well-Being Report



# Chair's Message

## **Neighbours, families, friends, even strangers sometimes – we need each other, that is one thing we know for sure.**

Fortunately, there is a global movement afoot, which celebrates and affirms the importance of compassionate and resilient communities. Our Headwaters region has much to celebrate – we have a plenitude of strengths to build on, especially when we listen to each other and work collaboratively. Headwaters Communities in Action (HCIA), our grassroots citizen group, wanted to know what community well-being meant to you, so we asked and more than 400 residents answered us. This report is about reflecting upon what we heard and initiating deeper conversations that move us to collective action for vibrant, just and sustainable community living.

Communities grow and mature because we decide to value the countless hours of volunteer time, knowledge, and random acts of kindness. The sheer number of local people who give back “for free” speaks to tremendous civic engagement and community resilience. Strong communities are places where residents interact more often about civic issues, mobilize the talents of their neighbours, and honour the unique environmental, social and economic features of where they live.

While you read this report it is important to consider some critical questions:

- a) What do you agree with, and what resonates with you?**
- b) What's missing? Who has not spoken up?**
- c) What would you like to do? Who do you want to work with?**

We have an interactive website [headwaterscommunities.ca](https://headwaterscommunities.ca) for you to use to keep the community conversation going.

This research and community well-being report happened because of abundant community engagement as our thank-you page demonstrates. Personally, I want to thank a handful of people for their work and vision beyond the call of duty: Holly Greenwood, Sylvia Cheuy, Signe Ball, and Liesje Doldersum. Also, I want to thank Margaret Long and Kerry Braniff for their tremendous foundational work on the report. Sometimes our heroes are local.

It is a privilege for me to live in this beautiful Headwaters region, to chair such an innovative community think-tank and to work with local friends and citizens on problems and collective solutions. I am grateful. At the same time, I anticipate promising community ideas and solutions to follow this initial foray into community well-being, as we continue to learn and decide what to care about together.



Leesa Fawcett

Chair, Headwaters Communities in Action

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## About HCIA



**Headwaters  
Communities  
in Action**

*Building A Better Quality of Life Together*

Headwaters Communities in Action (HCIA) is a grassroots citizen group whose mission is to foster community leadership and action towards a long-term vision of well-being for Dufferin County and the Town of Caledon. We take a collaborative approach across sectors and political boundaries and promote community-based solutions to address complex issues.

Since our inception in late 2004, HCIA has been a convener of community conversations and projects that enhance community well-being – which we view as encompassing five pillars of a healthy community – Healthy People; Dynamic Economy; Sustainable Environment; Vibrant Culture; and, Engaged Citizens.



# Highlights

## Community well-being is a complex interplay of social, cultural, economic, and environmental factors.

While Headwaters' assets are many, we face some challenges to community well-being. Below is HCIA's perspective on the assets and challenges we share in Headwaters.

Significant population growth is anticipated over the next 20 years. This growth may be inevitable, and even beneficial in some ways, but it will need to be intentionally managed in order to protect what many people in Headwaters say they value most – “**small town feel, beautiful landscapes, healthy environment, feeling safe**”. How we design our towns and neighborhoods, how we manage the waste we produce, and how well we attend to the needs of the most vulnerable amongst us will help sustain these assets.

Headwaters falls behind in **funding** for some needed health and social services. More collaboration across agencies and municipalities in Headwaters would strengthen efforts to advocate for improved rural-based services. With few **transportation** options available in Headwaters, seniors and those who cannot afford a vehicle struggle to access services and may not be able to remain in the community.

Rates of **poverty** are increasing as the impact of the recent recession continues to percolate. A concerted community effort is needed to ensure that all citizens have access to affordable housing, food and employment.

Local farming is a valued economic and cultural component of our community, but its viability has been challenged over the last few decades. Headwaters is well positioned to revitalize the sector through **local food** initiatives, niche marketing and agri-tourism.

Headwaters benefits from a strong **entrepreneurial spirit**, and a growing creative sector. Further **diversifying local job options** and improving levels of **education** could improve economic resiliency in Headwaters. Imagine the possibilities if we began to work across municipal boundaries to identify the type of industries we want to attract and begin to pool our resources to create the conditions for success.

**Creativity** thrives in Headwaters' vibrant arts, culture and heritage sectors. These sectors make an important contribution to the local economy through tourism and as a business attractor, and provide valuable opportunities for people to gather together, stay connected, and celebrate community spirit.

The well-being of our community depends on the contribution of citizens through **volunteering** and civic engagement. Yet, fewer people are sharing in that responsibility. As citizens, we need to think about how we can support our community and find ways to do so that fit with our busy lives.

Community well-being is beyond the influence of any one person, organization or level of government alone. We know the most creative solutions emerge when non-profits, businesses, government, and passionate citizens work together. HCIA invites you to share your perspectives, talents and resources to improve our community. Join in the hosted face-to-face and on-line conversations and make a difference. Learn more at [headwaterscommunities.ca](https://headwaterscommunities.ca).

# Community Profile

**What we mean by Headwaters.** Throughout this report reference is made to Headwaters. For the purpose of this report Headwaters encompasses the towns and villages in Dufferin County and Caledon.

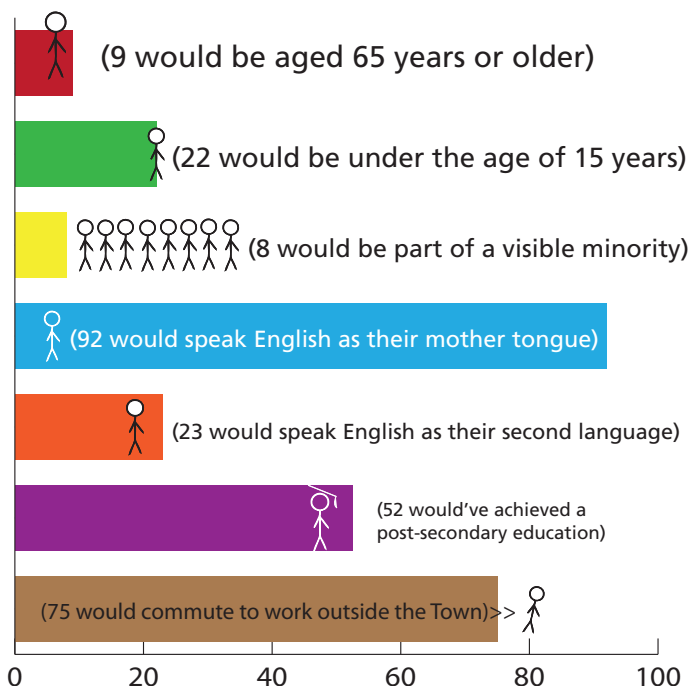
**Dufferin** includes Town of Orangeville, Town of Mono, Town of Shelburne, Township of Amaranth, Township of Mulmur, East Luther Grand Valley Township, Township of Melancthon, Township of East Garafraxa, and a number of hamlets. **Caledon** includes Bolton, Caledon East, Mayfield West, Caledon Village, Alton, Cheltenham, Inglewood, Mono Mills, Palgrave and a number of hamlets.

Headwaters is home to 111,486 people and is growing exponentially. By the year 2031, population growth in Headwaters is anticipated to nearly double to 108,000 in Caledon and 80,000 in Dufferin.

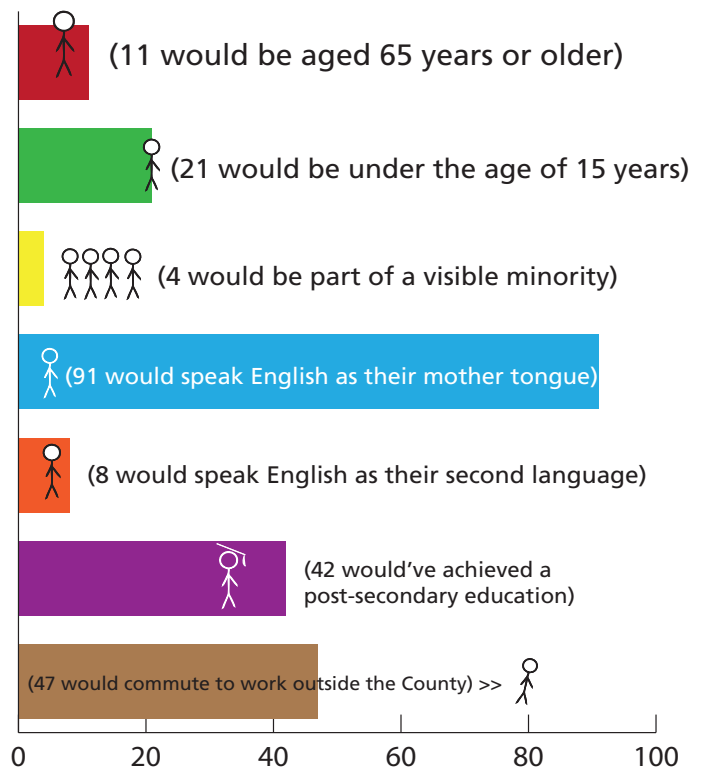
Population in 2006: **Caledon** - 57,050 • **Dufferin County** - 54,436

This visual - '100 people village' - demographic data is based on 2006 Census data:

## If Caledon was a village of 100 people:



## If Dufferin was a village of 100 people:



...now, on to the report!

# Small Town Feel

**How strong is our sense of place?** We love where we live. We have a very strong sense of place. Residents of Headwaters have a strong affinity and pride in the small towns and villages that make up our region. In HCIA's 2008 survey, the ambience of our small towns and the rural landscapes was identified as the primary reason for choosing to live in the Headwaters area.

What residents value most about small town living is:

- being able to walk to shops downtown and meet people they know
- knowing their neighbours and feeling safe within their neighbourhoods
- being able to get into the countryside within five minutes of the downtown core
- the preservation of local heritage buildings and aligning new architecture with them

**Mayfield West: A Complete Community.** The Mayfield West community now in development at the southern border of Caledon is an example of a complete community. The plan calls for shopping, schools, and workplaces to be within a five to fifteen minute walk of residences, a bonus to health and the environment. Mayfield West will eventually be home to 27,000 people, absorbing almost half of the projected population growth for Caledon. Its promise to minimize sprawl into surrounding rural lands is worth monitoring as it develops.

## Walk to the Market on Broadway

The Orangeville Farmers' Market is a community design success story. On Saturday mornings, between May and October the market is bustling with activity and community spirit: local farmers and artisans sell their produce, entertainers delight the crowds, and local people shop, chat and catch up with each other. On any given Saturday between 1,000 – 3,000 people visit the market. What is the recipe for this success? Put a market near a park, the main shopping district, and within walking distance of residences, add a dash of the arts and other community events.

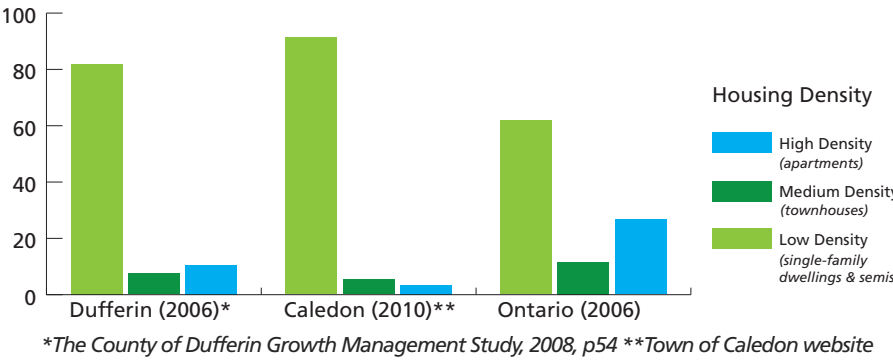


**Land-use planning decisions shape us in ways that we are only just beginning to appreciate – obesity, heart disease, mental health, social isolation, nutrition and air quality.**

Planning by Design: a healthy communities handbook, Ministry of Municipal Affairs and Housing Ontario Professional Planners Institute Fall 2009



**Growing Smartly** By 2031, the population of Caledon is expected to double to 108,000, and Dufferin County as a whole is forecasting a 40% population increase to 80,000. Preservation of surrounding farmlands and natural areas will require rethinking our traditional approach to development with sprawling single-family dwellings. The province of Ontario's *Places to Grow* legislation sets out policies designed to limit further urban sprawl. In Headwaters, specific towns have been identified as most suitable to absorb population growth: Bolton, Caledon East and Mayfield West in Caledon; and Orangeville, Grand Valley and Shelburne in Dufferin County.



**Complete Communities** The concept of complete communities is a promising urban growth model that encourages the sustainable development of our towns. Complete communities are designed to provide a full range of housing in close proximity to a variety of jobs, schools, recreation and local services. Also, a variety of transportation options are supported to reduce dependence on cars.

**Dufferin County Endorses Active Transportation**

In October 2010, a major milestone was celebrated when Dufferin County Council endorsed its Active Transportation & Trails Master Plan. The DCATT Plan outlines a long-term strategy to create an interconnected system of trails and cycling lanes within and between Dufferin's eight municipalities. When implemented, the Master Plan will not only help improve the health and well being of Dufferin County residents, it will also provide a community asset to help attract new residents and visitors to our area.

**Downtown Vitality** The vitality of a downtown area is greatly impacted by its design. People are attracted to downtown shopping areas that are pedestrian-friendly, have places for socializing or resting, are aesthetically pleasing, and offer events or other forms of entertainment. Local BIAs (Business Improvement Area) are working actively towards these goals in Bolton, Shelburne, Grand Valley, and Orangeville. A critical mass of businesses and nearby residents is needed for these efforts to be successful.

**Did you know?**

A 5% increase in neighborhood walkability is associated with a 32% increase in minutes spent walking and biking. Every kilometre walked generates a 5% reduction in risk for obesity. Conversely, each hour spent in a car increases the risk for obesity by 6%<sup>1</sup>.

**Recreation** Participation in recreational programs improves health, keeps people connected, and reduces crime. Yet, user fees pose a barrier to nearly 40% of Canadians. In addition, non-residents face surcharges on recreational programs. Up to 35% of program and facility users of Orangeville recreation programs are non-residents that live in smaller nearby communities in Caledon and Dufferin. This is an area where cooperation between municipalities to cost-share services could improve access to recreation and therefore public health.

	Dufferin	Caledon
Community Centres	4	3
Pools	3	3
Ice Pads	7	7
Sports Fields	16	18.5
Baseball Diamonds	12	19
Skateboard Parks	2	1 (mobile)

Municipally-Run Recreational Facilities

<sup>1</sup> Health Status Report for Peel, 2008

# Protecting the Headwaters

## Are we taking care of our rural landscapes and environment?

We take its care very seriously. Headwaters is so named because it is the source of four major river systems. The Nottawasaga, Credit, Humber and Grand have all shaped our spectacularly beautiful landscapes. In our survey, 50% of respondents mentioned a physical characteristic of the Headwaters area as something they valued most about where they live. From its environmental significance, clean air and water, to its beautiful rural landscape – there is much we cherish about our region's environment.

**Atlantic Salmon are Returning to the Credit River Watershed** and Lake Ontario thanks to the recovery efforts of the Ontario Atlantic Salmon Restoration Program. Nearly decimated by human activity, Atlantic salmon join more than 60 other species of coldwater fish that are found in rivers and streams throughout the Headwaters. Credit Valley Conservation has taken successful steps to improve Atlantic salmon habitat by initiating projects to stabilize and restore the riverbanks, eliminate fish barriers and improve water quality.

**Water** Preservation of water quality and quantity in Headwaters is critical to our own communities and those downstream. Groundwater is the source of drinking water for most communities in Headwaters with the exception of the most southern parts of Caledon that have water piped from Lake Ontario.

The tainted water tragedy at Walkerton in 2000 highlighted the dangers of contaminated drinking water. Source Water Protection Plans are being developed by Source Water Protection Committees in collaboration with local conservation authorities, local municipalities and other community stakeholders. Their purpose is to eliminate or manage chemical and pathogenic threats to the water supply. Chemical threats come primarily from industrial and farm-related activity; pathogenic threats from human and animal waste.



**As a limited resource, water is a valuable source of natural capital and affects land values in the area. "The Credit River Watershed provides at least \$371 million per year in ecological services to the residents of the watershed."**

Natural Credit: Fact Sheet, [greeneconomics.ca](http://greeneconomics.ca), p.1.



**Water Quality** The majority of Headwaters municipal drinking water sources comply with provincial standards. Issues with elevated levels of sodium and chloride have been identified in recent years in several supply wells around Orangeville. Inglewood wells have shown issues with elevated levels of pathogens. Efforts are underway to address these issues and to educate the public about how to protect drinking water sources.

**Water Quantity** Water quantity is impacted by activities that reduce the ability of an aquifer to recharge, such as the amount of impermeable pavement that prevents water from being reabsorbed into the ground or the amount of water drawn by residents and commercial operations. Community wells in Orangeville, Mono, and Amaranth have been identified as having water quantity threats. See [headwaterscommunities.ca](http://headwaterscommunities.ca) for a full account of water quality and quantity threats in Dufferin and Caledon.

>>“Fish are recognized as indicators of the health of a watershed. As such, they also serve as barometers of human health and well-being.” (Loftus et al. 1980, CVC Watershed Report)

#### What you can do to protect our water:

- Regularly maintain your septic system and upgrade your septic to current building code
- Wells are direct pathways to groundwater. Upgrade your well to current building code and properly decommission old wells
- Upgrade your water softener
- Conserve water
- Dispose of hazardous waste properly
- Avoid spillage of oil or fuel when working on your vehicle. One litre of gas or oil can contaminate a million litres of groundwater.

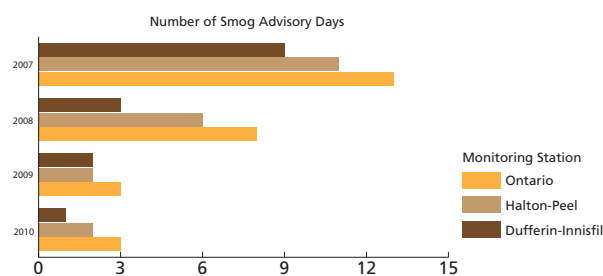
**Lifestyles** As our community grows, we continually face the challenge of managing the environmental impact of our lifestyles. We rely heavily upon cars as our primary mode of transportation, a major contributor to smog. And more people and more industry result in more waste. How we choose to manage population growth will make a significant impact on the rural landscapes and environmental health of this area.

#### Waste Management

- More than half (21,685 tonnes) of waste was diverted from landfill through residential recycling and recycling centres in Caledon in 2010; and, 36% (7,520 tonnes) of waste was diverted in Dufferin in 2009.
- Caledon diverted 1,520 tonnes of organic waste from landfill in 2010 through its organic waste program and Dufferin diverted 2,386 tonnes.

**Air Quality** There has been an impressive decrease in the number and duration of smog advisories in Ontario and at monitoring stations close to the Headwaters since 2007. Orangeville and Shelburne are supporting this trend with anti-idling bylaws, and Caledon is exploring the feasibility of a bylaw.

Living near Toronto, the largest urban centre in Canada, means there is tremendous pressure on the Headwaters environment. This pressure affects the health of the people who live here, and the well-being of the natural landscape – forests, wetlands, meadows, rivers, lakes – and wildlife. The challenge is how to maintain growth and foster prosperity in the region, while preserving the health, viability and beauty of the rural landscape.



## What is needed to help us ensure we use our natural resources wisely while protecting our environment?

# Rural Roots

**How important is our rural life?** Historically, agriculture was the way of life in Headwaters and continues to be seen as a valued cultural component of the community. In fact, Headwaters includes some of the best agricultural land in the country. Its close proximity to markets in nearby cities and the second largest North American food processing economy in the Greater Toronto Area makes the land a valued resource both for food and economic development. Despite this, the viability of local farming and protection of rural lands are threatened.

**Viability of Agriculture** Agriculture is no longer the economic driver it once was in this region. In fact the number of farms has continued to decrease dramatically, from 1,734 to 1,376 over the past two decades. However, sales of main livestock and crop commodities in Headwaters totaled a still-significant \$143.8 million in 2006<sup>1</sup>.

**Eat Local Caledon ([eatlocalcaledon.org](http://eatlocalcaledon.org))**, a program supported by Caledon Countryside Alliance, works hard at making it easier to eat locally grown foods. Their many efforts include school and youth gardening, farming and cooking programs, farmers' markets, locally-inspired cooking classes, monthly eat local dinners, Eat Local Month in September, the Albion Hills Community Farm, annual farmer-chef trade meetings, and the Who's Servin' Local program, which recognizes Caledon shops, cafes and restaurants that are serving local food.

## The Agricultural Dilemma

There are farmers in Headwaters with land, skills and knowledge, but no one to take over the farm when they retire. At the same time, there are young people and new immigrants with a desire to farm, but few skills or no land. That's the dilemma that local programs such as FarmStart in Brampton ([farmstart.ca/mcveanfarm](http://farmstart.ca/mcveanfarm)) and Everdale's Farmers Growing Farmers Program near Hillsburgh ([everdale.org](http://everdale.org)) are helping to resolve. Both offer skill-building programs for those who want to improve the sustainability of their farms or to become farmers. In addition, Farmstart supports a service that links new farmers with experienced farmers who have land available or expertise to share.



**"There is a living connection between rural communities of this country and cities of this country, but unfortunately the cities have internal gravity that calls all attention to them." Rex Murphy**

<sup>1</sup> 2006 Census of Agriculture and Economic Development Policy Branch, OMAFRA Jan-09

<sup>2</sup> Agricultural Facts Greenbelt

Perhaps as important, agriculture remains a significant element in the way our community defines itself. Yet the high cost of farming makes it difficult to maintain a viable business. The average farm income in

Number of Farms

	1991	1996	2001	2006
Peel*	711	689	522	483
Dufferin	1,023	1,039	898	893
Ontario	68,633	67,250	59,728	57,211

Statistics Canada, Census of Agriculture, OMAFRA.  
\*80% of the farmlands in Peel are located in Caledon.

Canada has been declining steadily since the mid-1970s. About 44% of farmers take on other jobs to support themselves, with nearly 20 % holding full-time jobs off the farm. Some efforts are underway to support agriculture, but more needs to be done to keep it a viable sector in Headwaters.

### Emerging Opportunities for Economic Development

Niche specialty markets in organic foods and foods that cater to the cuisine of an abundant and growing immigrant population in the GTA provide promising opportunities for those in the agriculture and agri-food sectors, as does agri-tourism. Headwaters is an equine destination hotspot, and many of the pieces are in place to position the area as a destination for culinary tourism.

**Local food** There is a rising demand for local food and an increasing awareness that access to healthy local food sources is critical to community sustainability. Farmers in the Greenbelt have eight million consumers within close proximity.

**Local Farmers’ Markets** Inglewood, Bolton, Orangeville, Amaranth, Rosemont, Grand Valley, Hockley Valley Resort, and throughout the countryside.

Food in the Hills magazine is made available in May and August and raises awareness and celebrates everything to do with food in our own backyard. [www.foodinthehills.ca](http://www.foodinthehills.ca)

### Current land use debates in Headwaters

**Agriculture:** food security through farmland protection vs. economic sustainability of farms  
**Aggregate Extraction:** local jobs vs. environmental impact on water and natural landscapes  
**Wind turbines:** reduction of environmental footprint vs. impacts on residents' health and landscape vistas  
**Population growth:** provincially mandated population growth targets vs. environmental sustainability

**Community Supported Agriculture (CSA)** Farms with CSA programs receive a set fee from consumers prior to the start of the growing season in return for shares (produce) in the farm's bounty. **Caledon CSAs:** Whole Village Sustainable Farm, Honey Hills Farm, Albion Hills Community Farm and Peace Ranch. **Dufferin CSAs:** Landman Gardens and Breaking Ground CSA, and Everdale is close by in Hillsburgh.

**Land Use** “Open vistas, rolling hills, rivers, trails, green space and local farmers/produce.” These phrases were used by survey respondents to describe what they valued about their home. However, we don’t all agree on how our lands should be best used, or preserved. Private, commercial and public interests have different and often conflicting priorities and goals, and these have created tension within the community.

Along with municipal official plans and conservation authority regulations, development in large portions of the Headwaters region is regulated by provincial plans for the Greenbelt, the Oak Ridges Moraine and the Niagara Escarpment, as well as by Places to Grow: Growth Plan for the Greater Golden Horseshoe.

# What can we do to support local farmers in remaining viable?



# Community Safety

**Do we feel safe in our community?** Indeed, it seems we do. Safe is how many people described our community in HCIA's 2008 survey, and feeling safe was frequently mentioned as the reason they chose to live here. Since 2008, perceptions of safety may have shifted due to an unusual spate of serious, high-profile crimes. However, the collected evidence says our communities have become safer over time.

So, what is it that makes a community safe? There is no one factor - safety is the result of a complex interplay of social, cultural and economic influences. And the feeling of community safety is the product of fact and perception, which makes it an excellent overall barometer of community well-being.

**Educated in Preventing Crime** Last year over 6,000 Dufferin and Caledon students participated in an esteem-building Violence Prevention Program offered by Family Transition Place, which fosters healthier relationships as a proactive approach to building a violence-free community. It has had a powerful impact. One student "stopped thinking about suicide." Another realized he needs to treat his girlfriend with more respect. And a high-school student reported that mid-fight, with a crowbar in his hands, he put down his weapon and walked away, remembering the program's lessons about respect and anger management.

## Designing Out Crime

SafeGrowth and Crime Prevention Through Environmental Design (CPTED) are proven neighbourhood-based crime prevention models that reduce opportunities for crime by modifying the way public spaces are designed and used, attending to community perceptions of safety, and strengthening community relationships. They work by bringing together community groups, developers, planners and law enforcement to strategize solutions to local public safety concerns. SafeGrowth and CPTED have been used effectively across North America. In Canada, Saskatoon is known internationally for their success in implementing Safegrowth principles.

*Source: [dev.cpted.net/2010.html](http://dev.cpted.net/2010.html)*



**Community safety impacts all aspects of daily life - where we live, socialize, learn, work and participate. How safe we feel gives us a framework for the choices we make and for how we make decisions - at the individual, family, community and societal level. Safety, along with shelter and food, is considered the basic pre-condition for health.**

**Perceptions of Safety** The way people feel about their safety influences their behaviour. When they feel safe, community residents are more likely to be outside interacting with others, making crime less likely to happen.

#### Feeling Safe: Walking Alone After Dark

- 81.5% of Ontarians reported feeling safe walking alone after dark in 2009, an increase of 5% from 2004\*
- 73.2% of parents in Dufferin felt that it was safe to walk at night in their neighbourhood in 2006\*\*

\*Statistics Canada, General Social Survey on Victimization, Cycle 18 & 23, November 2010 \*\*Wellington, Dufferin Guelph 2006 Kindergarten Parent Survey

#### Violent Crime Decreasing

Actual Violent Crime	Dufferin*	Caledon**
2008	432	209
2009	396	158
2010	414	204

\*average of Orangeville & Shelburne Police and Dufferin OPP

\*\*Caledon OPP

**Violent Crime** Violent crime includes any form of physical assault, sexual assault or theft/attempted theft involving violence, or a threat of violence. The good news is that overall across Canada – and specifically within Dufferin and Caledon – rates of violent crime have been declining since the early 1990s.

>> Caledon was named the safest community in Canada – for the third year in a row – in a 2010 Maclean's Magazine study.<<

**Property Crime** The rates of property crime – including theft, motor vehicle theft and fraud – have also been consistently declining across the Headwaters region. Between 2008 - 2010, the reported property crime rate decreased by 13% in Dufferin (from 1780 to 1533 reports) and 8% in Caledon (from 1209 to 1107). In Ontario, property crime decreased by 3% between 2008 - 2009<sup>1</sup>.

**Beyond Crime** Safety in our communities includes other important factors, such as injury prevention and emergency preparedness – both of which require active citizen participation.

**Emergency Personal Preparedness** Caledon and Dufferin have each developed Community Emergency Response Plans to manage situations that escalate beyond the scope of normal operations for fire, police, ambulance and public works services. An important focus of these plans is encouraging residents to be personally prepared by putting aside seven days of non-perishable food and water, as well as other provisions. Emergency preparedness guides are available on the County of Dufferin and Region of Peel websites (dufferincounty.on.ca; peelregion.ca).

#### Emergency Shelters

**Dufferin:** 14 shelters, with capacity for a total of 2,500 people in the event of an evacuation.

**Caledon:** 5 shelters, with capacity ranging from 50 to 300 people in each.

#### % Emergency Room Visits Due to Falls 2008

Age	Dufferin*	Caledon**
0-4	41.4%	9.9%
65+	51.5%	15.8

\*WDG Health Unit; \*\*National Ambulatory Care Reporting System Data 2007-08, Intellihealth Ontario, Ministry of Health and Long-Term Care

**Falls and Injuries** Falls and injuries account for a significant percent of emergency room visits among young children and seniors in Dufferin.

Finally, citizen engagement builds stronger connections among the people who live in our region. This contributes to a sense that we are all "in this together" and therefore need to look out for each other.

<sup>1</sup> Orangeville Police Service, Shelburne Police Service, Dufferin OPP, Caledon OPP and Statistics Canada.

**How can we foster a culture of "looking out for each other" so our community can become even safer?**

# Our Economy

**How resilient is our economy?** The signs are promising. Yet, improvements can be made. The recent recession affected residents differently according to their industry and the adaptability of their skills. At the start of the recession in 2008, 33% of respondents to HCIA's survey said their ability to sustain their personal economic situation was a key priority. They also noted the area's lack of diverse employment opportunities and the shortage of above-average-income jobs. In focus groups, residents identified three priorities for action: economic planning on a regional level, keeping family farms viable, and more support for small businesses.

Such concerns lead to the notion of economic resiliency. After an economic downturn, economic resiliency is the ability of a community to "bounce back" or adapt to a new economic reality.

**The Shelburne E-Learning Center** just made it easier to achieve a post secondary education. Headwaters citizens can access over 10,000 online College and University courses, improve literacy and upgrade their academic skills without ever leaving the community. In addition to providing computers and other technology at the site, [elearnnetwork.ca](http://elearnnetwork.ca) helps students navigate through the entire e-learning experience. Find out more by calling 519-925-8830, or emailing [shelburne@elearnnetwork.ca](mailto:shelburne@elearnnetwork.ca)

## Education & Training

Job diversity in Headwaters, in part, depends upon a highly skilled and educated local workforce as employers across Ontario increasingly expect a post-secondary education for new jobs. This is an area of concern in Dufferin where the proportion of people with post-secondary education is 11% below that of the province. The community would benefit from an expansion of post-secondary programming through Humber College and Georgian College satellite campuses located in Orangeville.

### Education Level Achieved

High school: Dufferin: 33%; Caledon: 28%; Ontario: 25%

Post secondary: Dufferin: 42%; Caledon: 52%; Ontario: 53%

Source: Statistics Canada 2006 Canada Census



**Only those who live in a community can truly know their own strengths and weaknesses, challenges and opportunities.** Therefore, it is reasonable to suggest that solutions to economic resiliency can not come only from government sources, they must come from the community itself.



## >>Economic resiliency is influenced by social, cultural, environmental and economic factors as well as the history and habits of the community.<<

Similar to the province, unemployment rates rose across Headwaters during the recession. Current unemployment rates specific to Caledon and Dufferin are not readily available. However, data for the rural areas within the South Central Ontario Economic Region -- including most of Dufferin -- was almost 2 percentage points higher (9.3% in February 2011) than when the cities were included, suggesting that local unemployment rates may be higher than what is presented in the chart to the right.

Unemployment Rates 2006 to July 2011

	2006	2007	2008	2009	2010	Till July 9, 2011
SCOER <sup>1</sup>	4.5%	4.7%	5.7%	8%	7.4%	7.5%
TER <sup>2</sup>	6.9%	6.6%	7.0%	9.5%	8.8%	8.6%
Ontario	6.3%	6.0%	6.1%	8.3%	8.4%	8.4%
Canada	6.3%	6.0%	6.1%	8.3%	8.4%	7.9%

1. SCOER South Central Ontario Economic Region (includes: East Garafraxa, East Luther, Grand Valley, Amaranth, Mulmur, Shelburne, Melancthon)

2. TER Toronto Economic Region (includes Mono, Orangeville, Caledon)

### Personal bankruptcies between 2007 and 2009

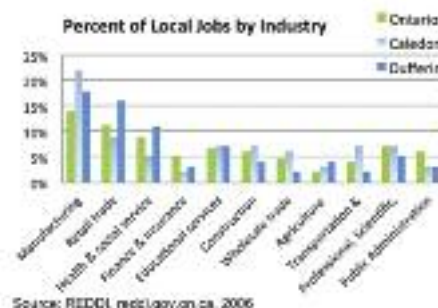
Caledon: 515% increase  
(from 20 to 123)

Dufferin : 91.5% increase  
(from 118 to 226)

Ontario: 48% increase

**Diversity of Local Jobs** The leading number of local jobs in Headwaters are concentrated in manufacturing, a sector that experienced significant job losses in the recession. Striving for a better balance between manufacturing, stable (e.g. public sector) and growing (e.g. professional, science and technical) industries would broaden the employment opportunities and provide additional buffering against the impacts of future economic downturns.

Communities in Headwaters compete with surrounding regions to attract new businesses. A competitive advantage could be gained if municipalities and organizations across Headwaters worked together to profile regional assets strategically and co-ordinate efforts to attract new business. The success of the Region of Waterloo as Canada's Technology Triangle is a nearby example of what is possible through regional cooperation (techtriangle.com).



Percentage of working population commuting to work outside their community

Dufferin	47%
Caledon	75%
Ontario	24%

2006 Census Profile, Statistics Canada

**Commuting** Given the significant population increases anticipated over the next 20 years, diversifying and growing local job options will be an important consideration, especially with regard to commuting. Commuting is already an issue in Headwaters. Commuters tend not to shop locally, be less involved in the community, and have poorer personal health. The rising cost of oil also puts economic pressure on commuters.

**Resiliency in Small Business** Economic resiliency and entrepreneurship go hand in hand. This is an area of strength in Headwaters where the vast majority of businesses are small to medium-sized enterprises. Small businesses benefit from active Small Business Enterprise Centres, and Chambers of Commerce in both Caledon and Dufferin.

>>Between 2008 to 2010 the number of businesses with 1 to 9 employees increased by 12.5% in Dufferin and 10.4% in Caledon.<<

## What role can citizens play to improve economic resiliency in the Headwaters area?

# Poverty

**Is there poverty in the Headwaters Community?** In a word, yes. Poverty in Headwaters exists but is often hidden. That is, in part, a reflection of the rural and small urban culture that takes pride in independence and an ability to take care of one's own family. Residents tend to seek government assistance only after they have exhausted all other options<sup>1</sup>.

Poverty describes those who are deprived of fully participating in the normal life of the community because their resources fall markedly behind the community norm. Although Canadians have not reached agreement on the definition of poverty or how to measure it, the so-called "low-income cut-off" measure is used as an indicator. However, it does not take into account the economic challenges of specific regions. Headwaters has a high number of very wealthy residents, skewing the median income to above the national average, but that median does not reflect the significant income disparity within the local population.

**The Lighthouse** is a faith-based organization in Orangeville that provides a safe place for those who are lonely or struggling to find food and friendship. Over the past two years, volunteers provided hot meals and friendship six days a week to approximately 50-75 people daily.

Participants in HCIA's 2008 focus groups raised concern about the lack of public awareness of the issues faced by the most vulnerable in our community, in particular access to basic needs such as housing and food. Affordability of higher education, and access to public transportation and recreation were other areas of concern.

**Affordable Housing** Housing is essential to securing employment and access to services such as childcare, education and health care. Demand for affordable housing in both Dufferin and Caledon far exceeds availability. Those living on Ontario Works or Ontario Disability Support Pension are chronically at risk of eviction and homelessness because these sources of income are inadequate given the cost of living in Headwaters<sup>2</sup>.

<sup>1,2</sup> Communications with Dufferin County Community Services staff and A Home in the Hills: Homelessness and Precarious Housing in Caledon, March 2011



**Food banks in Orangeville, Shelburne and Grand Valley, and the emergency food program provided by Caledon Community Services have all experienced significant increases in the number of people assisted over the past few years. A number of area churches report similar increases in the use of their food programs.**

**A single adult living on Ontario Works survives on \$592/month, and a single parent with one child on \$922/month.**

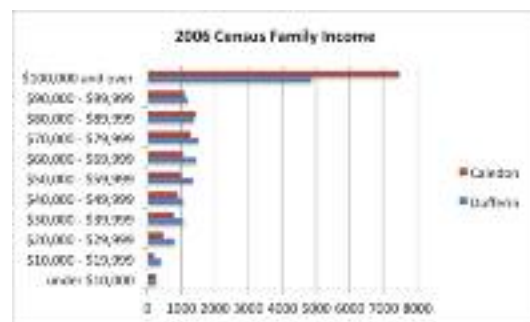
**Homelessness** exists in Dufferin and Caledon despite the relative affluence of the community. Shelters for youth, women and their children in Orangeville provide service to Dufferin and Caledon citizens. There are no shelters available for men or men with children. Both Dufferin and Caledon have undertaken Homelessness Prevention initiatives to better understand the extent of the problem and possible solutions.

- Family Transition Place provided shelter to 41 women and 23 children facing a housing crisis in 2010
- Choices Youth Shelter provided 2,088 total bed nights between January and October 2010
- Two "tent cities" are well populated during the summer months in Dufferin
- The OPP in Caledon have found people living in cars, ravines and abandoned dwellings
- Dufferin County has 255 subsidized public housing units with 540 households on a waiting list as of June 2011
- Caledon has 252 subsidized public housing units, with 1,680 applicants on a waiting list as of July 2011
- Dufferin has no subsidized seniors' retirement homes

## Food

- 15,600 meals a year on average are served by Good Friends Fellowship, The Lighthouse in Orangeville
- 1,660 food certificates were distributed and 150 individuals and families were provided food support by Caledon Community Services in 2010
- All food banks in Dufferin have seen dramatic increases in use between 2007 - 2009

**Financial Support** The numbers of people on employment insurance (EI) and Ontario Works (OW) have increased significantly since the economic recession in 2008. Yet, the full impact of the recession is yet to be realized as organizational and governmental programs that have buffered people who lost their jobs are just beginning to run out. Province wide, a 6% increase in Ontario Works claimants is anticipated from 2010 to 2011, and the Central West Region – which includes Dufferin and Caledon is expected to be among those communities with the highest increases<sup>3</sup>. According to the Canadian Index of Well-being, it will probably take up to a decade for the increased poverty levels imposed by the recession to return to pre-recession levels<sup>4</sup>.



- EI claimants increased by 266% (to 38,600 from 10,540) in Peel (includes Caledon), 279% (to 1,480 from 390) in Dufferin<sup>5</sup>, and 245% in Ontario from 2008 to 2009
- The number of Ontario Works claimants nearly doubled between 2008 to 2010 in Dufferin (to 509 from 343 cases) and Caledon (to 436 from 294 cases)

>>Families tend to leave Caledon and Dufferin once employment insurance benefits have been drained because the cost of living is prohibitive to families on income support programs, say employees at Caledon Community Services and Dufferin Community Services. Without adequate public transportation, affordable housing or shelters, people in crisis struggle to stay in their home town.<<

<sup>3</sup>Policy Research and Analysis Branch (PRAB) Ministry of Community and Social Services

<sup>4</sup>The Economic Crisis through the Lens of Economic Wellbeing: Special Report, June 2009, Canadian Index of Wellbeing

<sup>5</sup>County of Dufferin, Community Services

# What does poverty mean to you, your family, and your neighbourhood? How can we work together to diminish it?



# Health & Social Services

## Does our community have sufficient access to health and social services?

We could do much better. Access to services was identified as one of the top three concerns in HCIA's 2008 citizen survey. And evidence shows that Dufferin and Caledon are underfunded or underserved in some key health and social service areas.

As our population expands and as it ages, demand for such services is likely to increase. When health services are not readily available, either in terms of geographic access or within reasonable time frames, an individual's ability to contribute economically and socially to community life is limited.

**Successful Together.** The Greater Dufferin Area Physician Search Committee and The Town of Caledon worked together to tackle physician shortages. In 2009, they were successfully awarded permission by the province for a 44% increase in the number of physicians allocated to the region as well as access to incentive programs to support recruitment efforts. Since then, Caledon has attracted five new doctors and Dufferin five new doctors.

**Dufferin and Caledon fall within the Central West Local Health Integration Network (CWLHIN) – the lowest ranking LHIN in terms of per capita health spending overall.** The Central West LHIN–Environmental Scan: Service Utilization Analysis, Sept. 2009, Appendix B

LHIN	Hospital	Community Mental Health	Addiction Services	Community Care Access Centre	Long Term Care
Central West (Dufferin/Caledon)	\$515.33	\$33.78	\$4.06	\$90.37	\$156.59
Waterloo Wellington	\$708.22	\$36.73	\$10.57	\$126.66	\$182.70
Toronto Central	\$2,732.37	\$75.32	\$19.15	\$150.53	\$190.69

**Mental Health** Dufferin and Caledon are among the most poorly funded areas for mental health and addiction services in Ontario<sup>1</sup>, and lack psychiatric services. This is a significant problem given that nearly one in five Canadian adults will experience a mental illness in any given year<sup>2</sup> - the equivalent to 20,000 Headwaters residents.

**Distribution of Physicians in 2011** - 28 doctors in Orangeville & South Dufferin, only 3 in North Dufferin (Shelburne, Melancthon, Amaranth, North Mono) - 25 doctors in Bolton, only 3 for the remainder of Caledon

*Ratio of Physicians to Population*

Provincial Standard	1:1380
Caledon	1:2037
Dufferin	1:2231

*Medical Specialists (per 100,000)*

Central West LHIN	43
Waterloo-Wellington	58
Ontario	97

*Supply, Distribution and Migration of Canadian Physicians, 2009, Dec 2010*

<sup>1</sup>Central West LHIN, Environmental Scan: Service Utilization Analysis, September 2009

<sup>2</sup>Health Canada. A Report on Mental Illnesses in Canada, 2002

**Transportation** Connected to the issue of access to services is the limited availability of public transportation in the Headwaters, a concern cited by many respondents to HCIA's 2008 survey. In a rural community such as the Headwaters, getting to services, community events, or even the grocery store can be a real challenge for the elderly, youth, and those who do not have a vehicle. Transportation services are a deciding factor in whether individuals can remain in their home community when they lose access to a vehicle or the ability to drive.

>>If you want capacity, accessibility has to be in place; otherwise, it matters not what you build if the people who need the service cannot get to it. << Monty Laskin, Executive Director of Caledon Community Services

**Attending to our Diversity** Services that are available are not always used, especially when people don't feel that their unique needs will be understood.

Attending to diversity, such as language, culture, and sexual orientation, is important. The numbers of people living in our community who speak English as their second language, are part of a visible minority or are newly immigrated are steadily increasing, particularly in Caledon.

**In Appreciation of Differences** The Dufferin Diversity Network (DDN) is a network of organizations committed to building awareness and fostering inclusive practices that contribute to a cohesive and vibrant community. One of their awareness activities is the **Human-Living Library**. People of various diverse cultures or circumstances volunteer to be "living books". Community members "sign out" a book of interest and – through conversation -- find out things about people from different cultures and life circumstances. Visit [diversitydufferin.com](http://diversitydufferin.com) to learn more.

Competing with the needs of larger urban centres to our south, Headwaters is at a disadvantage in accessing funds for health and social services, and the small pool available is divided by our municipal boundaries. Working together across organizations has resulted in creative solutions and strengthening the voice of our regional community.



- Orangeville is the only community in the Headwaters that supports a viable public transit system.
- Caledon Community Services (CCS) and Dufferin County Community Support Services provide transportation services to seniors and people with disabilities who rely heavily on volunteer drivers. In 2010, CCS provided 30,168 rides and Dufferin County Community Support Services provided 8,776 rides.

**In what other ways can the health and social services within Dufferin and Caledon work together to fill service gaps? How can citizens make a difference?**

# Arts, Culture & Heritage

**How important is our local culture?** Very important and thriving. The Headwaters region boasts a diverse and very active arts and culture sector, and a vigorous approach to heritage preservation. Both contribute directly to community vitality and the feeling of “belonging” that citizens’ say is a primary reason they love living here.

**Arts** Headwaters is home to a great variety of artists working in all manner of media, writers, dancers, actors, and musicians. A list of many of the local visual artists, studios and galleries can be found in the Arts and Culture Guide ([dsscartsguide.com](http://dsscartsguide.com)) and on the Hills of Headwaters Tourism Association website ([thehillsofheadwaters.com](http://thehillsofheadwaters.com)).

**Headwaters reverberates with the sounds of music.** The area is well known for festivals such as the Orangeville Blues and Jazz Festival and The Canadian Open Old Time Fiddle Championship, and concerts featuring the Achill Choral Society, Sweet Adelines Orangeville Chorus and Orangeville Music Theatre. (Visit [headwaterscommunities.ca](http://headwaterscommunities.ca) for a more detailed listing.)

**Headwaters Arts Festival**, now in its 15th season, is a 2-week fall season celebration of the arts that defines the region as a centre of artistic excellence. In 2011, the festival will include a cornucopia of activities for the arts enthusiast: the juried work of 45 artists; workshops; music; film; theatre; an evening with authors; opportunities for children to explore the arts; and, studio tours.

## The Canadian Open Old Time Fiddle Championship

When Shelburne hosted its first fiddle festival in 1950, its founders probably never dreamed that they were starting a legacy that would become THE premier fiddling championship in Canada. It is a festival that also pays tribute to our rural heritage. The Fiddle Festival attracted almost 3,000 visitors in 2010, a testament to the power of collaboration, involving Rotary, Lions, Kinsmen, Kinnettes, the BIA, the Legion and the Town of Shelburne.



*In 2011, The Orangeville Blues and Jazz Festival attracted over 32,500 people -- 40% from outside Dufferin County – and contributed \$1.3 million to the economy<sup>1</sup>.*

**The ways a community understands, celebrates and expresses itself, “are major contributing factors to its ability to withstand economic, political, and cultural winds of change.”**

Developing and Revitalizing Rural Communities Through Arts and Culture; Creative City Network of Canada, 2009, pg. 1

<sup>1</sup> Orangeville Connections June 2011



**Some of the arts organizations that thrive in Headwaters:**

Dufferin Arts Council  
 Headwaters Arts  
 Orangeville Arts Group  
 Caledon Hills Studio Tour  
 Achill Choral Society  
 Orangeville Music Theatre  
 Orangeville Concert Association  
 The Orangeville Concert Band  
 Sweet Adelines Orangeville Chorus  
 Theatre Orangeville  
 Blackhorse Theatre  
 The Caledon Town Hall Players  
 Dufferin Youth Festival of the Arts  
 Artists in the Schools Program  
 CACY Caledon Arts & Crafts for Youth  
 DareARTS

**Putting music into motion.** Numerous local dance studios offer award-winning and accredited instruction in a variety of dance forms from beginner to competitive levels.

**Theatre Orangeville collaborates with Community Living Dufferin.** Theatre Orangeville (TOV) was awarded a prestigious Canada Council grant – due in part to its innovative collaboration with Community Living Dufferin. This grant has enabled TOV to move beyond pure entertainment – to also now offer programs that “give voice” to marginalized groups by profiling issues of concern within our community. They are inspiring artists across Canada with the impact of this work.

All of this contributes to the local economy through spending on culture goods and services by tourists and locals. Also, a vibrant cultural scene is a quality that attracts new businesses and talented individuals to make our region home.

**Job Growth in Arts, Entertainment & Recreation**

From 2001-2006, local jobs in arts, entertainment & recreation grew by 54.6% (from 330 to 510 jobs) in Dufferin; in Caledon by 10.6% (from 520 to 575); and in Ontario by 13.6%.

REDDI, competitive advantage-sector classification, [reddi.gov.on.ca](http://reddi.gov.on.ca)

**>>Creativity-oriented jobs are fast becoming the core of economic competitiveness in Ontario. <<**

**Museums that connect the past to the present.** Dufferin County Museum and Archives and Peel Heritage Complex bring the history of Dufferin County and Caledon to life. Dufferin County Museum is built in the style of an Ontario bank barn surrounded by gardens that reflect the agricultural heritage of the area. Peel Heritage Complex is comprised of 4 heritage buildings located in the center of Brampton. Both museums house extensive collections of museum and archival material and pieces of art. They also host numerous special events and programs.

**Heritage** Heritage buildings and landscapes visually remind us of the rich rural culture that influenced the spirit of our present-day communities. Preserving heritage buildings and designing new structures to

Caledon	105 designated heritage buildings
Dufferin	20 designated heritage buildings, 53 researched for designation
Downtown Orangeville	designated as a heritage conservation district

*Heritage Designations in 2010*

complement them also help make our downtowns distinctive as well as attractive tourism and shopping destinations.

**Caledon and Dufferin are both above the provincial norm** for growth in key subsectors within the arts and cultural industries. In spite of these benefits, local arts/culture groups struggle to secure sustainable funding, particularly in economically depressed times. Arts, Culture and Heritage profoundly impact quality of life in the Headwaters. It makes good sense to support them and to find ways to increase access to these life-enriching activities.

# How can we improve access to arts, culture and recreation in the Headwaters?

# Community Involvement

**How involved are we?** We are involved, but need new approaches for continued involvement. Every day across Headwaters, people contribute their time, knowledge and money to help others. Citizens identified volunteerism as the number one factor for community well-being in HCIA's 2008 survey. Yet non-profit and charitable organizations have expressed growing concern about decreased volunteer participation and community donations.

>>The contributions of time and money to support the work of charities and non-profit organizations and the help that we offer directly to others all combine to define and shape the communities and environments in which we live.<< Canadian Survey of Giving, Volunteering and Participating, 2007

**Volunteering and Donating** Although community members express a genuine desire to contribute, they face a number of real barriers – especially lack of time and inability to make a long-term commitment. Other barriers include not being asked, not knowing how to become involved, and the financial costs associated with volunteering. Also, local not-for-profits fear that economic and other personal pressures may be eroding the community's "goodwill".

**Caledon Community Services (CCS)** engages over 350 volunteers who donate more than 30,000 hours annually to its various programs. Volunteers include professionals, high-school students, retirees and entire families. CCS attributes much of its success to its volunteer management program. It employs two trained volunteer managers who work individually with potential volunteers to create opportunities that draw on each volunteer's particular skills and passions.

## Find Volunteer Opportunities Online

Neither Caledon nor Dufferin have a volunteer centre to help recruit and co-ordinate volunteers. However, technology is helping to resolve that deficit. Use of the internet to find volunteer opportunities is slowly increasing among Canadians (to 10% in 2007 from 8% in 2003)\*. In May 2003, seven community service agencies in Caledon established **Volunteer Caledon** (volunteer-caledon.org), to promote volunteerism by matching people with volunteer opportunities. Since then, the site has attracted almost 90,000 visitors. In 2010, Trillium funding was used to begin expanding this initiative into Dufferin.

\*Canada Survey of Giving, Volunteering and Participating, Stats Canada, 2007



Bill Rea, Caledon Citizen

**Our ability to interact “more often and more meaningfully with others in respect of civic issues – will help to build stronger communities and a more unified civic nation.”**

**Overcoming the Barriers** Given the many challenges, successful approaches to recruiting volunteers need to accommodate people’s busy lives by being more customized to the individual needs of volunteers<sup>1</sup>, and to recognize that what motivates baby boomers to contribute may differ from what captivates younger generations<sup>2</sup>. Professional associations, such as PAVR-O (Professional Administrators of Volunteer Resources – Ontario), and area colleges offer useful resources and certificate programs on the subject.

*Voter Turnout at Municipal Elections*

Municipality	2010	2006
Caledon	43.2%	34.7%
Dufferin (Average)	39.2%	35%
Ontario	44.1%	41.3%

**Voting** Becoming actively informed about political issues and taking action through voting in municipal, provincial and federal elections are important acts of civic engagement that influence community well-being. Although local voter turnout improved in the last municipal election, it is still below the provincial average.

#### Residents Team Up with Orangeville for Neighbourhood Ice Rinks

Take a dad with a passion for hockey, a group of equally keen neighbours, add town recreation staff with a “can-do” attitude, and you get a neighbourhood ice rink at Fendley Park. After being approached by a parent, town staff developed a proposal for volunteer-supported outdoor rinks that was endorsed by council. As news of this policy spread, the recreation department was approached by two other neighbourhood groups wanting to do the same. By working together, citizens and town staff were able to expand access to a free source of recreational fun.

**Community Dialogue** Resilient communities engage their citizens in meaningful conversations about how to improve the quality of their lives. Citizens want to make this contribution, but participants in HCIA’s 2008 focus groups told us town hall meetings are not enough because they don’t tend to attract young people or minorities<sup>3</sup>.

**Beyond Town Halls** Citizen study circles and social media are other promising approaches to meaningful citizen engagement. Study circles have been used effectively in hundreds of communities to find solutions to difficult public issues. They work by creating a non-judgmental setting for conversations among a diverse group of citizens who share opinions honestly while seeking to understand other points of view.

**Civic engagement and volunteering are closely tied to just about every facet of community life.** Engaged citizens help keep communities safe, they play an active role in shaping political and policy decisions, and they are stewards of their environment. Becoming an engaged citizen has economic benefits too: better networks equal better opportunity. And being engaged equates with a sense of belonging within a community. Volunteering and civic engagement are vital to a robust, connected community.

**Anecdotally, our region’s experience mirrors the following trends:**

- 86% of the Ontario population (15 yrs+) made a donation to a charitable or non-profit organization in 2007 – a decrease from 90% in 2003
- 47% of the Ontario population (15 yrs+) volunteered in 2007 – a decrease from 50% in 2003
- the bulk of money donated and time volunteered come from a small group of citizens: 21% of Canadians account for 82% of the total value of donations, and 12% of Canadians account for 78% of all volunteer hours.

*Source: Canadian Survey of Giving, Volunteering and Participating, Stats Canada, 2007*

<sup>1</sup>Recruitment Insights, Successful Techniques, Energize: Especially for Leaders of Volunteers, [energizeinc.com/wisdom/recruit/techniques.html](http://energizeinc.com/wisdom/recruit/techniques.html)

<sup>2</sup>The Next Generation of Canadian Giving, November 2010

<sup>3</sup>Citizen Opinion about Community Well-Being and Proposed Reports, HCIA, 2009, pg 9

# How can we work together to improve volunteerism and other forms of civic engagement?



**Thank you.** The creation of this report has been quite a journey. At times, the way forward was not always clear, in part because we were “blazing the trail as we walked it.” Along the way, we have been sustained by two things: the clear direction from citizens that a resource like this one was needed to encourage greater regional understanding and collaboration; and, those we met along the way who shared our belief in the possibility of this report and their willingness to contribute to making it a reality. We are thankful for this generosity. While it is impossible to acknowledge every contribution, we would like to recognize the following individuals and organizations, whose contributions made this report a reality:

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HCIA is an incorporated not-for-profit organization with charitable status. We rely on volunteers, grants, and donations – both in-kind and cash – to enable us to do what we do: support the start-up of collaborative projects to address community priorities and, keeping citizens informed. **To contribute to HCIA, please contact us at [headwaterscommunities.ca](http://headwaterscommunities.ca).**



*Building A Better Quality of Life Together*