



Staff Report

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Report To: General Government Committee

Date of Meeting: September 27, 2021

Report Number: CAO-008-21

Submitted By: Andrew Allison, CAO

By-law Number:

Resolution#:

Report Subject: Strategic Plan Update

Recommendation:

1. That Report CAO-008-21 be received for information.

Report Overview

This Report summarizes the actions taken to date to implement Clarington's Strategic Plan 2019 to 2022.

1. Background

- 1.1 The Clarington Strategic Plan 2019 to 2022 was approved by Council on June 10, 2019. The Plan sets out the following five Strategic Priorities:
 - A. Engaged Communities
 - B. Strong Economy
 - C. Sustainable Infrastructure Growth
 - D. Legacy Projects
 - E. Environmental Sustainability

- 1.2 The Plan also identified a total of 17 specific goals. They are as follows:
 - A. Engaged Communities
 - A.1. Enhance two-way communication with the community
 - A.2. Establish and develop a unique Clarington brand for promoting our community

 - B. Strong Economy
 - B.1. Complete the implementation of the Downtown Plans
 - B.2. Create partnerships in broadband expansion, working to achieve 100% connectivity
 - B.3. Create partnerships to promote investment in infrastructure to make natural gas more accessible
 - B.4. Expand our transportation network into commercial and industrial areas
 - B.5. Explore an economic development strategy/framework in collaboration with the business community and other stakeholders

 - C. Sustainable Infrastructure Growth
 - C.1. Develop an Affordable Housing Policy
 - C.2. Develop a realistic strategy for infrastructure investment in employment lands
 - C.3. Develop a realistic strategy for broader infrastructure investment

D. Legacy Projects

D.1. Clearly articulate our plans for:

- a) Courtice waterfront
- b) Port Darlington waterfront

D.2. Pursue a final decision from Atomic Energy of Canada Limited (AECL) and Canadian Nuclear Laboratories (CNL) respecting the disposition of lands for the Port Granby Nature Reserve

D.3. Develop the concept, financing, project plan and potential construction schedule for the South Bowmanville Recreation Centre for Council in 2019, for consideration in the 2020 budget, with a design to follow

D.4. Articulate a vision of a Performing Arts space

D.5. Make a decision on Camp 30

E. Environmental Sustainability

E.1 Advance waste reduction initiatives by promoting the four Rs: Refuse, Reduce, Reuse and Recycle

1.3 By Resolution #GC-417-19, Council directed that Staff provide quarterly updates to Council on the progress of goals outlined in the Strategic Plan 2019 to 2022.

1.4 This Report summarizes the status of each of the 17 goals in the Plan as of the date of this Report.

2. Summary of Actions

A. Engaged Communities

Enhancing Communication

A1 – Enhancing two-way communication with the community

Responsible Department: CAO's Office

2.1 COVID-19 has forced municipalities to rethink public engagement. In the era of physical distancing and provincial restrictions, engaging the public has gone virtual. Staff in Clarington have worked hard to reimagine public consultation meetings and advisory committee meetings. During the pandemic, many public meetings are held using Microsoft Teams, Zoom or conference calls.

- 2.2 The Municipality has had a plan in place for public meetings to gradually return to in-person attendance since last September. Staff in the Clerks and IT Divisions incorporated Microsoft Teams capabilities into the speaker system in Council chambers. Right now, we can technically run virtual, in-person and hybrid meetings. With the addition of livestreaming through our website, the public can view our Council and Standing Committee meetings in real-time. The pandemic situation has changed once again with the fourth wave. For now, we are continuing to hold our meetings using the hybrid format - with the Chair and Clerks' Division Staff in Council Chambers to run the technology.
- 2.3 Moving forward, staff will create a tailored communications plan founded on public participation principles established by the leading international organization on this topic, the International Association for Public Participation (IAP2). This work has been put on hold because of the (hopefully) temporary communications plans relating to COVID. Report [CAO-011-20](#) describes the COVID-specific external and internal communications plans that are on-going.

Branding

A.2. Establish and develop a unique Clarington brand for promoting our community

Responsible Department: CAO's Office

- 2.4 As reported in Report [CAO-016-20](#), the Communications Division developed Brand Guidelines (see Attachment 1 to that report) that are now being utilized throughout the entire corporation.
- 2.5 In September 2019 (Resolution #C-302-19), Council endorsed an initiative of the Tourism Advisory Committee (TAC) to work in partnership with the Municipality to "develop a comprehensive tourism branding strategy which is consistent with Clarington's overall brand". The action taken by TAC respecting this initiative was outlined in section 2.2 of Report [CAO-013-20](#) (Service Delivery Review Update – Tourism).
- 2.6 In Report [CSD-011-20](#), Council was presented with some options for tourism-oriented directional signage. That report was referred to staff "to report back after consulting with the Tourism Advisory Committee and the community" (Resolution #GG-400-20). The directional signage decision was essentially put on hold.
- 2.7 At its meeting on December 2, 2020, TAC confirmed its desire to work with the Municipality to help develop an overall corporate brand.
- 2.8 Staff conducted research and had discussions with the firm that helped develop Prince Edward County's brand. Our research led to the advice set out in Report [CAO-001-21](#). In that report, it was noted that ultimately a municipal branding exercise needs to be facilitated in a way that has members of Council directly involved in formulating and/or

buying into key concepts, principles and benefits. This would require that Council be engaged in at least one and possibly two facilitated sessions. The goal would be to get concepts on the table and then pare them down and gain consensus. The report also described how some municipalities have created steering committees made up of members of the community who can assist in formalizing concepts, or vetting language that may be used in a brand positioning framework. This, in essence, is why advice was sought from TAC.

2.9 After considering the information in Report CAO-001-21, Council resolved as follows:

That Report CAO-001-21 be received;

That the Municipality of Clarington advertise for a Steering Committee regarding municipal branding strategies;

That the Steering Committee be composed of local individuals who have a connection to branding and marketing; and

That the Steering Committee work in conjunction with the Tourism Advisory Committee, Clarington Board of Trade, and Business Improvement Areas, to assist in achieving a branding identity.

2.10 As stated in Report CAO-001-21, staff do not have the expertise to facilitate the processes that are needed to develop a corporate brand. As was also stated in Report CAO-001-21, municipal branding is about many things, including (perhaps most importantly) economic development. When dealing with Report [CAO-003-21](#) (Economic Development Services in Clarington), Council directed staff to retain a consultant to prepare an Economic Development Strategy. As part of the Terms of Reference for the Strategy, staff have requested that the consultant work to identify and highlight our community's key economic assets, trends and opportunities which will drive future growth. Business attraction and tourism will be key components of the Strategy as both areas rely substantially on marketing the community. Once the Economic Development Strategy is adopted by Council, staff will use that information as a baseline for a larger conversation around branding.

B. Strong Economy

Downtown Plans

B.1. Complete the implementation of the Downtown Plans

Responsible Departments: Public Works and Planning and Development Services

2.11 Clarington has been reviewing options for the rehabilitation of the pavement and curbs through Downtown Bowmanville for many years. Staff have met with the BIA on several occasions to discuss the timing of the rehabilitation. The BIA asked that (a) the work be

delayed for a year or two to allow for an upswing in the economy as they have seen some sales reductions in the last couple of years; and (b) consideration be given to scheduling this work during the evening to reduce the impact to local businesses. Staff are currently working on the rehabilitation design and will be consulting further with the BIA. It is anticipated that the design work east of Liberty Street will be completed in 2021 and Scugog Street to Liberty Street in 2022.

2.12 Construction of accessibility and operational improvements at the intersection of Scugog Street and King Street as well as Roenigk Drive and King Street have been completed. Staff are also working with the Region to upgrade the signals and curb ramps at the intersections of King Street and Temperance Street, King Street and Simpson Avenue, and King Street and the Bowmanville Mall. This work will be coordinated with the pavement rehabilitation program and completed in the Spring of 2022.

2.13 Since the beginning of May 2020, Phase 2 of the LED street lighting conversion for the decorative lighting has been ongoing. The replacement of the decorative lights in downtown Bowmanville has now been completed.

2.14 Staff are developing a streetscape plan for Newcastle (King Avenue from North/Baldwin to Brookhouse/Arthur). Based on budget restrictions, this project will be phased over several years. Phase 1 was not included in the 2021 budget. A small portion of the overall plan was constructed at the intersection of Beaver Street and King Street in 2017 to address safety concerns at this location and to give the public an idea of what the overall plan might look like. As part of the work to relocate the pedestrian crossing associated with the Parkview seniors living project, staff incorporated the streetscape theme developed for the corridor into the relocation project which was completed in 2020.

2.15 The following is a summary of the suggested phasing and associated costs (based on 2014 Newcastle Streetscape Master Plan):

Phase 1 – Baldwin/North Streets to Mill Street - \$665,000 costs – \$332,500 DC funded and \$332,500 from other funding (Taxy Levy, Gas Tax, Funding Program if available) 2022 year of construction

Phase 2 – Mill Street to Beaver Street - \$470,000 costs - \$235,000 DC funded and \$235,000 from other funding (Taxy Levy, Gas Tax, Funding Program if available) 2024 year of construction

Phase 3 – Beaver Street to Brookhouse/Arthur - \$480,000 costs - \$240,000 DC funded and \$240,000 from other funding (Taxy Levy, Gas Tax, Funding Program if available) 2026 year of construction

Total Cost of all phases = \$1,615,000 - \$807,500 DC funding and \$807,500 other funding sources.

- 2.16 Staff are in ongoing discussions with the Region as part of the Road Rationalization review, and Main Street in Orono is one of the streets being considered for transfer to the Municipality. The transfer of this road section will allow Clarington, in consultation with the local BIA, to develop and implement a streetscape and infrastructure improvement plan that should help with the attraction of more businesses to the downtown. Report [PWD-012-21](#) provided Council with an update of the road rationalization process with the Region of Durham.
- 2.17 Planning and Development Services have been working with the Orono BIA on the location of benches and bike racks as part of the funding received by the BIA from the Capstone Infrastructure (windfarm) and OMAFRA grant (see section 2.18 and 2.19 below).
- 2.18 Staff recognize the importance of Highway 2 in Courtice as a street that can help provide a unique identity for the area and help develop a strong secondary plan for the corridor. The plan will aid in the transformation of the corridor from what it is today to more of a “downtown” with a mix of uses from higher density residential to personal service businesses and commercial retail that will appeal to a variety of Clarington residents, business operators and visitors. In addition to the Secondary Plan, staff have also identified just over \$5.2 million of streetscape works in the 2020/2021 Development Charges by-law update, which will aid in this transformation. The timing for this streetscape work will be driven by local development but mainly by developing and implementing the Region’s transit plans for the corridor which will require major infrastructure investment in the future as the business case for the transit investment makes sense. Plantings in the median on Highway 2, east of Trulls Road were included in the 2021 budget.
- 2.19 In 2018, Clarington received funding from OMAFRA for Community Improvement Plan enhancements. Council approved using this funding for public art initiatives in the four downtowns. A call for artist proposals was issued in September 2019 and awarded in late October 2019. The artists finalized their concepts and showcased them at the Mayor’s Love of Art Gala in February 2020. Due to COVID-19, OMAFRA extended the deadline to October 31, 2020 to allow for the completion of the works in the different downtowns. The art works have been completed and installed. The signage has been requisitioned but has yet to be installed. Staff are continuing to work on the walking tour brochure.
- 2.20 In 2018, the Community Improvement Plans for Orono, Newcastle and Bowmanville were renewed and refreshed with the addition of accessibility, to the existing grants for façade improvement, building code and signage plus a change in eligibility criteria to allow businesses to access funds a second time after 10 years. Council is the recipient of annual reports on the CIP grants, the most recent being [PSD-057-20](#). In 2018, Council approved the usage of CIP funds to kick-start the outdoor patio program. In 2020, additional measures were implemented to address COVID-19 restrictions and provide additional outdoor seating areas. [PDS-005-21](#) provided an overview of the outdoor patio program. The restaurants wishing to have on-street outdoor patios in

Bowmanville, Newcastle and Orono have provided their applications and they have been installed.

- 2.21 To support small businesses during the pandemic (in our downtowns and elsewhere), the Municipality implemented a COVID-19 Community Improvement Plan (CIP). To address pinch points in the application process, modifications to improve implementation were approved by Council in June and are now in effect. The revised COVID-19 CIP includes clarification of the general eligibility criteria as it relates to specific businesses. There is a change to the time period used to measure the revenue loss to account for the second and third wave lockdowns and the fact that many businesses are seasonal, and their revenues will reflect this. The revised COVID-19 CIP modifies the meaning of “local independent business” to enable franchises, which are not owned and operated by a corporate chain, to qualify for funding if they satisfy other applicable criteria. Finally, a three-month Completed Project application intake window has been opened to provide businesses that may now qualify under the amended CIP Grant Program requirements to apply for funding for completed projects dating back to March 2020. This intake window will be open until October 7, 2021. Further details regarding these changes are set out in [Report PDS-034-21](#). Information about the COVID-19 CIP Grant Program and the Application Form to apply for a grant is available on [Clarington’s COVID-19 Financial Support](#) webpage.

Broadband

B.2. Create partnerships in broadband expansion, working to achieve 100% connectivity

Responsible Department: CAO’s Office

- 2.22 Broadband access across Clarington is a priority for the Municipality. We know how important internet access is especially during these difficult pandemic times as many people are continuing to work from home, and children need real-time web access for school purposes. Clarington is working with a variety of Internet Service Providers (ISPs) to facilitate investment in our community and to try and fill in many of the gaps that currently exist. It is important to note that the Municipality does not directly control broadband infrastructure; we cannot start building cell towers or installing fibre optic cabling or copper wire transmission. Our work focuses on assisting these ISPs and facilitating their investment in our community.
- 2.23 Through our conversations, several ISPs have submitted applications to a variety of government grant programs to assist in the funding of broadband in underserved areas. The Municipality has written numerous letters of support to strengthen these applications and underline the importance of this investment in our community.
- 2.24 In early July 2021, Bell issued a [press release](#) providing an update on its broadband coverage in Clarington, including some of its planned investments for the remainder of 2021. As part of these new investments, Bell will be deploying both fibre to the home (5,000 locations) and wireless to the property (1,300 locations). This will increase its

total broadband coverage to approximately 98% of Clarington residences and commercial locations by the end of the year. The communities that will be receiving fibre to the home include Kendal, Leskard, Orono, Newcastle and Bowmanville. The increased wireless coverage will service locations outside of the core areas, creating increased connection opportunities for those rural and semi-rural residents.

- 2.25 There were also two successful applications earlier this year for the Federal Government's Universal Broadband Fund – Rapid Response Stream funding. The awards were as follows (all fibre to the home): Burketon (Rural Wave); Tyrone (Rural Wave); Brownsville (Bell) and Newtonville (Bell).
- 2.26 It is important to note that, in addition to the communities listed above, there are also other applications from various internet service providers that will address connectivity gaps across Clarington with both fibre and/or fixed wireless technology.
- 2.27 Staff will continue to work with all providers to increase connectivity, especially in the remaining pockets that still do not have adequate coverage. Communications has created a portal on our webpage (www.clarington.net/broadband) that can assist residents who are having connectivity challenges. It has been live and promoted on social media for several weeks. The webpage has coverage information as well as a platform for residents to submit details related to their individual, location-specific needs (e.g. lack of connectivity, poor speed, reliability). Staff will be able to use this information to advocate on the residents' behalf for further coverage.

Natural Gas

- B.3. Create partnerships to promote investment in infrastructure to make natural gas more accessible*

Responsible Department: CAO's Office

- 2.28 In December 2019, the Government of Ontario announced its plans to further increase access to natural gas by making financial support available for new expansion projects. The stated purpose of the Province's Natural Gas Expansion Program was to offer an opportunity to drive economic development and enhance the quality of life and prosperity of families and businesses across Ontario.
- 2.29 By letter dated February 20, 2020, Enbridge asked for the Municipality's support to bring natural gas to unserved areas within our community. Its specific request was that Council endorse sending a letter in support of a project in North Clarington (Tyrone, Haydon and Enniskillen). The North Clarington project has been previously assessed by Enbridge and identified as being the most economically feasible of possible natural gas expansion projects in Clarington, giving it the best chance to receive funding under the Province's Natural Gas Expansion Program. Through Resolution #GG-162-20 passed on March 24, 2020, Council provided its support for this proposed project.

- 2.30 Enbridge Gas submitted our project, along with other proposed projects, to the Ontario Energy Board (OEB). It was expected that the OEB would be reviewing project submissions and providing a report to the Ministry of Energy, Northern Development and Mines in late 2020 recommending potential natural gas expansion projects that the Ontario government could consider as candidates for financial support. The Ministry of Energy, Northern Development and Mines would then be reviewing the recommendations of the OEB along with other considerations and issue a decision on future natural gas expansion projects eligible to receive financial support. However, decisions were delayed due to COVID-19.
- 2.31 In a letter dated June 9, 2021, the Honourable Bill Walker, Associate Minister of Energy, advised us that the Province was not able to provide funding for the North Clarington proposal. He indicated that there was tremendous interest in Phase 2 of the Program (210 submissions requested a total of \$2.6 billion in funding) which greatly exceeded the government's budget for the Program (\$234.24 million).
- 2.32 The Province used the OEB's Profitability Index (PI) indicator to determine the most suitable projects for eligibility under Phase 2. The PI measures the economic viability of a project. The OEB determines whether a project is economical based on the number of customers forecast to connect to the project over a 10-year period in relation to the costs of the project. The projects that were ultimately selected for Program funding were the ones with the strongest indexes. Going forward, the Province will continue to consider opportunities to further support natural gas expansion beyond Phase 2 using this same measure.
- 2.33 Enbridge Gas, like all natural gas utilities, can propose expansion projects to the OEB at any time if they are economically viable, and municipalities can assist with the economics of projects in their areas. We will continue to discuss expansion plans with Enbridge Gas.
- 2.34 Separate and distinct from the application described above, Enbridge applied in early 2020 to the OEB for approval to implement several financial mechanisms (a harmonized system expansion surcharge, a temporary connection surcharge and an hourly allocation factor) that were intended to facilitate natural gas expansion or more customer attachments for smaller projects (less than 50 customers). The application (EB-2020-0094) was also intended to provide mechanisms that could help spread out the cost of front-ending natural gas infrastructure to make it easier for specific projects to proceed. Notice of this proceeding was provided to the Municipality and included in the General Government Committee agenda on June 1, 2020. In a decision issued on November 5, 2020 (and clarified in a Decision dated December 4, 2020), the OEB approved Enbridge's application. COVID has delayed our ability to work with Enbridge to identify specific projects that could benefit from these new mechanisms.

Transportation Network

B.4. Expand our transportation network into commercial and industrial areas

Responsible Departments: Public Works (in consultation with Active Transportation and Safe Roads Committee)

- 2.35 The active transportation network has been expanded over the past year with the addition of the Bowmanville Creek Valley Trail from Baseline Road to the Waterfront Trail, and Farewell Creek Trail – Phase 2A (to be completed by November 2021). The construction of the Toyota Trail from Soper Creek to Haines Street was targeted to begin construction in late 2021, however, due to the prices received during tendering and construction timing, the project will be pushed to Spring 2022. Rehabilitation of the Lions Trail in Newcastle, from King Avenue West (Highway 2) to Sunset Boulevard comprised of an asphalt surface upgrade and widening that will also be completed in Spring 2022. This project is being funded through the ICIP COVID Stream grant program. The widening of Nash Road to accommodate dedicated cycling lanes from Hancock Road to Solina Road will be completed by September 2021. The installation of an in-boulevard multi-use path (MUP) on Bloor Street in Courtice from Prestonvale Road to Townline Road is expected to be completed in late 2021. This project will be utilizing funding from the Ontario Municipal Commuter Cycling (OMCC) Program.
- 2.36 The active transportation network will be further improved with road corridor facilities with MUP implementation in the Highway 2 / Bowmanville Avenue area extending to Roenigk Drive, Baseline Road in-road cycle lane from Trulls Road to Courtice Road, and Liberty Street MUP from Longworth Avenue to Concession Road 3. All of these facilities are scheduled for completion in 2022.
- 2.37 Staff will be developing the Terms of Reference for the Active Transportation Master Plan Request for Proposal in 2021. It is anticipated that the development of the Plan will be awarded this Fall with a final prepared Plan for adoption in mid-2022. This Plan will be developed in consultation with input from the Public / Residents & the Active Transportation and Safe Roads Committee and will align with the Regional Cycling Plan Update and other active transportation plans and initiatives.
- 2.38 Staff continue to identify active transportation opportunities within new developments such as the Active Transportation Plans for the South Courtice Secondary Plans to create more sustainable and walkable communities. Staff will also continue to work with Active Transportation and Safe Roads Committee to identify ways to improve and expand our active transportation network.
- 2.39 Staff meet with DRT annually to review development proposals, completion of new developments and new transportation network links and look at options for expanding and improving transit servicing of Clarington.

- 2.40 Staff will continue to look at transportation improvements in our business parks and will be moving design work forward for the urbanization and servicing of these areas to respond to development requests as they come forward.
- 2.41 Public Works has initiated the Lambs Road Interchange Feasibility Study to assess technical feasibility and local transportation network area impacts of the implementation of a Highway 401 interchange at Lambs Road. This study is comprised of a technical advisory committee with staff from the Ministry of Transportation (MTO) and Region of Durham and is a requirement by MTO before initiating a subsequent Environmental Assessment. The interchange is intended to bring enhanced transportation connectivity to the Bowmanville Science and Technology Park, industrial areas, Bowmanville waterfront, and potentially reduce congestion on capacity roads such as Liberty Street and the Highway 401 interchange at Bowmanville Avenue. Completion of this Study is expected in mid-2022.

Economic Development Strategy

- B.5 Explore an economic development strategy/framework in collaboration with the business community and other stakeholders*

Responsible Department: CAO's Office

- 2.42 As part of its review of the Municipality's Organizational Structure, Grant Thornton LLP was requested to review different models for the delivery of economic development services. They were not asked to provide any specific recommendations respecting a best practice for Clarington because the scope of their retainer did not permit any consultation or "collaboration with the business community and other stakeholders." Table 2.0 in [Grant Thornton's Final Report](#) dated December 4, 2019, is titled "Key Attributes of Internal and External Economic Development Service Delivery Models."
- 2.43 In response to questions from Council relating to CBOT, the Director of Financial Services provided a memo dated January 17, 2020, and the Director of Legislative Services / Municipal Solicitor prepared confidential Report LGL-003-20 dated March 9, 2020.
- 2.44 At the January 4, 2021 meeting of the General Government Committee, Resolution #GG-437-20 regarding the appointment of Department Liaisons was passed. Included in this Resolution was a Liaison for Economic Development. At its January 18, 2021 meeting, Council referred a memo on the issue from the CAO to the June 21, 2021 meeting of the General Government Committee. On June 21, 2021, Committee passed the following resolution (#GG-427-21):

That the Clarington Board of Trade be requested to accept the two Clarington Regional Councillors on their Board with the response to be considered as part of the CAO's report; and

That the matter be referred back to the CAO.

- 2.45 In June, staff brought [CAO-003-21](#) to Council. It listed the pros and cons associated with different municipal economic development service models and summarized the comments received. Council resolved (Resolution # C-210-21) as follows:

That Report CAO-003-21 be received;

That Staff be directed to negotiate a renewal contract with the Clarington Board of Trade (which will require Council approval) substantially on the terms set out in section 7.4 of this report;

That, in accordance with Policy 7.3.1 of the Clarington Official Plan, Staff be directed to retain a consultant to prepare an Economic Development Strategy at an estimated cost of \$50,000 (up to 90% funded through development charges);

That a full-time employee be hired to assist with the delivery of the services described in section 7.6 of this report, with the cost to be covered through a corresponding reduction to the CBOT contract; and

That all interested parties listed in Report CAO-003-21 and any delegations be advised of Council's decision.

- 2.46 In preparation for the Economic Development Strategy, staff drafted a comprehensive Terms of Reference and sought insight from the CBOT, both staff and board members. Their feedback was incorporated into the final document. The process to prepare the Strategy will start in late September.
- 2.47 Staff are working with the CBOT to draft a contract for a modified version of economic development services. That list of services, set to focus on business retention and expansion, will be built out more fully based upon the direction of the Strategy. Staff are also in discussions with CBOT regarding Council representation on its board. These matters will be addressed in a report that will be brought to Council prior to the end of 2021.

C. Sustainable Infrastructure Growth

Affordable Housing

C.1. Develop an Affordable Housing Policy

Responsible Department: CAO's Office (in consultation with Clarington Task Force on Affordable Housing)

Tool Kit

- 2.48 [Report CA0-013-19](#) dated November 25, 2019 provided an overview of the steps that had been taken to that point in time to advance this goal. It provided Council with several options to incentivize affordable housing in Clarington.
- 2.49 The Affordable Housing Toolkit has been finalized and approved by Council. Staff have received a number of inquiries about the incentives included in the Toolkit from prospective developers. There is a clear interest in both the private and not-for-profit sectors in the tools offered.

Secondary Plan Policies

- 2.50 The Planning and Development Services Department is currently working closely with partners to complete Secondary Plans across Clarington and find ways to include a mix of housing options, inclusive of those in the affordable category. For the most part, the development community has been receptive to the concept and is working to find creative solutions.
- 2.51 At the December 7, 2020 Planning and Development Committee meeting, the Southeast Courtice Secondary Plan was recommended for adoption. It included policies to support the provision of affordable housing units by requiring either land or a contribution of funds to the Municipality for the development of affordable, public or non-profit housing in the community. Council ratified the Committee's decision at its December 14-15 meeting. The Secondary Plan has been forwarded to the Region for approval. We anticipate receiving approval this Fall.
- 2.52 The policies that support affordable housing contained in the Southeast Courtice Secondary Plan have been incorporated into the Secondary Plans for Brookhill and Southwest Courtice that have already been approved by Council and have been forward to the Region for approval.
- 2.53 The Landowners Groups in all three secondary plan areas have agreed to contribute funds in lieu of the conveyance of land. As such, an affordable housing fund will need to be created. Advice will be sought from the Clarington Task Force on Affordable Housing with respect to the use of these funds prior to coming to Council for direction. The Affordable Housing Toolkit can be updated to establish funding parameters.

Inclusionary Zoning

- 2.54 There is another opportunity to address affordable housing through the Major Transit Station Areas around the two proposed GO Train stations. Under provincial legislation, these areas can be subject to Inclusionary Zoning. This allows local governments to mandate a certain amount of affordable housing within that designated area.

- 2.55 This summer, the Region introduced a Regional Official Plan Amendment (ROPA) to designate Protected Major Transit Station Areas – (PMTSAs) along the GO Train Lakeshore East Line in Durham. Two of the PMTSAs are in Courtice and Bowmanville. The proposed Plan amendment will enable municipalities to require the provision of affordable housing units within new development through our secondary plans and the corresponding zoning bylaw amendment processes. The Municipality has already initiated the preparation of the respective secondary plans.

MZO

- 2.56 In October 2019, a Ministerial Zoning Order was approved for the Durham Christian Homes Long-Term Care facility on the lands donated to them on Boswell Road. This new facility will ensure the additional allocation of 120 beds and redevelopment for the existing bed allocation at their other sites in Bowmanville.

Developments

- 2.57 As Council is aware, we have two facilities in Clarington that have received joint government funding. 1505 Bowmanville Avenue is open and Parkview should be opening in early 2022.

Accessory Dwelling Units

- 2.58 The Municipality has initiated the process to implement Official Plan policies and zoning standards that would allow accessory dwellings units to increase the supply of affordable housing in the community. The public meeting for the Municipally-initiated Official Plan and zoning by-law amendments took place on September 13, 2021 (see Report [PSD-041-21](#)).

Spry Avenue RFP

- 2.59 In late 2020, Staff were directed to create a process through which interested parties could submit offers to purchase the 3.3 acre Municipally-owned Spry Avenue property. Direction was provided to offer the property for sale in a way that would lead to a net increase in affordable housing units (either under the rental or ownership category, or a combination thereof). Staff issued a request for proposals (RFP) and prepared an evaluation framework to score the proposals received.
- 2.60 In Confidential Report CAO-002-21, Council was given an evaluation of all proposals that were submitted. After considering the proposals, on May 3, 2021, Council passed one resolution in camera (#CC-005-21) and passed the following resolution (#C-175-21) in open session:

That Report CAO-002-21 be received;

That all proponents who responded to the Spry Avenue RFP be informed that there will be no award;

That the Spry Avenue property be listed for sale on Multiple Listing Service (MLS), with a condition that any purchaser have a pre-consultation meeting with Planning staff; and

That Staff meet with the Affordable Housing Taskforce to discuss strategies going forward to offer surplus Municipal land for sale.

- 2.61 Direction was also given to Staff on May 3, 2021 to indicate in the listing that preference would be given to affordable housing proposals.
- 2.62 The property was listed on MLS on July 28, 2021. To accommodate a potential affordable housing offer, reference to the original RFP and the desire of Council to see affordable housing was included in the listing.
- 2.63 To obtain a clear understanding of what the offers will entail in terms of zoning, housing form, shared infrastructure and assumptions, Staff provided direction on what should be submitted by each bidder. Potential bidders were given a deadline of September 16, 2021, and asked to include the following information in their bids:
- number of anticipated units
 - housing type (townhouse, singles, semis, apartment)
 - sketch or concept plan
 - an assumption that the buyer will be required to pay 50 per cent of the cost of a storm-water management pond
 - any other assumptions the buyer is making with regard to buying this site (waiving of fees, grants from other levels of government, etc.)
 - list of projects the buyer has completed in Durham Region.
- 2.64 Confidential Report CAO-007-21 summarized all offers received. The report was referred to the September 27 General Government Committee.

Investment in Employment Lands

C.2. Develop a realistic strategy for infrastructure investment in employment lands

Responsible Departments: Public Works, Financial Services and CBOT

- 2.65 The information below provides a summary of the requirements for sanitary sewer and watermain servicing at the major undeveloped employment land areas in Clarington.

Courtice Court

- 2.66 [Report EGD-009-19](#) dated May 6, 2019 described our initiatives to partner with the Region and the private sector to bring water and wastewater services to Courtice Court. Staff have finalized the design, tender and legal agreements with the landowners and have scheduled the work approved in Report [COD-010-20](#). The work is being done in two phases. Phase 1 servicing is complete with roadworks to be done at the conclusion

of Phase 2 servicing works. The Phase 2 Servicing Agreement has been executed and construction (including road works) is scheduled to be completed by October 2021.

Newcastle Employment Lands

2.67 The Newcastle Employment Lands are bounded by Foster Creek to the south and east, Toronto Street to the west, and Highway 401 to the north. Water service is available on Toronto Street, and sanitary sewers are located at the west side of the lands on Toronto Street and at the east side of the lands on Amos Street.

Clarington Technology Business Park

2.68 The Region of Durham has completed an Environmental Assessment (EA) for servicing of the Tech Park. The EA noted that water service is available at the Tech Park, and that extension of watermains within the area will be considered a local service and will be the developer's responsibility. Sanitary service is at capacity in the Tech Park and a new trunk sewer needs to be constructed from north of the water pollution control plant up to Baseline Road, and across Baseline Road. The Region has issued a request for proposal (RFP) for the detailed design and tendering of the sewer. The timelines in the RFP indicate the design will be complete by January 2023 and the construction is planned in phases:

1. The section from north of the water pollution control plant to Baseline Road is in the forecast for 2026.
2. The section on Baseline Road from Simpson Avenue to Mearns Avenue is in the forecast for 2030.
3. The section on Baseline Road from Mearns Avenue to Lambs Road has approved budget for construction to coincide with the Municipality's proposed reconstruction of Baseline Road.

2.69 Region staff advised that the forecast for construction is reviewed annually and could be adjusted once there is more certainty in the detailed design and pending development pressure. The Municipality has made it clear that servicing of this area is a priority and should continue to provide pressure to ensure the service is provided as soon as possible.

2.70 There is an area specific development charge in our new DC By-law for the construction of the Technology Park's stormwater management facility and flood control structure. Staff anticipate moving ahead with the design of these works in 2022.

Clarington Energy Business Park

2.71 Sanitary sewer and water services are currently available in the Energy Business Park.

Courtice Employment Lands and Major Transit Station Area (MTSA)

2.72 There are several sanitary sewer and watermain projects in the Region's forecast for this area. The projects are noted below, including the year of construction from the Region of Durham's 2021 budget and nine-year forecast.

- The Region is currently preparing a detailed design for the extension of the Courtice Trunk Sanitary Sewer and a zone 1 feedermain (water) along Baseline Road from Courtice Road to Trulls Road, and up Trulls Road to Bloor Street. Budget has been approved and construction is expected to start in late 2021 or early 2022.
- Zone 1 feedermain along Baseline Road west of Trulls Road. The construction date will be driven by development of the surrounding secondary plan area.
- Southwest Courtice sub-trunk sanitary sewer on Baseline Road west of Trulls Road. The construction date will be driven by development of the surrounding secondary plan area.
- Baseline Road sanitary sewer pumping station and forcemain west of Robinson Creek. The construction date will be driven by development of the surrounding secondary plan area.
- Southeast Courtice sub-trunk sanitary sewer from Trulls Road north of CPR easterly to Courtice Road and north on Courtice Road to Bloor Street (2023)

Future Urban Boundary Expansion

2.73 As discussed in report [PDS-009-21](#), and Resolution #C-055-21, the Municipality supports the conversion of much of the Courtice Employment Lands to residential and mixed-use development, in keeping with the policy directions of the MTSA. Clarington has also reaffirmed the request to expand the urban boundary from Courtice Rd easterly to Highway 418 between Baseline Rd and Highway 2. Some of this expanded urban area will be within the MTSA and is proposed to be residential and mixed-use. The remaining area within the expanded urban boundary would be designated employment lands. Figure 1 below was taken from [PDS-009-21](#), and shows the employment land conversion areas, the MTSA boundary and the future urban expansion area.

2.74 The Region of Durham's capital forecast does not include sanitary sewer or watermain services beyond the existing urban boundary. It is not clear how the urban boundary expansion area would be serviced, and whether these services would be considered local services or if they should be included in the next update of the Region of Durham's Development Charges background study. Further discussion with the Region is required to determine how this area would be serviced and the timing for servicing.

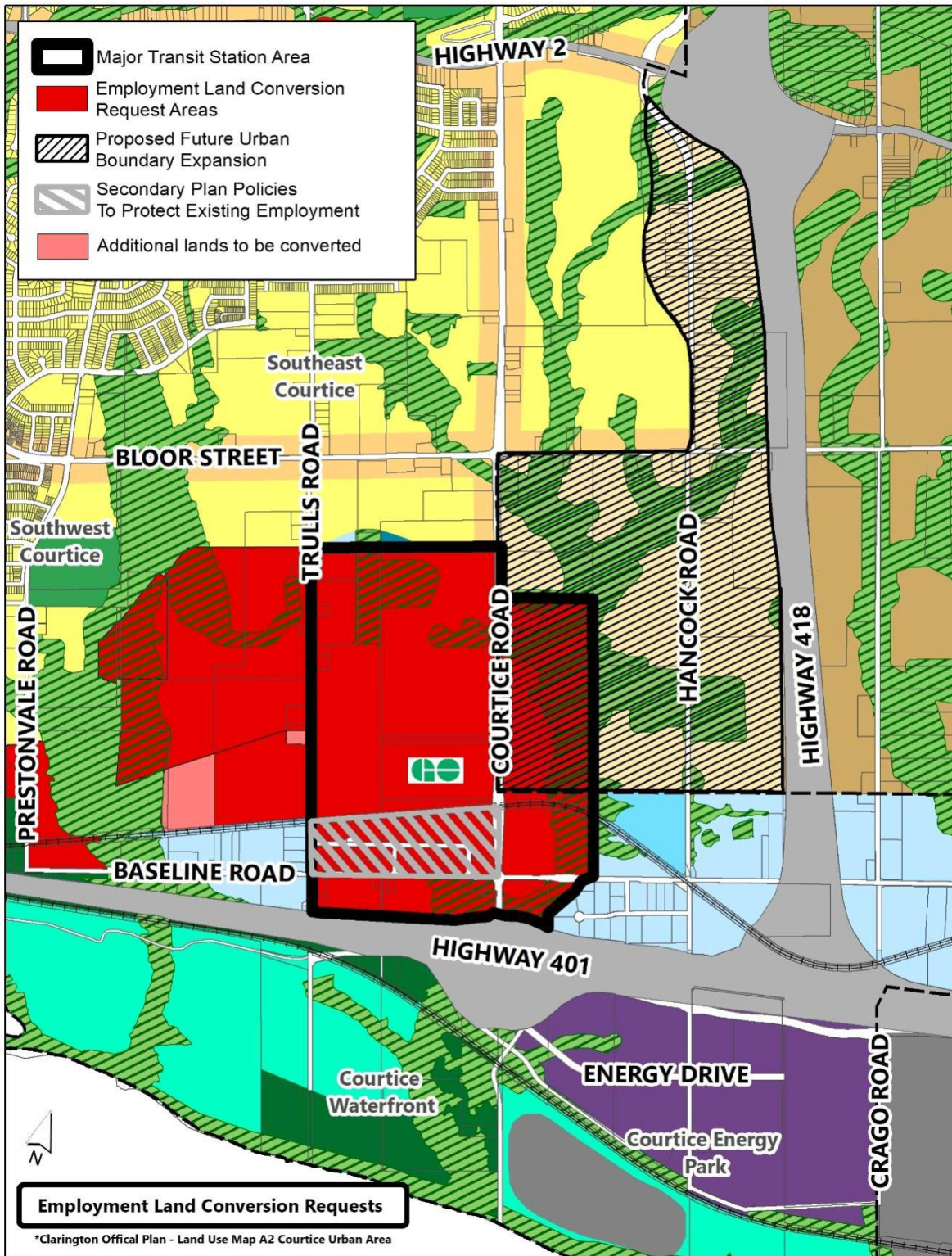


Figure 1: Map showing employment land conversion areas, the MTSA boundary and the future urban expansion area

Strategy for Infrastructure Investment

C.3. Develop a realistic strategy for broader infrastructure investment

Responsible Departments: Financial Services, Public Works and Planning and Development Services

- 2.75 In April 2019, the Municipality approved an Asset Management Policy, as required by provincial regulation, which guides the Municipality in developing and following an asset management policy. Report [FND-010-19](#) provides all the details. The 2020 budget started the process of aligning the capital budget forecast and the asset management plan to ensure that there is proper planning for financial requirements as related to infrastructure investment. The Municipality is anticipating an Asset Management Plan, under Phase I of the regulations to come to Council in January of 2022.
- 2.76 In fall of 2019, the Municipality began the Development Charge Study and Community Benefit Study for July 1, 2020 rates. While these studies have been completed, the Province has allowed for the extension of the existing DC by-law, due to COVID-19, which the Municipality took advantage of. The DC Study and new By-law were approved by Council on January 18, 2021. Development Charges and Asset Management are integral in determining required funding levels for growth-related projects and the development of a long-term financial strategy to address growth and maintain infrastructure.
- 2.77 In December 2020, the Financial Services Department reorganized to create the position of Budgeting and Financial Planning Coordinator. This role will act as a resource to complete a long-term financial plan, taking into account all financial plans of the Municipality.

D. Legacy Projects

Courtice Waterfront

D.1 Clearly articulate our plans for a) Courtice waterfront

Responsible Departments: Planning and Development Services and Public Works

- 2.78 Through Report [PSD-033-19](#), Council approved an expansion to the Courtice Energy Business Park Secondary Plan area to include the Courtice waterfront. As of July 2021, two Public Information Centres have been held and an online survey generated comments and ideas from more than 900 people. The ideas generated during the public engagement process have established a foundation for the planning and design of a potential Municipal-wide Park along the Courtice waterfront. A Courtice waterfront park would provide recreational opportunities for Clarington residents while also creating a tourist attraction along the waterfront.

- 2.79 The Municipality, in collaboration with the landowners, is also exploring commercial and residential uses. The design for the Courtice waterfront will complement the development of a nuclear energy cluster in the Clarington Energy Business Park. The Nuclear Energy Cluster concept is advancing with the relocation of more than 2,000 jobs to Courtice. Moreover, both the OPG new jobs and the Courtice waterfront development greatly enhance the potential development of the area around the GO Train Courtice Station. The relocation of OPG to Courtice has added momentum to the Courtice waterfront project as it is a key component of the quality of life our community will offer, something that is sought after by the new generation of highly educated workers.
- 2.80 In the Fall of 2021, staff will bring the emerging vision and preliminary development plan back to the public for further consultation and refinement.
- 2.81 As an interim measure to encourage more visitors and activity along the Courtice Waterfront, road surface improvements and the construction of an off-street parking lot on Courtice Shores Drive were recently completed.

Port Darlington Waterfront

D.1 Clearly articulate our plans for b) Port Darlington waterfront

Responsible Departments: Public Works and Planning and Development Services

- 2.82 Along the Port Darlington waterfront, we have existing parks on both sides of the Bowmanville Creek. Port Darlington West Beach Park Phase 1 was completed in 2012. The park continues to expand in size as we acquire additional properties along the lakefront. The next phase of development in our long-range forecast is planned for 2027. It will include additional trails, boardwalk, seating areas and shelters.
- 2.83 Port Darlington East Beach Park Phase 1 was completed in 2014. We have a second phase of development in our long-range forecast for 2024. It will include additional parking and a lakefront shelter. There are village/commercial lands located along the north side of Port Darlington Road opposite the park which Clarington Council has declared surplus and authorized staff review options to have these lands developed, starting with rezoning the lands before listing them on the real estate market. We have retained Condevcon Ltd. to carry out the rezoning of this property on our behalf.
- 2.84 As part of the Lakebreeze subdivision development, the Municipality took ownership of a long section of linear parkland along the waterfront. The linear park and waterfront were dedicated to MOC with the registration of the subdivision plans in 2018. The park is under development and includes trails, viewing areas, interpretive signage and shelters. Much of the infrastructure will be built by the developer at its cost.
- 2.85 The developer has constructed the trail network and commenced rough grading of the park. The scheduling of the turf is anticipated to be completed in late 2021 while

structures and plantings will follow later this year or in the Spring of 2022. Staff have been working on the interpretative signage with the developer.

Port Granby Nature Reserve

D.2 Pursue a final decision from Atomic Energy of Canada Limited (AECL) and Canadian Nuclear Laboratories (CNL) respecting the disposition of lands for the Port Granby Nature Reserve

Responsible Departments: Planning and Development Services and Public Works

2.86 This strategic initiative is progressing well. Municipal staff and AECL have been meeting with First Nations. More recent meetings have included representatives from AECL, First Nations, Port Hope and GRCA, and a facilitator to advance the governance framework for the nature reserve. The consultation with First Nations is a requirement of the Federal “duty to consult” and a step towards reconciliation. Clarington staff are assisting in providing background and clarification about the proposed future ownership, legal restrictions to ensure it stays a Nature Reserve, planting, stewardship and management of the lands. We continue to work with AECL and First Nations on the governance structure.

2.87 On January 14, 2021, Public Works issued the Notice of Study Commencement for the “Port Granby Project End Use Transportation Network” Environmental Assessment. This EA will investigate how the local transportation network can best serve the community as the Port Granby Project enters end use operations.

South Bowmanville Recreation Centre

D.3 Develop the concept, financing, project plan and potential construction schedule for the South Bowmanville Recreation Centre for Council in 2019, for consideration in the 2020 budget, with a design to follow.

Responsible Department: Community Services

2.88 Following a May 10, 2021 report on the future recreation facility for Bowmanville (Report [CSD-003-21](#)), Council passed the following Resolution:

That Item 14.2, regarding a Future Indoor Recreation Facility, be referred to Staff to report back in the fall on the matters listed under Option 3 of Report CSD-003-21; and

That Council approve the costs to prepare the conceptual plans and project budget, not to exceed \$25,000, which will be funded from the Community Services Capital Reserve Fund.

2.89 Staff are currently working with a design firm, contacts at Durham Region and other Municipal departments to gather all relevant information for consideration of the new recreation facility to be situated on the current Garnet Rickard Recreation Complex site.

In addition to considering the physical building layout on the site and connection to the existing facility, staff will be reporting on residential growth adjacent to the site as part of the Brookhill Secondary Plan, Durham Region input of future road projects for Bowmanville Avenue and Highway 2 West, existing water and sewer capacities, expansion of on-site parking and vehicular and pedestrian movement as well as the relocation of the existing baseball diamonds.

- 2.90 It is anticipated that this report will be on either the November 8, 2021 or November 29, 2021 General Government Committee meeting agenda.

Performing Arts Space

D.4 Articulate a vision of a Performing Arts space

Responsible Departments: CAO's Office, Planning and Development and Community Services

- 2.91 Staff are not aware of any immediate opportunities respecting a potential location for performing arts space. It is possible that through the preparation of one or more of the secondary plans that are currently being developed that a site could be identified (as an example, the Courtyce waterfront or the Bowmanville East Urban Centre that includes the former Goodyear property). COVID has had a major impact on the performing arts sector and opportunities to partner to provide a performing arts space are extremely limited at this time. Possibilities may exist to work with local churches.

Camp 30

D.5 Make a decision on Camp 30

Responsible Department: Planning and Development Services

- 2.92 Report [PDS-044-21](#) dated September 13, 2021 addresses this strategic goal.

E. Environmental Sustainability

Reduction Initiatives

E.1 Advance waste reduction initiatives by promoting the four Rs: Refuse, Reduce, Reuse and Recycle

Responsible Departments: CAO's Office, Planning and Development Services, Community Services and Public Works

- 2.93 Currently we have a full three stream waste diversion program in place at two indoor recreation facilities, which includes organic waste pick-up. As we start to expand facility operations and concession and banquet services resume, organic diversion will be in place at both twin pad arenas. Over the coming months the remainder of our indoor recreation facilities will also be equipped with the three stream receptacles. Organic

diversion has been in place at the Municipal Administrative Centre for a number of years and staff plan to work with community hall and arena boards to further expand this program in 2022.

- 2.94 Through the purchase of new recycling receptacles and the creation of easy-to-understand guidelines for sorting, our new program will assist our visitors in the proper pre-sorting of organics and other recyclables. The effectiveness of this new program will not be fully realized until we are able to assess the level of diversion from land fill after a full 12 months of operation, post COVID-19.
- 2.95 Sections 2.83 through 2.88 of Report [CAO-001-21](#) described several initiatives undertaken through the Special Projects Branch of the Planning & Development Services Department to advance the Municipality's environmental sustainability goals to that point in time (January 2021). Below is a brief overview of steps taken since that time.
- 2.96 On March 1, 2021, Council approved the [Clarington Corporate Climate Action Plan \(CCCAP\)](#) through Report [PDS-018-21](#). Since the completion of Plan, the Interdepartmental Climate Change Working Group (ICCWG) has shifted its focus to implementing the actions contained in the Plan. The first steps toward implementing the Plan have included: Updating the Terms of Reference of the ICCWG to focus on program design and implementation and; creating an internal implementation guide which outlines the implementation, reporting and budget process for implementing the CCCAP, prioritizes actions for implementation within the CCCAP over a five year period and identifies tools for tracking and reporting on the progress of implementing the CCCAP.
- 2.97 Staff have begun advancing key actions outlined in the [CCCAP](#), including: researching program options of an urban tree planting program; reviewing best practices for integrating green development standards into Clarington's development application process (see Report PDS-045-21 which will be on the Planning & Development Services Committee October 4, 2021 agenda); reviewing corporate green and social procurement policy options; updating the corporate UV and extreme heat policies to include climate considerations; and reviewing the option to create Community Services programs and events design and implementation guidelines that take into consideration climate change.
- 2.98 Pursuant to action 1.12 of the [CCCAP](#), the Municipality is acting to reduce its energy consumption and GHG emission by adopting a new integrated bill entry and energy management and tracking tool (EMS tool). The EMS tool will allow staff to identify energy savings opportunities in municipal buildings, track the energy savings from specific building retrofits and accurately estimate the savings from future building retrofits initiatives.
- 2.99 Pursuant to action 1.24 of the [CCCAP](#), the Municipality has partnered with the Region to complete a district energy pre-feasibility study. The study will review the feasibility of incorporating district energy into the Energy Park, the Courtice Employment Lands and

Major Transit Station Area, the Southeast Courtice Secondary Plan and Southwest Courtice Secondary Plan areas, to capture waste heat from industrial processes for space heating in residential and commercial buildings. The pre-feasibility is expected to be complete in fall 2021.

- 2.100 As initiated in Report [FND-036-20](#), work to install EV charge stations as associated with the first round of the Zero Emissions Vehicle Infrastructure Program (ZEVIP 1) has been completed. Five charge points have been installed at the Division and Church Street municipal parking lot. Two new stations have been installed at Garnet B Rickard Recreation Complex and two charge points have been relocated to Fire Station 1. All stations will be fully operational by September 2021.
- 2.101 As outlined in Report [PSD-020-20](#), staff collaborated on a second application intake for the Zero Emissions Vehicle Infrastructure Program (ZEVIP 2), focused on EV infrastructure for workplace and fleet use. In December 2020, staff received notice that Clarington was successful in its ZEVIP 2 application, which covers 50 per cent of the costs for the purchase and installation of 18 EV charge points. Design work has begun to install eight EV charge points for fleet vehicles at Garnet B Rickard Recreation Complex in fall 2021. Staff will submit a request to Council for the Municipality's portion of the costs for the remaining 10 stations for as part of the 2022 budget.
- 2.102 Pursuant to resolution [C-066-20](#) and in alignment with the CCCAP, Staff have commenced work on a five year plan to transition light-duty municipal fleet vehicles to electric. The plan identifies the Municipality's new light-duty fleet EV and EV charging infrastructure needs over the next five years. The plan proposes locations for EV stations for fleet and community charging and municipal properties over the next five years. The plan is expected to be complete in fall 2021.
- 2.103 As per Report [CAO-14-19](#), Staff continue to work with the Region of Durham to advance programming in the Durham Community Energy Plan and Durham Community Climate Adaptation Plan. Most notable is the development of a region-wide community EV education program (e-mission) and a region-wide deep energy retrofit program. Both programs will tentatively launch in Spring 2022.
- 2.104 In June 2021, the Municipality, in partnership with the Clean Air Partnership was awarded \$175,000 by the Green Municipal Fund to undertake research to categorize the efficiency ratings for residential buildings in Clarington. This information will enable the Municipality to make informed decisions about potential home energy retrofit program needs, development and delivery.
- 2.105 The Municipality has partnered with the University of Guelph on a research project to identify ways that Clarington and the Clarington Board of Trade can integrate climate change and social justice as central considerations for local economic development. The findings of the research will inform conversations about sustainable local economic development in the Municipality.

3. Conclusion

It is respectfully recommended that Council receive this report for information.

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