

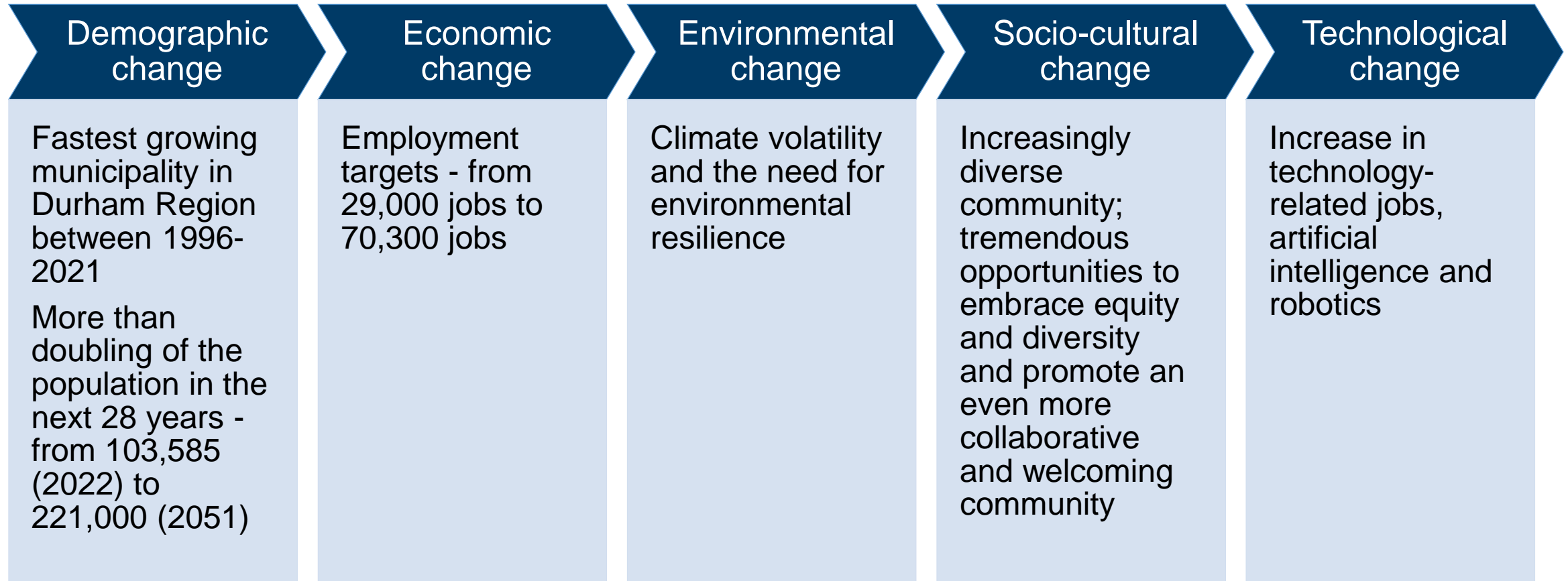
Strategic Plan 2024-2027



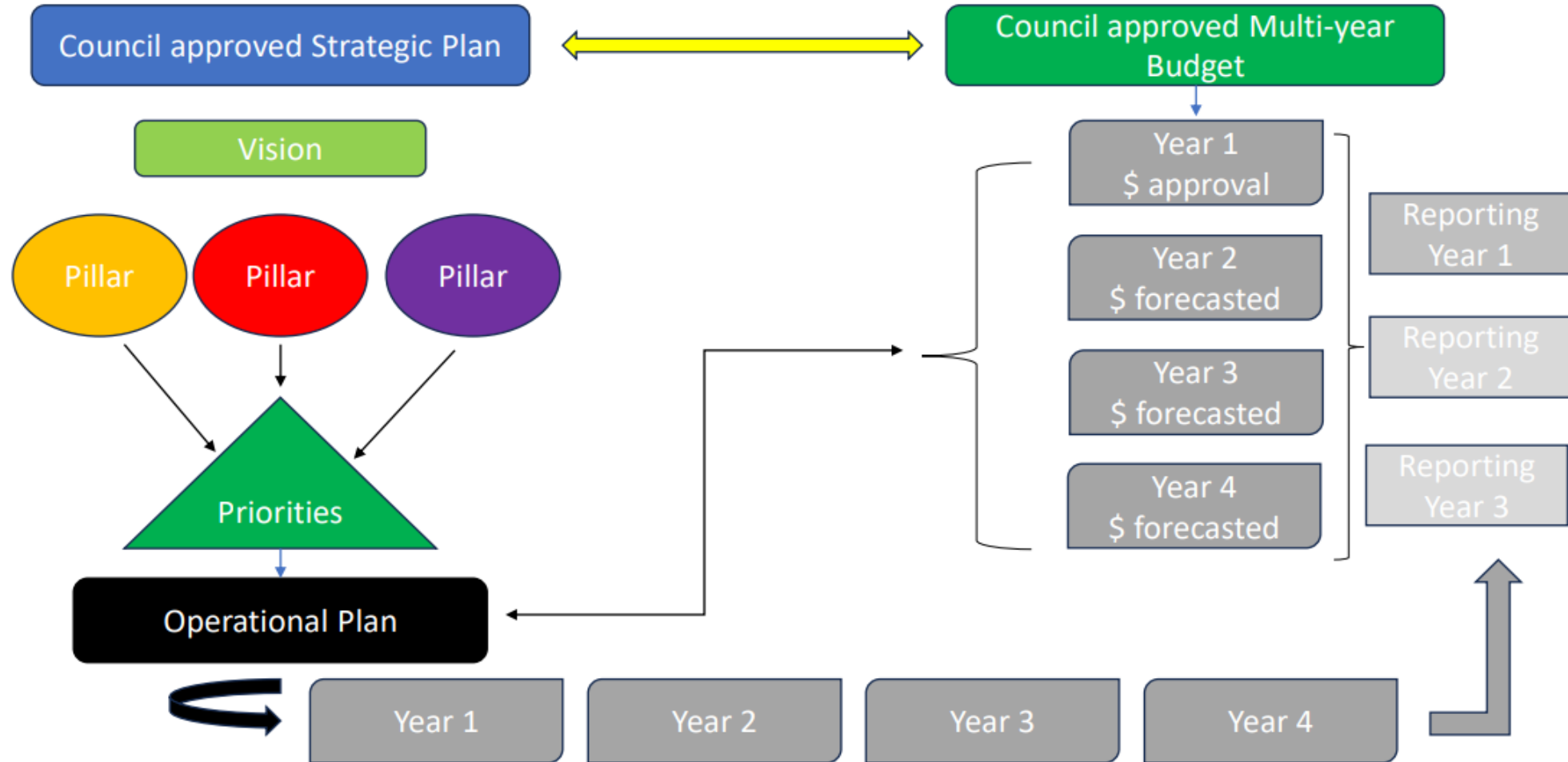
Clarington



Change is all around us: We must be ready



Operationalizing our Strategic Plan



Making Strategic Investments



Strategic Planning: A Cyclical and Integrated Process



Creating our Strategic Plan



***Public engagement on the draft plan led to several enhancements that are reflected in the final plan.**

Top Priorities: Initial Public Survey

Top five priorities identified by survey respondents:

Population Growth/Urbanization

Development/Urban Sprawl

Affordability/Cost of Living

Traffic Management

Taxes/User Fees



790
Survey
Participants



1%	<18
17%	18-35
50%	36-55
29%	56-74
3%	75+

Top Priorities: Council

- Shift from “good enough” to “great”
- Shovels in the ground!
- Responsible growth
- Traffic, speeding and safety
- Integrated approach to parks, trails and open spaces
- Communications and engagement
- Customer experience
- Leveraging economic opportunities
- Arts, culture and programming
- Internet/Cellular service gaps
- Vision for the community
- Co-ordinated advocacy efforts

Draft Strategic Plan

Vision

A dynamic, welcoming community focused on the future while honouring our past.

Mission

To enhance the quality of life in our community.



Create a resilient and connected community that prioritizes the importance of our environment.

- Support responsible growth and development
- Promote a diverse mix of housing options
- Protect our environment



Ensure that our programs and services are designed and delivered from the customer's perspective, where residents and businesses see value.

- Engage and inform our community
- Offer customer-centric programs and services
- Demonstrate the effective and efficient use of municipal funds



Build a strong, thriving and safe community, where everyone is welcome.

- Prioritize arts, culture and recreation
- Embrace a diverse, equitable, and safe community
- Seize economic development opportunities

Community Engagement: By the numbers

Initial Survey



790
Survey
Participants



1%	<18
17%	18-35
50%	36-55
29%	56-74
3%	75+

Final Survey



1,678
Survey
Participants



2%	<18
13%	18-35
39%	36-55
39%	56-74
7%	75+

Engagement Sessions



4 Community Meetings

Newcastle, Bowmanville (Hybrid), Orono and Courtice



3 Staff Activation Sessions

165 Staff Survey Participants



**Total Survey
Participants**

Community Engagement: What we heard

Access

- To medical services and health care professionals
- To the broader community and beyond: through enhanced connectivity (biking, walking trails) and cellular and internet connectivity – this was noted as a big issue in the rural areas
- To information: community engagement needs to be multi-channel and bridge the digital divide)
- To elected officials (informal meetings)

Equity

- Leave no one behind; address homelessness, as this is a growing concern across the Region
- Housing is a critical concern (for seniors who need to be able to age-in-place; for those who require transitional and/or supportive housing; attainable housing is also an issue)

Environmental Stewardship and Sustainability

- Increased protection of natural areas
- Protection of agricultural lands
- Very strong support for environmental protection

Responsible Growth

- Balance between economic growth and environmental stewardship and sustainability
- Infrastructure must support growth

Revenue Generation

- Pursue grant funding opportunities and identify innovative opportunities to diversify revenue

Enhancing the Plan

At a high level, the enhancements are centred around:

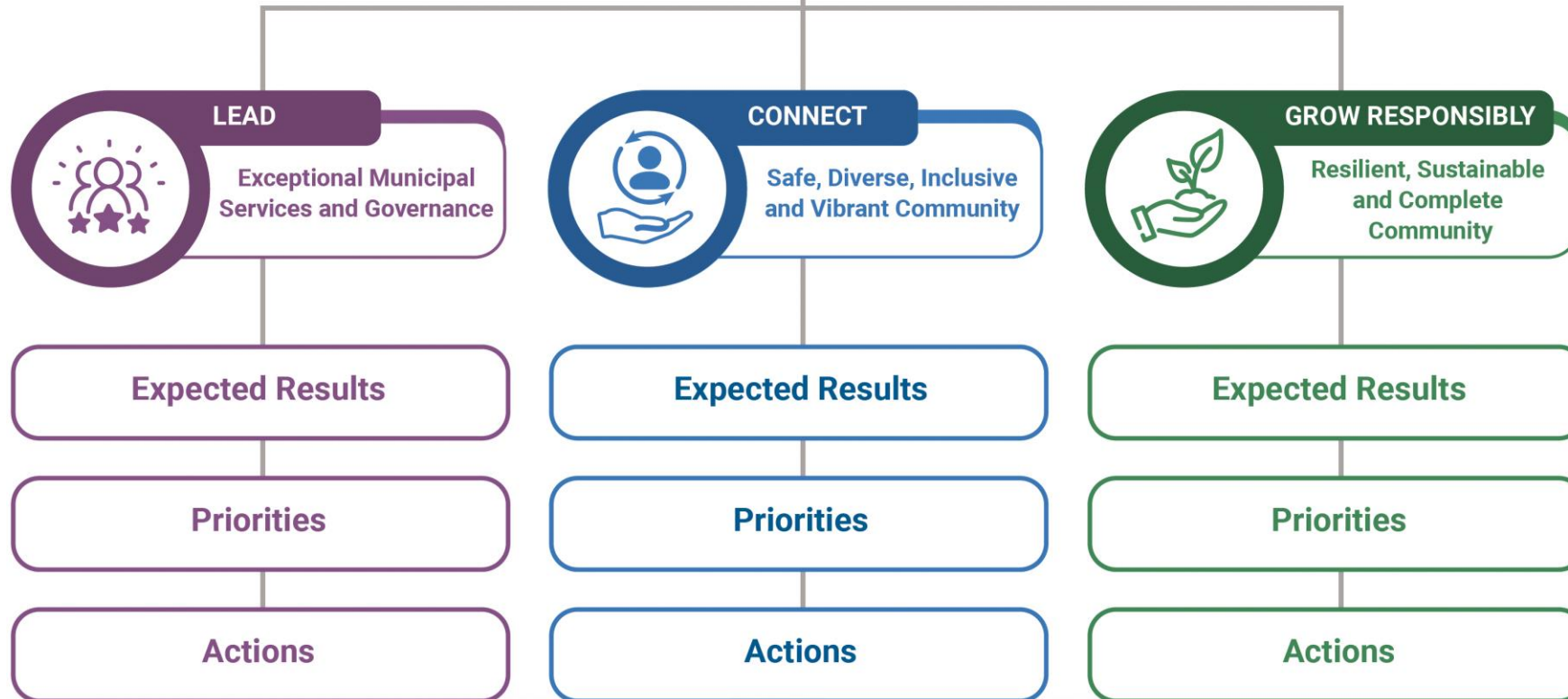
- Adjustments to ensure actionable and measurable language.
- Created categories of Expected Results, Priorities and Actions, which are reflective of best practice. The categories also instill accountability for delivery and provide the ability to measure progress.
- Several items were pulled up a level to reflect their strategic nature (moving from a work plan to a strategic plan) or re-organized to align more accurately based on common Expected Results.
- Modifications to address key issues raised by both staff and the community.

Do things right: seize opportunities while they exist and before they are no longer available!

Structure of our Strategic Plan

Vision: A connected, dynamic and welcoming community, focused on the future while respecting our past.

Mission: To enhance the quality of life in our community.





LEAD

Exceptional Municipal Services and Governance

Objective: To be a leader in the delivery of efficient, effective and meaningful municipal services.

- An employer of choice.
- Finances and operations are efficiently and responsibly managed.
- Exceptional program and service delivery.
- Residents are engaged and informed.



CONNECT

Safe, Diverse, Inclusive
and Vibrant Community

Objective: To cultivate a strong, thriving and connected community where everyone is welcome.

- A connected community.
- Residents are safe and healthy.
- A diverse, equitable and inclusive community.
- Arts, culture and recreation are prioritized.



GROW RESPONSIBLY

Resilient, Sustainable and Complete Community

Objective: To promote responsible and balanced growth by developing the economy while protecting the environment.

- A strong local economy.
- Growth is proactively addressed.
- Unique community spaces are prioritized.
- Healthy and resilient environment.

Priorities and Actions



LEAD



PRIORITIES



ACTIONS



CONNECT



PRIORITIES



ACTIONS



GROW RESPONSIBLY



PRIORITIES



ACTIONS

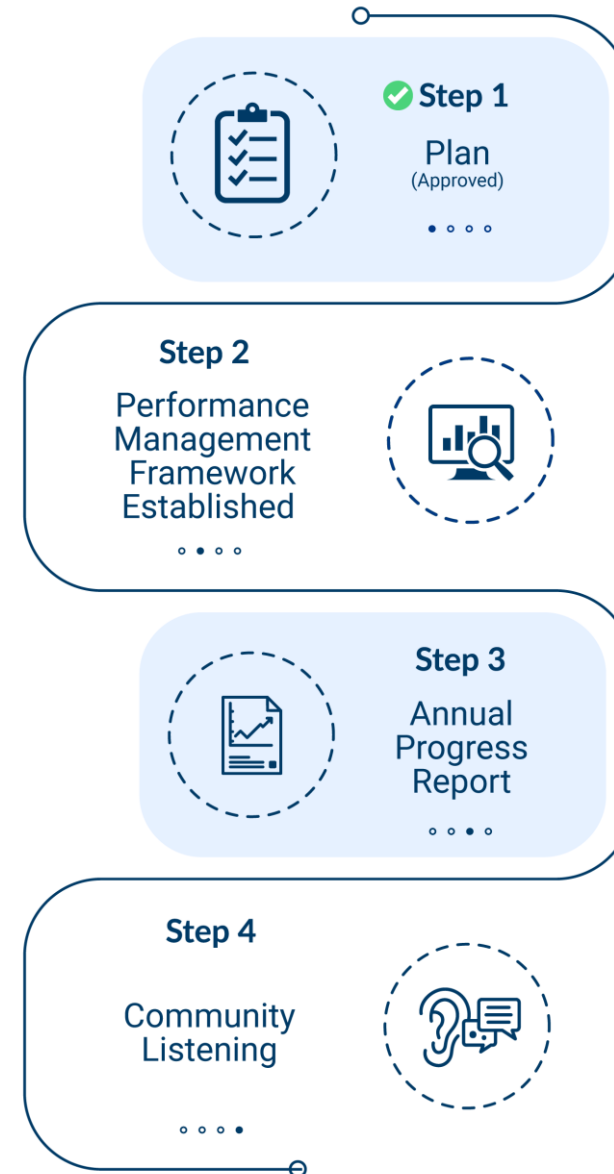
Multi-year Budget Alignment



<p>Priority (L.4.2): Proactively communicate with residents about the planning process and how we are responsibly addressing growth</p> <p>Action:</p> <ul style="list-style-type: none"> Undertake public education campaign as part of Official Plan process <p>Budgeted: Yes: continued funding of staffing and related resources.</p>	<p>Priority (C.4.2): Begin construction on a new multi-use recreation facility</p> <p>Action:</p> <ul style="list-style-type: none"> Complete design and begin construction of the South Bowmanville Recreation Centre <p>Budgeted: █ Yes: design and construction funds included in budget.</p>	<p>Priority (G.2.3): Develop and begin implementation of the Parks, Recreation, and Culture Master Plan</p> <p>Actions:</p> <ul style="list-style-type: none"> Develop and complete Master Plan Prioritize action items for implementation <p>Budgeted: TBD (Partially): capital funding to be addressed in 2024.</p>
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Implementing the Strategic Plan

- Performance Management Framework (early 2024)
 - Measure(s) of success
 - Timelines
- Annual Progress Report (December)
 - Status of implementation (by Action)
 - Indicators and targets
- Communications and Engagement
 - Annual engagement through Clarington Connected





Questions?

