

STRATEGIC PLAN

2011 - 2014



Clarington

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MISSION

This is our primary focus of what our residents expect of us.

“Committed to leadership, respect, and the delivery of quality services”

VISION

This is our hopes and dreams for the future of our community.

“Building a sustainable, creative, caring community”

INTRODUCTION

The Municipality of Clarington has embarked upon the development of a Strategic Plan. The purpose of this plan is to provide strategic priorities and a road map for Council and Staff in setting and addressing Clarington's priorities over the next four years and beyond.

PROCESS

1. Professional survey company gathered input on priorities for Clarington through community consultation conducted in early 2011.
2. Members of Council and Senior Staff were interviewed to identify expectations and confirm key deliverables.
3. Workshop #1: Council & Senior Staff reviewed and modified Clarington's current Mission, Vision, and reached consensus on Strategic Priorities.
4. Workshop #2: Senior Staff identified Goals in alignment with the Strategic Priorities.
5. Workshop #3: Senior Staff developed actions to address the Goals.
6. Workshop #4: Council & Senior Staff reached consensus on the Mission and reviewed and modified the Goals, Objectives and Strategic Actions.



STRATEGIC PRIORITIES

- ☆ Promoting economic development
- ☆ Maintaining financial stability
- ☆ Connecting Clarington
- ☆ Promoting green initiatives
- ☆ Investing in infrastructure
- ☆ Showcasing our community



PROMOTE ECONOMIC DEVELOPMENT

Objective #1

Expedite business / industrial park development

ACTIONS

- ✧ Collaborate with the Region to expedite servicing of industrial parks, including the technology park and the energy park
- ✧ Investigate alternative methods of financing services in industrial parks
- ✧ Complete Environmental Assessment study for Baseline Road servicing
- ✧ Encourage public/private partnerships to front-end the costs of servicing strategically selected parcels of land to increase the inventory of shovel-ready sites
- ✧ Fast track processing of industrial development applications



PROMOTE ECONOMIC DEVELOPMENT

Objective #2

Attract new businesses and retain existing businesses to improve / increase non-residential assessment growth and employment opportunities

ACTIONS

- ✧ Create a small business advisory committee to focus on small business development
- ✧ Develop a handbook to support small business development
- ✧ Enhance pre-consultation process to be more effective in communicating and educating businesses in development requirements
- ✧ Ensure positive messaging is reaching our stakeholders
- ✧ Undertake a review of municipal processes and regulations to identify opportunities to streamline development application approval
- ✧ Explore the feasibility of a business development facilitator position to assist businesses in working through the development process
- ✧ Continue the relationship with the Clarington Board of Trade for the provision of economic development services
- ✧ Continue to investigate incentives for new development
- ✧ Enhance and expand use of community ambassadors to promote economic development
- ✧ Explore initiatives for downtown redevelopment such as community improvement plans
- ✧ Improve appearance of existing industrial areas



MAINTAIN FINANCIAL STABILITY

Objective #1

Achieve tax rate stability

ACTIONS

- ✧ Build awareness around reasonable expectations to match service level desires
- ✧ Examine the feasibility of establishing a policy limiting tax rate variances
- ✧ Define and establish service levels by category and function (e.g. fire fighting services, snow removal services, etc.)
- ✧ Establish policies, procedures and rationalization for changes to levels of services

Objective #2

Expand and consolidate asset replacement strategy

ACTIONS

- ✧ Complete corporate wide building condition survey; include age, replacement cost, expected operational life span, risk assessment
- ✧ Prioritize corporate wide asset inventory replacement
- ✧ Provide adequate funding for asset replacement; annual funding allocation

Objective #3

Develop policies for long-term financial health

ACTIONS

- ✧ Formalize borrowing practices in policy
- ✧ Develop funding guidelines for replenishing reserve funds



CONNECTING CLARINGTON

Objective #1

Improve communication

ACTIONS

- ❖ Develop a comprehensive, proactive communication strategy including all forms of media, technology, and community engagement
- ❖ Encourage and support staff in becoming ambassadors for the Municipality by enhancing existing programs
- ❖ Conduct regular update of community data
- ❖ Ensuring communication is timely, accurate and accessible
- ❖ Ensure two-way communication in enhancing understanding of issues, proposed solutions, and accomplishments



Objective #2

Establish the Clarington brand

ACTION

- ❖ Clarify, refresh, and promote Clarington's brand

Clarington

PROMOTE GREEN INITIATIVES

Objective #1

Reduce the Municipality's energy consumption

ACTIONS

- ✧ Prioritize and communicate Energy Management Plan recommendations and implement
- ✧ Develop financing strategy to ensure recommendations are corporately supported and implemented
- ✧ Develop LEED policy for municipal buildings

Objective #2

Create a culture of 'going green'

ACTIONS

- ✧ Continue Green Committee for Clarington
- ✧ Develop municipal buildings waste reduction program
- ✧ Develop community participation programs
- ✧ Collaborate with Region of Durham climate change initiatives
- ✧ Involve all staff in development of corporate green culture and then encourage promotion by all

INVESTING IN INFRASTRUCTURE

Objective #1

Expand and integrate transportation network

ACTIONS

- ✧ Improve traffic management by updating and expanding traffic data collection
- ✧ Develop a comprehensive transportation master plan that reviews all modes of transportation (i.e. vehicular, cycling, pedestrian) on our roads, sidewalks, and trails
- ✧ Implement transportation master plan when completed

Objective #2

Review existing waterfront land acquisition strategy

ACTIONS

- ✧ Review and update current land acquisition strategy
- ✧ Explore availability of funding

Objective #3

Advocate, influence, and lobby senior levels of government to invest in infrastructure programs

ACTIONS

- ✧ Promote Provincial investment in Hwy 407 extension
- ✧ Promote Provincial investment in GO extension
- ✧ Promote Provincial investment in Hwy 401 corridor and interchange improvements
- ✧ Advocate for further Provincial & Federal infrastructure funding and gas tax funding
- ✧ Promote Regional investment in roads, transit, sanitary sewer, and municipal water infrastructure



INVESTING IN INFRASTRUCTURE

Objective #4

Develop waterfront parks

ACTIONS

- ◇ Build West Beach park
- ◇ Develop comprehensive strategy for park implementation, including provisions for funding of new parks
- ◇ Develop conceptual plans with public participation
- ◇ Build Bond Head park expansion
- ◇ Pursue Public/Private Partnership (P3) and/or senior government funding opportunities for waterfront park development
- ◇ Determine feasibility of Municipal participation in dredging Bowmanville Creek



SHOWCASING COMMUNITY

Objective #1

Promote Clarington as a tourism destination

ACTIONS

- ✧ Prepare a comprehensive, long-term tourism marketing strategy / master plan
- ✧ Continue to promote special events with community & tourism partners



Objective #2

Improve the visual appearance of the Municipality

ACTIONS

- ✧ Improve appearance of all Municipal buildings
- ✧ Explore opportunities for boulevard/median beautification and maintenance work with community partners
- ✧ Create gateways for each urban area
- ✧ Improve road-side environment through by-law enforcement
- ✧ Continue to support and enhance Clarington Blooms Program
- ✧ Explore opportunities to enhance existing banner program

Objective #3

Promote our heritage
(historical, cultural, agricultural, etc.)

ACTIONS

- ✧ Explore possibility of 'Buy Local' program for agricultural produce
- ✧ Establish a position on historic Camp 30
- ✧ Facilitate all BIAs working together on Clarington-wide initiatives
- ✧ Continue to assist local groups to apply for senior-level government grants
- ✧ Continue to support and promote cultural initiatives (e.g. Doors Open Program)



MUNICIPALITY OF CLARINGTON

CONTACTS

MUNICIPAL ADMINISTRATIVE CENTRE

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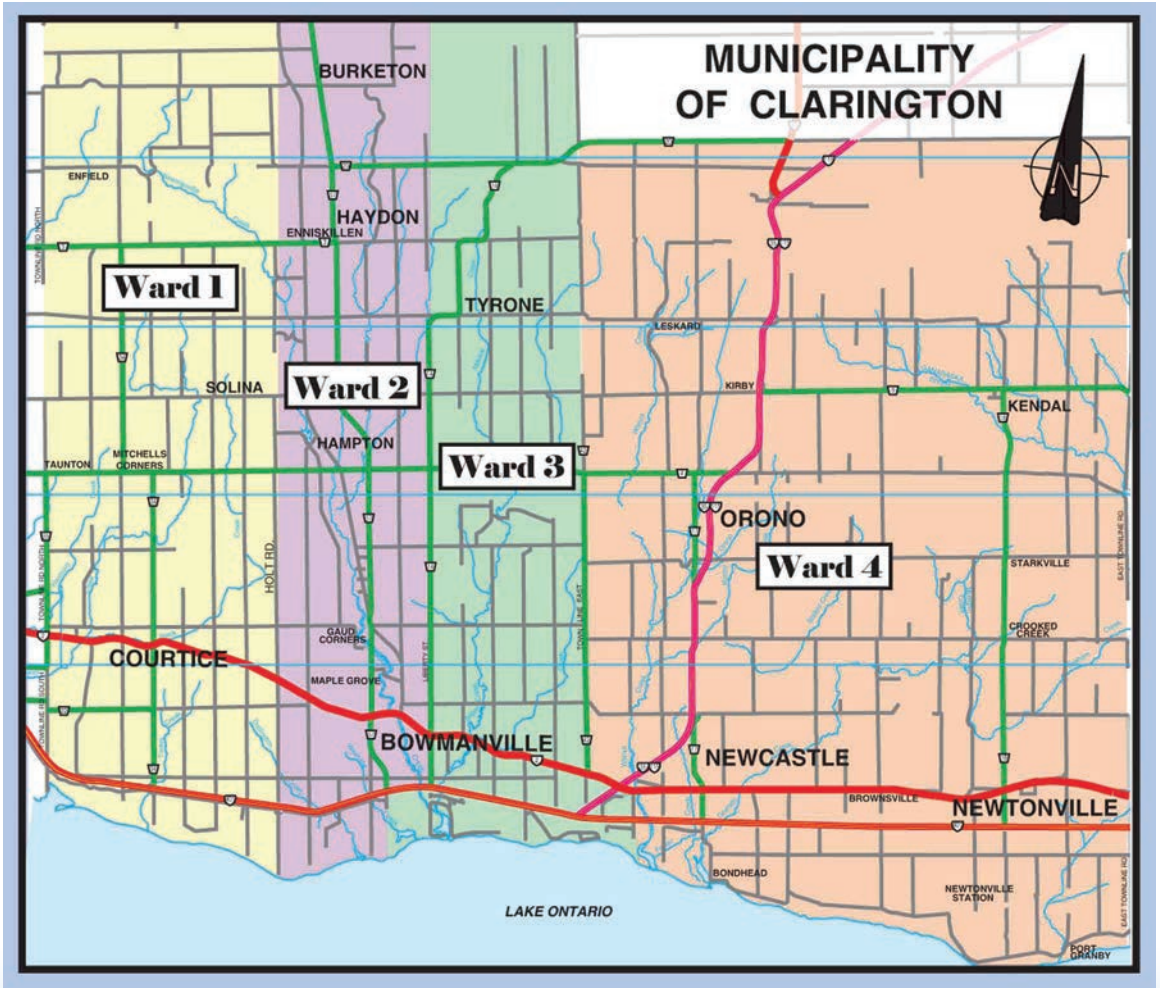
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MAP OF CLARINGTON





2011-2014 STRATEGIC PLAN

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Clarington