



MUNICIPALITY OF CLARINGTON

Draft Economic Development Strategy

May 2022

PREPARED BY
MDB INSIGHT

Clarington





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Photo sources: Municipality of Clarington

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Introduction



Introduction

With an economy as integrated as that of the Greater Toronto and Hamilton Area (GTHA), edge municipalities like Clarington often take a back seat to the larger urban centres that provide more modern and efficient infrastructure, enhanced transportation connections and larger consumer and labour markets that serve to attract and sustain investment and talent. Often, these communities are left grappling with how to attract investment that reverses the outflow of talent each day, a lack of serviced employment land, a small business economy that lacks the capacity to expand or innovate their operations, or fewer educational, cultural and recreation opportunities when compared to larger urban areas.

Clarington, however, finds itself on the cusp of a significant growth trajectory. With a current population of 102,415 and a workforce of 60,231, the municipality is growing faster than Durham Region and the province due in large part to its affordability, its blend of urban and rural living and accessibility to the city of Toronto. And while the local economy is currently dominated by small businesses and entrepreneurs, the recent announcement by Ontario Power Generation (OPG) to build a new headquarters in Clarington next to the existing Darlington Energy Complex is very positive. Bringing 2,000 OPG jobs to Clarington is likely to spur the growth of an energy employment cluster that will attract additional jobs to this area. The planned extension of the province's GO transit network to south Courtice will also introduce further economic and employment opportunities to the community. Being deliberate and focused on the type of investment the municipality may want to see and the built form it supports is essential at this time to fostering a diversified economy and a liveable community.

The Municipality of Clarington needs to reflect on the opportunities for cooperation and collaboration with all its economic development partners

In this context, a strong relationship with the Region's Planning and Economic Development Department is essential. Durham Region is better resourced, better positioned to market to investors, better able to support the needs of small businesses, and better able to negotiate on behalf of its municipal partners for economic development funding from upper levels of government and required shifts in the province's land-use policy framework. This regional collaboration, done in conjunction with local planning and economic development efforts that include the advancement of investment-ready employment land and a focus on growing an energy cluster, can ensure new opportunities to the Municipality that might otherwise be unavailable. As the capacity for business development and investment attraction increases, consideration will also have to be given to the need for an effective economic development service delivery model that supports all aspects of the local economy.

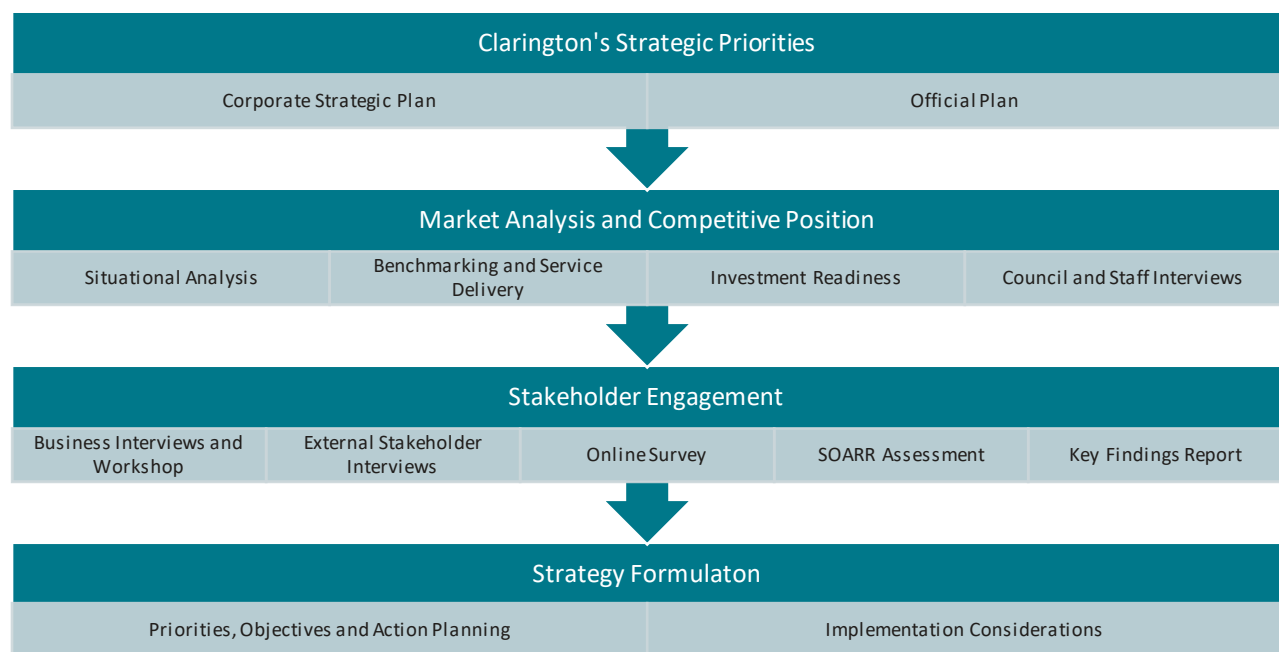
In preparing its first economic development strategy, the Municipality must reflect on the opportunities for cooperation and collaboration with all its economic development partners and be prepared to advance or contribute to those efforts in a way that will provide the greatest return and reward to the municipality.



Strategy Methodology

Economic development strategic planning is the process of defining where a community wants to go and creating a road map for how to get there. “Good economic development planning enhances urban competitiveness – that is the ability of a city to compete with other urban regions nationally and internationally, for investment, talent, and local export markets¹.” In the case of Clarington’s first economic development strategy, this process has been framed by the vision set out in the Municipality’s Corporate Strategic Plan and the Municipality’s Official Plan together with extensive research and analysis and input from the local stakeholders, the business community, and municipal staff.

Figure 1: Strategy Development Process



Clarington’s Strategic Priorities

The Municipality of Clarington Council passed a series of Strategic Priorities and Goals that serve to inform the creation of an Economic Development Strategy.

Corporate Strategic Priorities include:

- Engaged Communities
- Strong Economy
- Sustainable Infrastructure Growth
- Legacy Projects
- Environmental Sustainability

¹ Dr. Larissa Muller, Economic Development Strategies: Best Practices, 2007



Specific to the creation of a *strong economy* the Municipality has set goals of:

- Completing the implementation of the Downtown Plans
- Creating partnerships in broadband expansion working towards 100 percent connectivity
- Expanding transportation networks into commercial and industrial areas
- Exploring an economic development strategy framework in collaboration with the business community and other stakeholders

A further indication of the economic growth priorities for the municipality is the anticipated approval of the Courtice Transit-Oriented Community and GO Station Area Secondary Plan. Once approved, the Secondary Plan will guide the area's growth as it transforms into a major employment, mixed-use, and transportation hub for Courtice. It is anticipated that the provision of municipal services and the creation of a GO station will be primary catalysts for this undeveloped area of the municipality.

The Bowmanville East Urban Centre Secondary Plan Update will also shape the economic growth of Clarington. The secondary plan covers the historic downtown area, Lakeridge Health Bowmanville and the former Goodyear lands. This project area is expected to foster a walkable modern core for the community and accommodate new development and higher densities in the years to come.

Market Analysis and Competitive Position

With this broad economic vision in mind, the starting point for Clarington's Economic Development Strategy was a comprehensive analysis of the local and broader regional and provincial economies. This contributed to a Key Findings Report that assessed the Municipality's recent economic performance against a select range of demographic and economic indicators combined with an analysis of relevant and emerging business and industry sector trends. Investment readiness was a key factor in this review. Consideration was given to a wide range of reports, studies, and strategic plans at the local and regional level that were seen as having a direct impact on the current and future economic development success of the municipality. In conjunction with this research, interviews were conducted with senior staff, members of Council and representatives from the Clarington Board of Trade to inform an understanding of the current service delivery model, levels of investment readiness and perceived gaps in economic development programming and services. The results of the research and preliminary consultation were used to inform subsequent discussions with the business community and external stakeholders about the opportunities and challenges facing the Municipality of Clarington in furthering its economic development agenda.

- A summary of findings is provided in Appendix A – Key Findings Report.

Stakeholder Engagement

Given the importance of securing community support for the Economic Development Strategy, a broad-based consultation process was essential. One-on-one interviews were conducted between November 2021 and January 2022 that included business leaders, key community stakeholders, economic development partners, entrepreneurs, elected officials, and staff from the Municipality of Clarington. These discussions provided further insight into trends related to the municipality's key business and industry sectors, the current land use and policy framework, the extent of current economic development activities and the Municipality's readiness to receive/attract investment. An electronic



survey directed at both residents and the city's business community was administered in cooperation with the Municipality of Clarington and the Clarington Board of Trade.

Together with the background research, a Key Findings Report was prepared that provided an understanding of the municipality's investment readiness along with the local strengths, opportunities, aspirations, and desired results that should be ascribed to an Economic Development Strategy for the Municipality.

- A summary of findings is provided in Appendix A-1: Key Findings Report. The graphic that follows provides a snapshot of select economic indicators.

Strategy Formulation

Clarington finds itself in a unique position as it relates the current service delivery model for economic development as it is the only community in Ontario that contracts economic development services to a local Board of Trade. Clarington Council has recently approved a two-year Purchase of Service Agreement that will have the Board of Trade providing business development and marketing activities on behalf of the municipality. This will allow the municipality to build internal capacity to support a broader range of economic development services and programming with a particular focus in the short term on improving the municipality's investment readiness. The recommendations contained in the strategy reflect the current role and responsibilities of the Board of Trade and the level of cooperation and coordination that will be required over the next two years. The recommendations also reflect the organizational shift likely to occur in the later stages of the strategy's implementation.

The municipality is ready for an economic development strategy that reflects the changes underway in the local economy and prioritizes the growth and expansion of its existing business community.

The strategy is framed around a series of economic development priorities, the objectives or outcomes for each priority as informed by stakeholder input and related research. The action plan describes the appropriate steps or actions to be taken over the coming years to achieve the desired growth and development of the local economy and reflects the best practices in local economic development. It recognizes the Municipality will have to collaborate and coordinate with its partners to ensure the effective implementation of the plan.

CLARINGTON

Demographic and Labour Force Snapshot



A summary of demographic and labour force trends for the Municipality of Clarington to better understand situational analysis of the population.

Population



102,415

↑ 11% from 2016

Age Groups

Under 14 **17%**

15 to 64 **68%**

65 + **15%**

Labour Force

84,757

↑ 17% from 2016

71% Participation Rate

Median Household Income



\$112,614

(2020)

Unemployment Rate

7%

(2020)

Clarington's median household income is **36% higher** than the Province of Ontario

Clarington has both a **higher labour force participation rate** and a **lower unemployment rate** than the Province of Ontario

Educational Attainment

Education	Clarington
No certificate, diploma, or degree	17%
Secondary (high) school diploma	29%
Apprenticeship or trades certificate	7%
College, CEGEP	29%
University below bachelor level	2%
University at bachelor level or above	15%



29%

Clarington has a higher percentage of its citizens with college level education than the Province of Ontario (21%)

CLARINGTON

Industry and Occupation Snapshot

A summary of industry and occupational trends for the Municipality of Clarington to better understand the situational analysis of the economy and its workers.



Business Patterns (2021)

1,988
Businesses with
employees in Clarington



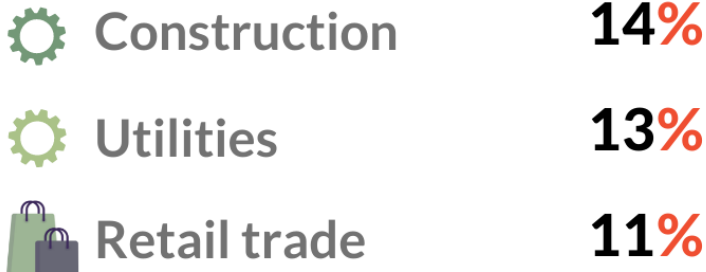
11%
are businesses in retail
trade



79%
of establishments
(with employees)
employ 1 to 9 people

Labour Force by Industry

Top employing industry sectors

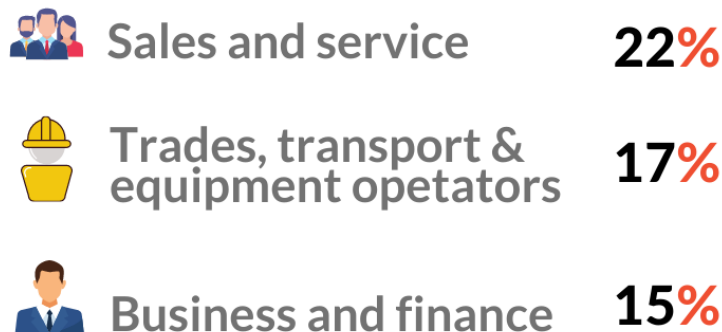


+429 jobs
from 2016

The industry that added most jobs
between 2016 and 2020 was
Utilities

Labour Force by Occupation

Top employing occupations



+354 jobs
from 2016

The occupation that added most
jobs was Natural and Applied
Sciences

Data sources:

Statistics Canada, Canadian Business Patterns, June 2021 | EMSI Analyst, 2021



Determining the Priorities



Determining the Priorities

Clarington has many strengths from which to chart its economic development agenda – strong population growth, a high participation rate among its labour force, and low unemployment. There is also considerable confidence in the future of the community, whether the sense of community perceived by residents or the positive relationship with the Municipality expressed by business owners.

The positive rate of growth will help strengthen existing small businesses as the impact of COVID-19 becomes more evident, and support the attraction of new investments in retail, advanced manufacturing, hospitality, and health care services. The energy, tourism, and agri-food processing sectors also provide real prospects for future employment and investment in Clarington. Revitalization of the downtowns is underway, providing an important backdrop for more leisure and recreational amenities, outdoor gathering spaces, a vibrant arts and culture scene and the municipality's urban trail network. Opportunities to improve transportation connections to the rest of Durham Region and the City of Toronto will also promote the growth of residential and mixed-use development.

Energy, tourism, and agri-food processing sectors provide tangible prospects for future employment and investment in the community

While Clarington looks to improve its urban infrastructure offering to support the growth of its economy, there is also a desire to balance this growth against the lifestyle qualities associated with a small urban community and rural vibrancy. There are risks to underestimating the importance of local economic development efforts to support this effort. Without addressing growth challenges proactively, the municipality may lose investment opportunities due to the lack of serviced employment land, increased reliance on skilled workers that commute from other jurisdictions, decreasing housing affordability and the continuing loss of prime agricultural land. Ensuring a timely and efficient development approvals process is also essential if the municipality is to capitalize on its near-term growth opportunities.

Ultimately, the desired outcomes of a successful economic development strategy reflect a balance of community and business needs. For the Municipality of Clarington, this includes improvements to its infrastructure and higher satisfaction rate among local businesses, the marketing and promotion of the community and its value proposition, as well as an increase in greenfield development options for business and industry. It also includes lifestyle experiences that will appeal to both residents and visitors.

Major Catalysts for Growth and Development

The Municipality of Clarington has several large projects in various stages of development and completion that will shape the urban form of the community in the years to come and serve as major catalysts for economic growth in the community. The following section summarizes these initiatives and the aspirations for the local economy.



Ontario Power Generation

The announcement by Ontario Power Generation² (OPG) that it is relocating its corporate headquarters to Clarington is a major boost in confidence for the projected growth of employment and investment in the municipality. More than 2,000 jobs are expected to move to the community from 15 existing offices across the Greater Toronto Area, Niagara, and Durham Region. OPG is actively expanding the Darlington site to accommodate a high-tech energy hub that will support innovation in nuclear technologies, including small modular reactors, and foster greater collaboration with its industry partners and supplier network.

Aspiration: Take a leadership role in the creation of a high-tech energy hub in eastern Durham and ensure Clarington businesses are aware and competitive on OPG-related procurement opportunities.

Courtice Waterfront and Energy Park Secondary Plan

The Municipality's Corporate Strategic Plan identifies the Courtice Waterfront and Energy Park Secondary Plan as a legacy project for the community. While the plan is intended in part to support the existing energy business cluster, it will also shape the future of south Courtice with a new residential neighbourhood and an extensive urban park along the waterfront. The 715-acre development of the Courtice waterfront will be central to leveraging the economic development opportunities provided by the new OPG headquarters, including the creation of a high-tech energy hub and the servicing of additional prestige employment lands.

Aspiration: Provide a comprehensive vision and land-use framework to expedite the development of the Courtice waterfront.

The Municipality initiated the Courtice Transit-Oriented Community and GO Station Area Secondary Plan in 2019 for the lands at the south end of Courtice and north of Highway 401. These lands will include the future Courtice GO Station and comprise the surrounding Major Transit Station Area. Once complete, the Secondary Plan will guide the area's growth as a major employment area for the community and a mixed-use and transportation for Courtice. The absence of sanitary sewers in south Courtice has been a major impediment to development and investment in this area of the municipality.

Bowmanville West Urban Centre and Major Transit Station Area Secondary Plan

The Bowmanville West Urban Centre and Major Transit Station Area Secondary Plan is also being planned as the main concentration of new commercial and mixed-use development for the municipality. At build-out, it will comprise a diversity of housing, shopping and services with new open spaces and boulevards. The municipality intends to foster the creation of a walkable, vibrant neighbourhood that accommodates young families and older adults. Improved cycling infrastructure and pedestrian opportunities will connect the neighbourhood to the rest of the community.

² Ontario Power Generation announcement, June 2019, opg.com



Major Transit Station Areas

The Major Transit Station Areas (MTSAs) in Bowmanville and Courtice have substantial development timelines that will remake these communities, and their related built form, particularly when GO Transit begins regular service. Durham Region's Employment Lands Technical Report (completed as part of the Region's Municipal Comprehensive Review, Land Needs Assessment process) projects an employment base that is forecast to reach 460,000 jobs region-wide by 2051 and a corresponding shortfall of 1,164 gross hectares (2,876 acres) of Urban Employment Area land across Durham Region.

Broadband Infrastructure

Broadband infrastructure ensures the economy has the communications connectivity needed for the future. Expansion is expected to be completed in ten sites across Clarington, first with improvements by Bell. The municipality will work with other providers to fill gaps and improve cellular service.

Aspiration: Build an urban environment that supports a diversity of work options and the attraction of knowledge-based workers and employment opportunities while adding shovel-ready employment lands to the marketable inventory.

Goodyear Site and Bowmanville Hospital

The Bowmanville East Urban Centre Secondary Plan includes the redevelopment of the vacant Goodyear Site. The Secondary Plan offers the opportunity for more than 800 new residential units, including a new mixed-use district with residential, commercial, and community uses and open spaces. The objectives of the redevelopment include improving connections to Bowmanville's downtown and the nearby creek and the adaptive reuse of the Goodyear property as a commercial activity node and public open space in proximity to existing and planned residential neighbourhoods and the downtown.

Aspiration: Facilitate the revitalization of downtown Bowmanville including the adaptive re-use of the vacant Goodyear brownfield site.

The Secondary Plan Area also comprises the Lakeridge Health Bowmanville Hospital. The facility is home to the Regional Eye Centre and is a full-service community hospital serving people across Durham Region. Redevelopment is underway that includes modernized facilities that will double the footprint of the current hospital. This provides the opportunity to grow the local medical community and support additional growth in the form of attracting small-scale medical and diagnostic laboratories as well as health care professionals. The Ontario Government confirmed its commitment to redeveloping Bowmanville Hospital, while the Municipality of Clarington has assigned \$5 million towards the hospital's expansion.

Aspiration: Support the growth of the local medical community and the success of the recruitment initiatives related to Bowmanville Hospital's expansion.

Canadian Tire Motorsport Park

Canadian Tire Motorsport Park has the potential to become a major event and hospitality asset in the community, having been positioned as the leading racing and automotive performance facility in the country with 500,000 visitors annually. It's one of only three tracks in the world that has hosted Formula 1, Can-Am, and IndyCar events. The municipality is currently exploring a broad vision for the use and



development of the park that includes vehicle manufacturing research, automotive-related tourism investment, and expanding interest from tv and film production.

Aspiration: Collaborate with investors to develop a long-term vision for the expansion of Canadian Tire Motorsport Park.

Agricultural Diversification

As with many parts of the province, the Region of Durham has shown considerable interest in facilitating on-farm diversified uses to support the ongoing sustainability of farming and introduce young entrepreneurs to the business and investment opportunities in the region's rural areas. This shift in thinking also supports the growth of local agritourism opportunities, which helps build a stronger rural economy. With such a large rural component to the community, the Municipality can support this trend through its zoning controls, educating residents on the perceptions of the quality of place that this activity can foster, and more effective marketing efforts that showcase local success stories.

Aspiration: Ensure the long-term sustainability of agriculture in Clarington.

Tourism

Building on the rural economy opportunities afforded Clarington, there is a rich collection of local festivals and events that provide colour and vitality to residents' quality of life. Among them are Maple Fest and the Orono Fair. The municipality wishes to provide a more enabling environment for both rural and urban activities and amenities to thrive, particularly given the projected growth of the local population growth. Investment in waterfront parks, an expanded trails network, and Sports Tourism could support the growth of local tourism products and services. The municipality's arenas, sports and recreation facilities, as well as recreation and tourism staff have a major role to play in boosting sports tourism.

Aspiration: Position municipal amenities and staff efforts to support rural and urban tourism development that enhance the Municipality's quality of place.



Strategic Priorities



Strategic Priorities

Analysis and observations compiled in the development of the Municipality of Clarington's Economic Development Strategy inform the development of the first strategic priority: *Cultivate an innovative land-use framework*. Much of the municipality's economic growth potential is centred on providing an increased amount of serviced employment land and the approval of several key secondary plans. It is also important that Clarington create an urban environment and built form that will continue to attract the businesses and skilled workforce needed to support the planned population and employment growth. By laying the groundwork now, being bold in the vision for the community and enhancing the municipality's overall business environment, Clarington can take full advantage of the development potential, large and small, urban, or rural, as well as emerging and future investment attraction that supports the community's emerging value proposition.

This foundational direction is fortified by the second strategic priority: *Strengthen the business innovation support ecosystem*. While the municipality is actively engaging its business community through its partnership with the Clarington Board of Trade, more can be done to better understand and respond to the needs of businesses, including addressing the long-term impact of COVID-19 and the opportunities to support new entrepreneurial growth and business investment. The first step in this effort is a formal Business Retention + Expansion (BR+E) program that addresses the ongoing needs and challenges of the municipality's key sectors of opportunity. By gathering and supplementing this critical business intelligence, the Municipality can develop and adapt its programs and services to facilitate individual development expansions and ensure a business-centric focus for the community.

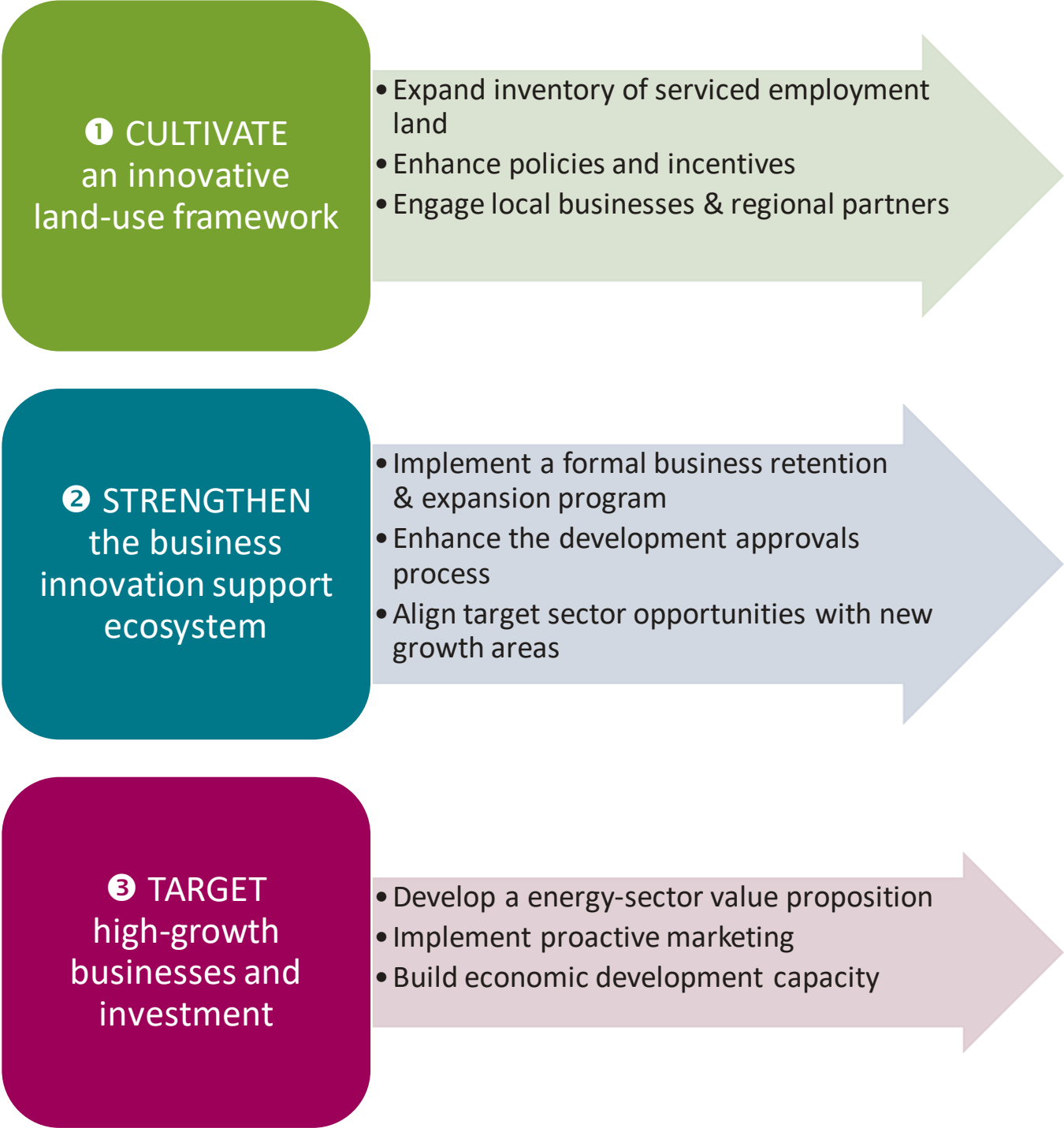
By putting the talent, targets, and tactics in place to create an optimized economic development effort, Clarington will maximize its resources, implement initiatives more appropriately, and share the story of the community to a receptive investment audience

Concurrently, the Municipality must be intentional about its third strategic priority: *Target high-growth businesses and investment*. Clarington must work more closely with Durham Region to understand the regional target sectors and the development a regional high-tech energy hub. Aligning other industries (advanced manufacturing, agri-tech, professional and scientific, etc.) with energy should be considered for an investment attraction effort focused on supply chain gaps. In tandem with attracting investment, Clarington can also help connect local businesses with the procurement opportunities of the nuclear energy cluster. By putting the talent, targets, and tactics in place to create an optimized economic development effort, Clarington will maximize its resources, implement initiatives more appropriately, and share the story of the community to a receptive investment audience. Clarington can claim its role as a central player in the broader landscape of energy investments and work with partners to build the assets needed. The Figure on the next page outlines the objectives under each strategic priority.



Economic Development Objectives

To each Strategic Priority, a logical sequence of objectives is built out, which provides a framework for the Action Plan.





Action Plan



Action Plan

The Economic Development Strategy for the Municipality of Clarington is an evolving document for the community as it assists in shaping the local economy in the years to come. The successful implementation of the Economic Development Strategy will need the support and cooperation of organizations, companies and individuals (as outlined in Roles and Responsibilities) working in tandem with Municipality of Clarington staff to ensure a strong and vibrant community over the long term.

Understanding the Action Plan

Actions and Tactics

The Actions and Tactics column outlines the directions the Municipality, its partners, and its stakeholders will undertake to address the essential issues or opportunities that should be addressed over the length of the Strategy.

Timing

The Economic Development Strategy assumes a five-year timeframe to address the priorities and objectives set out in Action Plan. Priority timings are:

- S = Short term (1 year)
- M = Medium-term (2 to 4 years)
- L = Long term (5+ years)

It is assumed that the Municipality of Clarington will reassess the Strategy's progress after five years to consider the effectiveness of the recommendations, adjust priorities based on current conditions as necessary, and add new actions in response to changing market conditions and policy considerations.

Resource Implications

The Action Plan provides a range of resource implications:

- None = No expected resource implications
- \$ = Minor operational budget increase
- \$\$ = Major operational or minor capital budget increase
- \$\$\$ = Major capital budget increase

Definitive budget costing must be prepared by the municipality for any future actions and tactics.



Roles and Responsibilities

The Roles and Responsibilities column identifies select leads and internal/external partners that can support economic development objectives. The following table lists the acronyms used in the Municipality of Clarington Economic Development Strategy and their respective descriptions.

Acronyms	Description
BIAs	Business Improvement Areas
BACD	Business Advisory Centre Durham (Small Business Advisory Centre)
CBOT	Clarington Board of Trade
DEDP	Durham Economic Development Partnership
DFFMA	Durham Farm Fresh Marketing Association
DRAAC	Durham Region Agricultural Advisory Committee
DRAR	Durham Region Association of Realtors
DRFA	Durham Region Federation of Agriculture
DRPED	Durham Region Planning and Economic Development
DRW	Durham Region Works Department
DWA	Durham Workforce Authority
EDAC	Economic Development Association of Canada
EDCO	Economic Developers' Association of Ontario
LH	Lakeridge Health
MCC	Municipality of Clarington Council
MCFS	Municipality of Clarington Financial Services Department
MCPD	Municipality of Clarington Planning and Development Services
MCST	Municipality of Clarington Community Services (Tourism)
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
OMEDT	Ontario Ministry of Economic Development, Job Creation and Trade
OMMAH	Ontario Ministry of Municipal Affairs and Housing
MUSH	Municipalities (Other), Universities, School Boards, and Hospitals
NDCC	Newcastle and District Chamber of Commerce
OCE	Ontario Centres of Excellence
OPG	Ontario Power Generation
RIC	Research Innovation Commercialization Centre
SC	Statistics Canada
TG	Toronto Global



1 CULTIVATE
an innovative
land-use framework

Objective 1.1:
Expand servicing of employment land

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
1.1.1	Advocate for a minimum five-year supply of shovel-ready industrial land is available, on the market, and in a range of lot sizes for adequate market choice.	Lead: MCPD Partners: DRPED, DRW, CBOT	L	\$\$\$
1.1.2	Advocate for increased water/sewer and electrical servicing capacity for industrial and commercial land inventories to accommodate future employment growth.	Lead: MCPD Partners: DRPED, DRW, CMOT	L	\$\$
1.1.3	Collaborate with commercial real estate representatives to update the available land inventory regularly.	Lead: CBOT Partners: DRAR, MCPD	M	None
1.1.4	Connect the available land inventory to the municipality's GIS system to facilitate inquiries about all property parcels.	Lead: MCPD Partners: DRPED, DRW, CBOT	M	None
1.1.5	Share the available land inventory on the economic development website with permission from landowners and/or agents.	Lead: CBOT Partners: MCPD, DRPED, DRAR	M	\$
1.1.6	Work with communications providers to fill broadband gaps and improve cell service with attention to existing and planned employment lands.	Lead: MCPD Partners: DRPED, CBOT	M	\$

Key Performance Indicators
<ul style="list-style-type: none"> ▪ Area of shovel-ready industrial land available and on market ▪ Meetings with owners and representatives of industrial land ▪ Launch on online database of available properties ▪ Increased physical infrastructure installations and user connections to broadband internet in employment lands



1 CULTIVATE
an innovative
land-use framework

Objective 1.2:
Enhance policies and incentives

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
1.2.1	Modernize Zoning By-Laws so they are flexible enough to allow desired development in the community's growth areas.	Lead: MCPD Partners: DRPED	M	\$
1.2.2	Expedite the approval and development of the Courtice Waterfront and Energy Park Secondary Plan.	Lead: MCPD Partners: DRPED	M	\$
1.2.3	Update municipal land-use policies to ensure farm operators and agri-businesses can easily understand the options available to them and expedite their business plans.	Lead: MCPD Partners: DRAAC, DRPED, MMAH	S	\$
1.2.4	Update Community Improvement Plans (CIP) incentives to be responsive to the needs of priority property owners, and to be complementary to the new Regional CIP.	Lead: MCPD Partners: DRPED, CBOT, MMAH	M	\$
1.2.5	Fund and promote the Clarington CIP incentives to the degree that property owners are motivated to apply.	Lead: MCPD Partner: MCFS	M	\$\$
1.2.6	Add parcel-specific land-use information to the municipality's public GIS system to inform prospective developers.	Lead: MCPD Partners: CBOT	M	None
1.2.7	Communicate policy changes and provide ongoing education about land use to business organizations and potential developers, including the creation of an investors tool kit. (See Objective 3.2)	Lead: MCPD Partners: CBOT, DRPED	M	None

Key Performance Indicators
<ul style="list-style-type: none"> ▪ Regular updates to land-use policies and Zoning By-Laws ▪ Expedited approval of modernized, proactive agriculture diversification policies ▪ Budget available for CIP incentives ▪ Multiplier effect of private-sector investment in CIP programs





Objective 1.3: Engage local businesses and regional partners

1 CULTIVATE
an innovative
land-use framework

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
1.3.1	Establish a Corporate Calling Program with performance measurement targets on outreach, visits, and engagement activities	Lead: CBOT Partners: BIAs, MDPD, NDCC, BACD	S	None
1.3.2	Establish a Clarington Economic Development Advisory Committee to support the implementation of the Economic Development Strategy.	Lead: MCPD Partners: CBOT, DRPED, MCST	M	\$
1.3.3	Collaborate to enable the positioning of the downtowns and rural areas as destinations for residents and visitors.	Lead: MCST Partners: BIAs, MCPD, BACD, CBOT, DEDP, OCE, OMAFRA	S	\$
1.3.4	Explore supply chain prospects and build local capacity to respond by helping local businesses become competitive on OPG-related procurement opportunities.	Co-Leads: MCPD / CBOT Partners: OPG, OCE, RIC, DRPED	M	\$
1.3.5	Develop a local business ambassador program with industry leaders who can meet potential investors during site-selection visits and/or to whom site selectors can be confidentially referred for positive testimonials about Clarington.	Lead: MCBOT Partners: BIAs, MCPD	S	None
1.3.6	Meet bi-annually with local business representatives to share major initiatives and provide a discussion forum for general concerns (e.g., Mayor's breakfast meeting).	Lead: CBOT Partners: MCPD, Mayor, CAO	S	\$
1.3.7	Educate elected representatives and community groups about the importance of economic development efforts.	Lead: CBOT Partner: MCPD	S	None
1.3.8	Leverage existing workforce collaborations among Durham's post-secondary institutions and private-sector employers.	Lead: DWA Partners: MUSH, MCED, DRPED, CBOT	M	None



Key Performance Indicators

- Business satisfaction rate (survey)
- Annual monitoring report (proposed Economic Development Advisory Committee)
- Number of local businesses involved in Business Ambassador Program
- Number of meetings with groups of local businesses and community groups



Objective 2.1: Implement a formal business retention and expansion program

2 STRENGTHEN
the business innovation
support ecosystem

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
2.1.1	Coordinate an active Business Retention and Expansion (BR+E) Program, assisted by the deployment of a Client Relationship Management (CRM) system to capture local business intelligence, track employer-specific obstacles and opportunities.	Lead: CBOT Partners: MCPD, DRPED	S	\$
2.1.2	Collaborate on the annual regional Business Count program to update Clarington's business directory.	Lead: DRPED Partners: MCPD, CBOT	S	None
2.1.3	Provide support and referrals to assist, advise, and mentor start-ups and existing small businesses and business associations.	Lead: BACD Partners: MCPD, OCE, RIC, MEDT, DRPED, CBOT	S	None
2.1.4	Report key findings systematically and annually to drive policy needs.	Leads: CBOT Partners: MCPD, DRPED	S	None
2.1.5	Host target sector-specific (see Technical Report) workshops to identify opportunities and challenges for business growth and investment in Clarington.	Lead: CBOT Partners: MCPD, target business sectors	M	None
2.1.6	Work with the agriculture sector to provide targeted support to develop policies and incentives for on-farm diversification, agri-business, agri-tourism, and agri-tech.	Lead: MCPD Partners: CBOT, MCST, DRAAC, DFFMA, DRFC, OMAFRA	M	\$
2.1.7	Collaborate on the implementation of Durham Region's Local Food Business Retention and Expansion Strategy Action Plan.	Lead: DRPED Partners: CBOT, DFFMA, DRFA, OMAFRA, MCPD	M	\$
2.1.8	Monitor and evaluate the community's track record on liaising with existing investors.	Lead: CBOT Partners: MCPD	M	None



Key Performance Indicators

- Establishment of CRM system
- Number of visits made in Corporate Calling Program
- Number of new start-ups (Sources: Business Advisory Centre Durham, Regional Business Count)
- Satisfaction rate of business and investors



Objective 2.2: Enhance the development approvals process

2 STRENGTHEN
the business innovation
support ecosystem

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
2.2.1	Design criteria for a customized permit processing program to prioritize non-residential development applications (commercial, industrial, agricultural) and expedite permitting processes through a Clarington Development Concierge.	Lead: MCPD Partner: CBOT, DRPED	M	None
2.2.2	Publish a flow chart or dashboard outlining the steps and timeframes associated with local land-use planning and development approvals.	Lead: MCPD Partners: DRPED, CBOT	S	None
2.2.3	Establish regular information-sharing sessions between municipal planning staff and economic development staff.	Lead: CBOT Partners: DRPED, MCPD	S	None
2.2.4	Ensure the land-use planning approvals process is included in municipal customer-service quality assurance audits.	Lead: MCST Partner: MCPD, MCED	M	None

Key Performance Indicators

- Establishment of Clarington Development Concierge (e.g., Halton Region Employment Land Concierge, Chatham-Kent Concierge Service, Ajax Priority PATH)
- Business Satisfaction Rate
- Number of cross-regulatory round table meetings
- Number of information-sharing meetings



Objective 2.3: Align target sector opportunities with new growth areas

2 STRENGTHEN
the business innovation
support ecosystem

#	Actions	Roles and Responsibilities	Timing	Resource Implications
2.3.1	Act as trusted advisors to businesses and investors on commercial and industrial development and redevelopment transactions.	Lead: MCPD Partners: DRPED, CBOT	M	None
2.3.2	Continually evaluate commercial office needs, opportunities and models for mixed-use development, particularly in the municipality's new growth areas.	Lead: MCPD Partners: DRPED	M	None
2.3.3	Facilitate renewed downtown revitalization plans for urban core areas in cooperation with regional planning and place-making efforts for Major Transit Station Areas.	Lead: MCPD Partners: DRPED, CBOT, OMAFRA	M	\$\$
2.3.4	Support talent recruitment initiatives related to Lakeridge Health Bowmanville Hospital's expansion.	Lead: LH Partners: MCPD, CBOT	M	\$
2.3.5	Explore opportunities to connect to the proposed Durham Meadoway signature destination initiative.	Lead: DRPED Partners: MCST, MCPD	L	\$
2.3.6	Collaborate with developers on diversifying the potential of Canadian Tire Motorsport Park (CTMP), e.g., vehicle manufacturing research and automotive-related tourism development.	Lead: CBOT Partners: CTMP, MCST, MCPD, DRPED	L	None
2.3.7	Undertake a feasibility study to support the redevelopment of the Goodyear brownfield site.	Lead: MCPD Partners: DRPED, TG	L	\$
2.3.8	Position municipal amenities and related programming to support resident attraction and Sports Tourism development.	Lead: MCST Partners: MCPD, DRPED, CBOT	M	\$



Key Performance Indicators

- Creation of Downtown Revitalization Plans (public-sector investment and vision)
- Hirings at Bowmanville Hospital
- Expansion of Durham Meadoway
- Development approvals at Canadian Tire Motorsport Park
- Attraction of complementary uses to Goodyear site
- Develop business plans for municipal sports facilities to accommodate Sports Tourism



Objective 3.1: Develop energy-sector value proposition

3 TARGET
high-growth business
and investment

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
3.1.1	Understand and maximize the unique value proposition of the Municipality’s target industry sectors: <ul style="list-style-type: none"> ▪ Nuclear energy and related engineering, technical, and environmental sectors ▪ Knowledge-based employment that would settle near Major Transit Station Areas and broader community amenities 	Lead: MCPD Partners: DRPED, CBOT	M	None
3.1.2	Convene an advisory working group to support the creation of a high-tech energy hub in Clarington and to explore new best practices for a cluster-focused high-tech energy hub in North America.	Lead: MCPD Partners: DRPED, OPG, CBOT	S	None
3.1.3	Align the distinctive advantages of specific employment zones to opportunities related to transportation links, waterfront development, and downtown revitalization.	Lead: MCPD Partners: DRPED	L	None
3.1.4	Support the creation of an inventory of Clarington’s tourism and cultural assets: cultural and recreational amenities, music, art, food, breweries, and more.	Lead: MCST Partners: MCPD, CBOT	M	\$
3.1.5	Align the Municipality of Clarington economic development branding within Durham Region’s “Clean Energy Capital of Canada” promotion to leverage collaboration, resources, and expertise.	Lead: MCPD Partners: DRPED, MCST, CBOT	M	\$
3.1.6	Develop an investment attraction marketing plan identifying specific targets, tactics, channels, timelines, messages, and tracking.	Lead: MCPD Partners: DRPED, CBOT, MCST	M	\$
3.1.7	Development of lead generation system for intake of investment inquiries.	Lead: MCPD Partners: DRPED, TG, CBOT	S	\$



Key Performance Indicators

- Business and resident awareness rates of Clarington's value proposition and brand
- Launch of investment attraction strategy and related performance measures
- Number of active leads in lead generation system



Objective 3.2: Implement proactive marketing

3 TARGET
high-growth business
and investment

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
3.2.1	Develop a Clarington brand and consistent messaging platforms, implementing economic development communications tools (e.g., standalone economic development website, social media, print materials, etc.) to attract investors, following best practices in concept, presentation, and engagement.	Lead: MCPD Partners: MCST, DRPED, CBOT	M	\$\$
3.2.2	Ensure Clarington’s economic development communications efforts are fully leveraging all local, regional, provincial, national, and international collaborations opportunities.	Co-Leads: MCST, MCPD Partners: DRPED, OMEDT, CBOT	M	None
3.2.3	Explore the benefits of joining or increased collaboration with other regional marketing alliances, such as Ontario East Economic Development, Ontario Food Cluster, RTO6, etc.	Lead: MCPD Partners: MCST, CBOT, DRPED, EDCO	S	\$
3.2.4	Develop a library of success stories, images, videos, and messages to support promotional campaigns.	Lead: MCST Partners: MCPD, DRPED, CBOT	M	\$
3.2.5	Monitor effectiveness of marketing and communications tools.	Co-Leads: MCPD, MCST Partners: DRPED, CBOT	M	None
3.2.6	Ensure economic development personnel respond in a substantive way to inquiries within the same workday as they are received.	Lead: CBOT Partners: MCPD, DRPED, CBOT	S	None



Key Performance Indicators

- Number of images, video, stories, and messages in an organized content library for use in marketing and promotional tools
- Development of website and tracking of traffic
- Development of social media platforms and tracking of reach and engagement
- Publication of online and printed Community Profile (a.k.a. Investors' Tool Kit) and other marketing collateral, and tracking of distribution/reach
- Volume of investment inquiries received
- Files opened for potential investments and developments



Objective 3.3: Build economic development capacity

3 TARGET
high-growth business
and investment

#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
3.3.1	Assess options for an economic development service delivery model and recommended structure (e.g., status quo, full service in-house, arms-length economic development corporation).	Lead: MCC	S	\$
3.3.2	Provide core economic development services with an organizational business plan that aligns with Durham Region's Planning and Economic Development Department Business Plan.	Lead: MCPD Partners: DRPED, CBOT	S	\$
3.3.3	Increase per-capita funding for municipal economic development to remain competitive with other communities in terms of investment readiness and programming.	Lead: MCPD Partners: DRPED	S	\$\$
3.3.4	Ensure core economic development staff are trained and certified economic development (Ec.D.) professionals and participate in professional development.	Lead: MCPD Partners: CBOT, EDCO, EDAC	M	\$
3.3.5	Maintain and regularly update datasets of reliable community economic indicators tailored to respond to investor inquiries, published in the Community Profile and on website pages, and shared with partners.	Lead: MCPD Partners: DRPED, SC, OMEDT	S	\$
3.3.6	Ensure any municipal staff or contractor dealing with planning and economic development issues are aware of current policies and site-selection protocols.	Lead: MCPD Partners: CBOT, BIAs, Building Inspectors, Customer Service staff	M	None



#	Actions and Tactics	Roles and Responsibilities	Timing	Resource Implications
3.3.7	Publish an up-to-date and easy-to-navigate economic development webpage on the Clarington website or separate economic development website for potential investors to reach Economic Development staff. (Related to Action 3.2.1)	Lead: MCPD Partners: CBOT, MCST, DRPED	M	\$

Key Performance Indicators
<ul style="list-style-type: none"> ▪ Increased Economic Development Budget per Capita compared to other municipalities ▪ Trained Ec.D. professional(s) on staff ▪ Published community economic statistics ▪ Launch of stand-alone economic development website



Performance Measurement



Performance Measurement

It is recommended that the Municipality of Clarington create mechanisms within its Economic Development Strategy to monitor progress annually, preferably in advance of the yearly budget review process. Whether the municipality chooses to operate its program in-house, or contract it to an arms-length organization, effective performance measurement is a basic expectation in the professional economic development community. A key element of monitoring progress on implementation is the identification of performance metrics that offer an evidence-based assessment of the outcomes and impact of the strategic actions. Performance metrics provide a consistent framework to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our strategic goals because of these efforts?

Performance Metrics

Increased citizen demands for government accountability drive the use of performance measures in local government. Greater interest on the part of elected representatives in performance-related information to assist in program evaluation and resource allocation decisions is aimed at making governments more oriented toward results.

Performance metrics allow for an evaluation of tactics and strategies that support efficient and effective planning and resource allocation. They are diagnostic tools that focus on energy, attention, and effort. They may also help to support a municipality's commitment to accountability and transparency.

The Municipality of Clarington should carefully construct a performance measurement system that

Performance measurement is a diagnostic tool that focuses on energy, attention, and effort. It also helps to support a municipality's commitment to accountability and transparency.

includes detailed and appropriate metrics for each strategic priority developed. This could be structured to utilize existing measures and the creation of other metrics to effectively measure new initiatives.

A monitoring report shared during an annual strategy evaluation would be the principal means of reporting back to Council, the proposed new Economic Development Advisory Committee, and the community on economic development performance measures. A system that feeds directly into the Department's business plan is also recommended to ensure there is consistency between the strategic planning framework and day-to-day goals and tactics.



Basic Metrics

A basic performance metric could be a statement grounded in an internal, informal assessment of a project’s progress. As part of the monitoring report, the outcome could be measured as a percentage of progress towards an action being completed.

- Example: Update of New Economic Development Website: 80% complete

Another basic example is the use of a table containing all strategies and actions, scored using colours or icons. A green circle may indicate the action is complete or nearing completion. A purple triangle or question mark could mean there are obstacles or resource issues. A red square or octagon could mean the action has stalled. A brief notes section could provide details.

Figure 2: Example of Monitoring Report for Economic Development Strategy

Action	Score/Status	Notes
1. Update the Economic Development Website	●	Launch scheduled for spring
2. Create a Tourism SnapChat Account	?	Under review by IT
3. Develop an Affordable Housing CIP Incentive	■	Not approved by Council

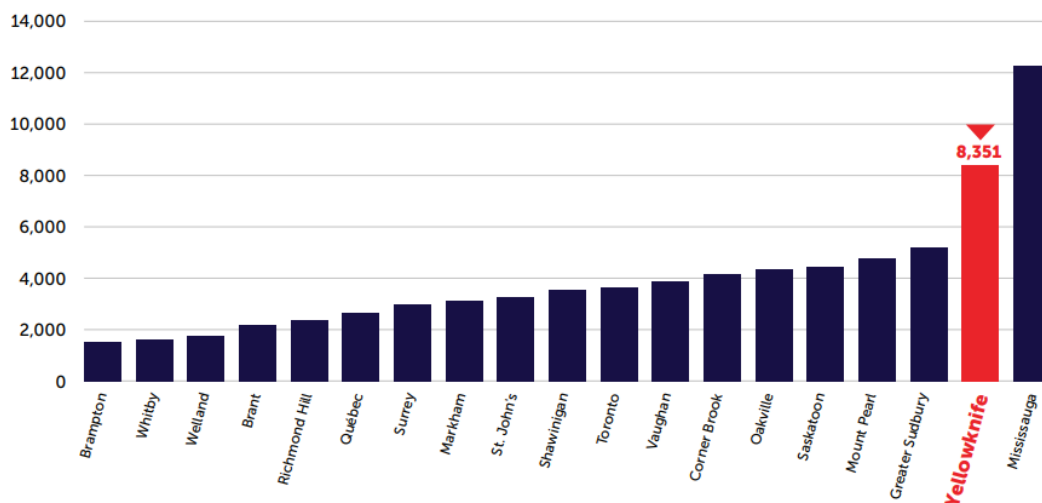
Complex Metrics

Municipalities can use more sophisticated tools for corporate performance measurement. These tools come in various forms and will require much more staff time to coordinate a reporting structure. The [World Council for Cities Data \(WCCD\) Global Cities Registry](#) provides the highest standard of community performance monitoring in the form of ISO certification.

Figure 3: Sample Performance Measurement from the World Council for Cities Data portal

Number of Businesses per 100 000 Population

ISO 37120 Indicator 5.5





In this example (Figure 3), Yellowknife is highlighted with 8,351 businesses per 100,000 population. If Clarington were also included, it could be showcased as the third-largest municipality for this indicator, given that Clarington has approximately 6,950 businesses per 100,000 population.

There may be many other economic development indicators provided by the WCCD model which Clarington may utilize to compare its strengths within the context of international performance measurement.

