

Recommendations and Action Plan—Draft April 23, 2009 (rev. May, 5th).....DENT planning

A. The Mill						
Summary point(s)		Recommendation(s)	Action	Lead	Priority/ Anticipated Timing	
				Partner(s)		
A.1	ownership of property situated in front of mill (to the east) is in question	engage a qualified consultant/or equal to clarify status of 'quit claim' requested by County in 2000, and ownership of all adjacent properties	consultant	COMC, County, GRCA	1	0-3 months
A.2	ownership of properties surrounding mill is unclear					
A.3	confusion regarding specific responsibilities that the various owners of the properties surrounding the mill have for these properties as well as the mill property itself	COMC to confer with consultant and arrange meeting(s) with staff from the County and the Grand River Conservation Authority	COMC, County, GRCA	COMC & volunteers	2	3-6 months
		COMC board members to agree on a schedule of responsibilities for property and assign roles				
A.4	specific details about the current condition of the mill are unknown	commission an <u>existing conditions report</u> to include both an interior and exterior survey	consultant	COMC	2	3-6 months
		secure appropriate funding				
A.5	a recent casual surface review (2008) noted maintenance concerns related to exterior siding that was falling off, windows that were broken, air and moisture infiltration through the exterior wall and around windows, and eave troughs and downspouts were missing to adequately drain water away from the foundation	repair and maintain the building envelop	COMC	volunteers	1	ongoing
A.6	conclusions made from analysis of wood samples done in 1997 and 2000 are inconsistent for insect infestation	engage a conservation consultant specializing in insect infestation to examine mill and re-sample for recent infestations ¹	consultant	COMC & volunteers	1	0-3+ months
		follow-up with consultant's recommendations				
A.7	future structural stabilization of foundation anticipated	commission a <u>structural conditions report</u> ; if possible timing of report should consider community vision for mill	consultant	COMC	4	12< months
		anticipate funding needs and plan accordingly				
A.8	the mill is an important heritage and cultural resource in the community and broader surrounding areas	consider commissioning a <u>conservation plan</u> so that basic, commonly agreed upon policies and practices will be established prior to any ownership change and adaptive re-use project	consultant	COMC	3	6-12 months
		secure appropriate funding				

¹ Previously engaged consultant was Martin Weaver through UMA. See Backgrounder Report Part 1—The Mill, p. 28.

B. Preliminary Planning Considerations						
Summary point(s)		Recommendation(s)	Action	Lead	Priority/ Anticipated Timing	
				Partner(s)		
B.1	most of mill building & site is within regulatory flood plain of the Grand River; development is typically discouraged	COMC members should confer with County planner and GRCA regarding SPA policies (special policy area) and property use that would permit some uses typically prohibited in a flood plain	COMC & County planner	GRCA	4	12< months
B.2	mill site is a candidate for a site specific study by GRCA which would potentially ease some development challenges; but timing of study is currently unknown	COMC members should confer with County planner and GRCA and have he/she follow-up with status of site specific study	GRCA	COMC & County planner	4	12< months
B.3	mill is located within Caledonia community improvement plan area	COMC members should confer with County planner and follow-up with recommendations in the Downtown Areas Community Improvement Plan that directly impact and relate to the development of the mill and surrounding site; this also includes funding programs (grants, tax incentives etc...) ²	COMC & County planner	BIA, Grand Erie Business Centre, Chamber of Commerce	4	12< months
B.4	Country strategic planning documents reflect a strong interest in several areas that relate to the development of the mill (I.e. brownfield/greyfield re-development, heritage & culture, recreation & leisure, trail network tourism/culinary and agri- tourism, youth and senior populations)	COMC members should confer with County planner and follow-up with recommendations made in these planning documents as well as the status of initiatives that impact development of the mill and surrounding site ³	COMC & County planner	applicable County staff	4	12< months
B.5	there is no water or sewage services and only limited hydro services to the mill site; capacity limits could impact future use of site	COMC members should confer with appropriate County staff to begin gathering information on the capacity limits and costs to fully service the site	COMC	County staff	2	3-6 months
B.6	adaptive re-use of mill is integral with broader initiatives to successfully leverage heritage and culture for tourism and economic development purposes	identify county-wide cultural resources to avoid duplication with mill vision	COMC, County staff		4	12< months
		actively build relationships to develop an integrated approach to cultural-economic tourism	BIA, Grand Erie Business Centre, Chamber of Commerce			
		consider engaging consultant to lead cultural mapping exercise; secure appropriate funding				

² See Haldimand County, *Downtown Areas Community Improvement Plan—Report #PED-EDT-01-2008*. See also *Backgrounder Report Summaries (p. x) in The Caledonia Mill: Adaptive Re-Use Strategies and Plan, Final Report*.

³ Examples of planning documents include, but are not limited to: *Haldimand County Official Plan*, adopted June 26, 2006; *Strategic Master Plan for Leisure Services and Facilities*, May 5, 2006; *Economic Development Strategic Plan*, 2006; *Premier Ranked Tourist Destination Framework—Three County Report*, February 2008; *Business Retention and Expansion Caledonia, 2008*; Haldimand County, *Downtown Areas Community Improvement Plan—Report #PED-EDT-01-2008*. See also *Backgrounder Report Summaries (p. x) in The Caledonia Mill: Adaptive Re-Use Strategies and Plan, Final Report*.

C. Board Capacity and Relationship Building						
Summary point(s)		Recommendation(s)	Action	Lead(s)	Priority/ Anticipated Timing	
				Partner(s)		
C.1	COMC currently faces capacity challenges to sufficiently function as an organization	nomination committee establish a slate of nominees for election and an AGM to be held as soon as possible	COMC board members		1	0-3 months
		recruit members; strive for broad representation and some young members (non-retirees)				0-3 + months
		review compliance of COMB with charitable status				0-3 months
		look for representation on Board from County and GRCA			2	3-6 + months
C.2	COMC members recognize that their abilities to move the project forward are being stretched	identify community champion(s) who is(are) committed to the project	COMC board members		1	0-3 months
		develop strategic partnerships with stakeholders, municipal staff, council and leaders in the community				0-3 + months
		identify slate of consultants with a heritage sensitivity that the board can draw from when needed			2	3-6 months
		identify people in the community and match skills with interest and project need; actively engage their interest			2	3-6 + months
		develop a list of volunteers; actively engage interest			2	3-6 + months
C.3	continued concerns surround the COMC working in isolation, the need to retain optimism over long time frame of project, and the risk of 'mill board burn-out' (keeping board members)	develop relationships with other mill groups and private mill owners; share lessons learned	COMC board members		3	6-12 + months
		host workshop, conference, meet-and-great				
		continually be an active member of SPOOM	SPOOM, other mill groups			
		rotate leadership roles on board				
C.4	the COMC faces legitimacy concerns in community at the County and with the GRCA	develop an overall vision and action plan for the adaptation of the mill and remain committed to its general intent share it with stakeholders	COMC board members		2	3-6 + months
		share it with stakeholders				
		continually take small steps to achieving that goal				
C.5	there is a shared interest in the heritage and culture of the area with the Six Nations and New Credit communities	engage communities in visioning and adaptive re-use process and activities	COMC		1	0-3 + months
		representatives from the Six Nations and New Credit communities				

D. Community and Promotion					
Summary point(s)		Recommendation(s)	Action	Lead(s)	Priority/ Anticipated Timing
				Partner(s)	
D.1	community engagement process has been received well and a success overall	continue to engage the community in other phases of the project	COMC	4	12< months
		consider gathering feedback from broader community regarding findings from mill project	consultant	2	3-6 months
		schedule a series of talks about the mill and visioning process; use opportunity to recruit volunteers, members and raise interest		1	0-3 months
D.2	continued awareness about the significance of the mill and the vision for its adaptive re-use is important	develop and implement a communications strategy	COMC	3	6-12 + months
		create a 'canned' presentation of the mill and visioning process for promotion purposes	consultant(s); County staff-arts and culture, community members	1	0-3 months
		plan public viewings of photographs commissioned for the open house		2	3-6 months
		consider creating promotional book(s) (i.e. photographs of mill, compilation of wall writings)			
		identify/design promotional literature from visioning process; print, distribute			
D.3	mill site is considered a primary public meeting and gather place for the community	continue Christmas lighting of the mill	COMC & volunteers	4	12< months
		consider additional activities that make use of the mill site			
D.4	community would like mill opened up for occasional viewing	COMC to confer with CBO to identify what work is required to allow people to view inside of mill	COMC & CBO	2	3-6 + months
		consider limited accessibility options			
		develop a strategy how work might be completed; rely on past volunteers and Special Projects Committee work	volunteers		
D.5	due to past dynamics and current climate, critical challenges exist in community which inhibit movement on the mill project	consider engaging a project relationship facilitator	consultant	3	6-12 months
		secure appropriate funding	COMC		