Invest Clarington: Investment Attraction Strategy

FINAL – June 2025

Clarington

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Executive Summary

The Municipality of Clarington is focused on fostering economic development and attracting investment to support its growing population while capitalizing on new economic opportunities. This strategy was developed to help Clarington overcome challenges and better position us for future growth. The actions outlined are designed to attract investment, create jobs, and ensure the municipality remains competitive in key industries. Historically, key industries such as energy, agriculture, and light manufacturing have been central to the economy. However, the ability to attract new investment is influenced by challenges including limited serviced employment land, infrastructure needs and macro-economic factors like the U.S. protectionist trade policies. To better position Clarington for future growth and investment, this strategy outlines 24 actions aimed at enhancing its competitiveness, including locally controllable actions, like updating land inventories, improving marketing efforts, and targeting emerging sectors like clean energy, agri-food, advanced manufacturing, and downtime destinations.

Historically, the Clarington economy is primarily driven by agriculture, energy, and manufacturing, with major employers like Ontario Power Generation (OPG), St. Mary's Cement and Algoma Orchards driving the sector. The population of Clarington is rapidly growing, contributing to positive labour market conditions. The town is well-positioned geographically with access to major highways and proximity to Toronto, yet faces challenges such as reliance on traditional industries, housing costs, and infrastructure deficits.

A SWOT analysis highlights Clarington's strengths in population growth, strategic location, and energy sector, while weaknesses include limited land and infrastructure. Opportunities lie in diversifying the economy, particularly through clean energy projects and agri-food initiatives, although threats like economic uncertainty and competition from neighbouring municipalities could pose risks.

Clarington competes with neighbouring towns like Oshawa and Whitby, especially for investment in sectors such as energy. Key stakeholders, including regional, provincial, and federal organizations, play a crucial role in supporting the municipality's investment efforts.

This strategy focuses on attracting investment in four key sectors:

1. **Future Energy**: Clarington is a leader in clean energy with OPG's Darlington Nuclear Station and the development of Small Modular Reactors (SMRs).

2. **Agri-Food:** The area supports sustainable agriculture and food innovation, with a strong presence of farms and agricultural products.
3. **Advanced Manufacturing**: The manufacturing sector is growing, driven by local businesses and involvement in the Darlington New Nuclear Project.
4. **Downtime Destinations**: Clarington's cultural and recreational offerings, including breweries, festivals, and green spaces, help boost tourism.

Clarington's value proposition includes advantages like proximity to clean energy, Agri-Tech innovation, strategic transport access, and relatively affordable housing for young families. To improve investment readiness, Clarington has conducted an assessment that identifies gaps in land inventory, community information, and infrastructure. A targeted action plan with 24 steps will address these challenges and improve Clarington's ability to attract and sustain investment.

Situation Analysis

Economic Profile

Clarington is a growing municipality located in Durham Region and on the eastern edge of the Greater Toronto Area. Traditionally, Clarington's economy has been led by strong agriculture, energy and light manufacturing industries. Clarington is home to Ontario Power Generation (OPG) Darlington Nuclear Generation Station, Algoma Orchards and St. Mary's Cement as leading employers. Clarington benefits from its strategic location along major transportation routes including access to Highways 401, 407, 418 and 35/115. Clarington is also well positioned to become a leader in clean energy with the development of 4 small modular reactors at the OPG Darlington site, and the central location to both the OPG Pickering and future OPG Wesleyville sites.

With strategic investments in key industries, strong transportation networks and proximity to Toronto, Clarington is well positioned to attract both established companies and new industries to the area. However, key challenges influencing economic growth include the availability of serviced employment land and the establishment of new, diverse industries. Addressing these issues, while capitalizing on the existing opportunities, is crucial for sustaining future economic growth and development.

Demographic Profile:

In 2023, the population of Clarington was approximately 111,400[1]. From 2021 to 2023, the population of Clarington increased by approximately 9.9%[2]. According to growth projections, Clarington is expected to continue to grow to approximately 221,000 by 2051[3]. Over this period, this growth represents a 98.4% increase in population, making Clarington one of the fastest-growing municipalities in Canada.

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[1] Invest Durham, *Municipality of Clarington – Community Profile*. Local Intel. Link

[2] 2021 Census Profile, *2021 Census of Population.* Link

[3] Municipality of Clarington, *A Roadmap to 2051: Clarington launches Official Plan Review*. 2023. Link

Employment Concentration

An analysis of employment concentration illustrates the relative significance of various industries within a local economy compared to national averages. By examining concentration values across sectors, subsectors, industry groups, and regional comparisons, this analysis provides valuable insights into which industries are most prominent locally.

Employment concentration values indicate an industry's prominence in the local economy compared to the national average:

- **Equal to 1**: The industry's presence in the local economy matches the national average, indicating a standard representation.
- **Greater than 1**: The industry is more prevalent locally than the national average, highlighting local strength and significance.
- **Less than 1**: The industry is less prominent locally, indicating it plays a smaller role in the local economy.

Understanding relative employment concentrations is helpful in identifying priority sectors, uncovering competitive advantages, and spotting supply chain opportunities, all of which are essential for attracting investment and fostering economic growth

Sector Employment Concentration[4]

Sector employment concentration provides an overview of how different sectors in Clarington contribute to the local economy in comparison to national averages. By examining the relative prominence of various sectors, this analysis highlights the core industries that drive economic activity and offers valuable insights into the region's strengths, opportunities for growth, and areas that could attract future investment.

Sector (2-Digit NAICS)	Clarington
1. Utilities (22)	14.97
2. Management of companies and enterprises (55)	1.54
3. Construction (23)	1.51
4. Educational services (61)	1.11
5. Finance and insurance (52)	1.10

- **High Concentration in Utilities and Construction**: Clarington's exceptional employment concentration in the Utilities sector (14.97) and strong presence in Construction (1.51) demonstrate a competitive edge in infrastructure and energy, positioning the area as an attractive destination for investment in energy production, infrastructure development, and related industries.

[4] Lightcast, *Regional Comparison by Industry – 2-digit NAICS.* 2023.

Subsector Employment Concentration[5]

Subsector employment concentration provides a closer look at how specific industries within Clarington are represented compared to national averages. While sectors group broader categories of economic activities, subsectors focus on more specialized areas within those sectors. This analysis highlights which subsectors are integral to the local economy, revealing areas of strength and potential for targeted growth and investment in key industries.

Subsector (3-Digit NAICS)	Clarington
1. Utilities (221)	16.03
2. Waste Management and Remediation Services (562)	2.78
3. Non-metallic mineral product manufacturing (327)	2.74
4. Motor Vehicle and Parts Merchant Wholesalers (415)	2.69
5. Heavy and civil engineering construction (237)	2.49

- **Utilities Sector Leadership:** Clarington's dominant concentration in the Utilities sector (16.03) positions the municipality as a critical energy hub in Ontario, driven by the presence of the Darlington Nuclear Generating Station and supporting a strong ecosystem for energy infrastructure, operations and innovation.

[5] Lightcast, *Regional Comparison by Industry – 3-digit NAICS*. 2023.

Industry Group Employment Concentration[6]

Industry group employment concentration provides a deeper look into the prominence of specific industries within Clarington's economy, compared to national averages. While subsectors focus on narrower areas within a sector, industry groups represent more specific industries within those subsectors. This data helps identify which industries are driving local economic activity and offers insights into potential growth areas, competitive advantages, and investment opportunities.

Industry Group (4-Digit NAICS)	Clarington
1. Used motor vehicle parts and accessories merchant wholesalers (4111)	34.79
2. Electric power generation, transmission and distribution (2211)	18.83
3. Boiler, tank and shipping container manufacturing (3324)	5.05
4. Utility system construction (2371)	4.81
5. Rubber product manufacturing (3262)	4.74

- **Energy Sector Strength**: With a concentration of 18.83 in Electric Power Generation, Transmission, and Distribution, Clarington is a prime location for investment in clean energy, utilities infrastructure, and energy-related technologies, leveraging its strong foothold in the energy sector.

[6] Lightcast, *Regional Comparison by Industry – 4-digits NAICS.* 2023.

Regional Comparison of Sector Employment Concentration[7]

The regional comparison of sector employment concentration provides insight into how Clarington's industries perform relative to nearby municipalities. This analysis helps identify Clarington's economic strengths and reveals areas where the region stands out, offering valuable information for targeting growth and investment opportunities.

Sector (2-Digit NAICS)	Clarington	Oshawa	Whitby	Ajax	Pickering
1. Utilities (22)	14.97	1.36	1.34	1.62	9.92
2. Management of companies and enterprises (55)	1.54	1.24	01.95	1.52	1.52
3. Construction (23)	1.51	0.75	0.65	0.65	0.87
4. Educational services (61)	1.11	1.12	1.05	0.96	0.78
5. Agriculture, forestry, fishing and hunting (11)	0.99	0.21	0.20	0.34	0.44

- **Strong Regional Leadership in Utilities and Construction:** With a concentration of 14.97 in Utilities and 1.51 in Construction, Clarington outperforms neighboring municipalities like Oshawa, Whitby, Ajax, and Pickering, showcasing its competitive strength in energy and infrastructure sectors.

[7] Lightcast, *Regional Comparison by Industry and Communities,* 2023.

SWOT Analysis

A SWOT analysis was conducted to evaluate Clarington's economic landscape, highlighting its key strengths, weaknesses, opportunities, and threats. This analysis helps in understanding Clarington's current position and areas that need focus to ensure sustainable growth and development.

Strengths:

- Growing Population: A rapidly increasing population base provides a dynamic and expanding market.
- Proximity to Toronto: Close location to one of Canada's largest economic hubs offers significant advantages in terms of accessibility and business opportunities.
- Core Sub-Sectors: The economy is bolstered by key employers within the agriculture and energy sub-sectors, providing a solid foundation for growth and diversification.
- OPG Darlington Nuclear Generation and New Nuclear Project: Key infrastructure projects that position Clarington as a leader in clean energy.
- Strong Transportation Linkages: Excellent access to major highways (HWY 401, 407, 418, and 35/115) enhances connectivity and logistics.

Weaknesses:

- Limited Serviced Employment Lands: Insufficient ready-to-use land for business development.
- Dependence on Traditional Industries: Heavy reliance on agriculture, energy, and manufacturing may limit economic diversification.
- Housing Affordability Issues: Historically affordable, but rising housing costs are reducing affordability, potentially deterring new residents and businesses.
- Underdeveloped Infrastructure: Some areas require significant infrastructure upgrades to meet future demands, including fibre optic networks and broadband expansion.

Opportunities:

- Economic and Trade Diversification: Potential to attract new and diverse industries in new markets to enhance economic stability and reliance on United States.
- Residential and Commercial Development: Opportunities for growth in housing and business establishments to support the increasing population.
- Clean Energy and New Nuclear: Investment in renewable energy projects to foster sustainable development.

- Strategic Location: Leveraging Clarington's strategic position for attracting business, and central location between OPG Pickering and future Wesleyville sites.
- Infrastructure Investment: Enhancing infrastructure to support growth and improve quality of life, including the expansion of broadband access, improvements to water and sanitary sewer systems
- GO Train Expansion: Improved public transit infrastructure with two new station stops in Courtice and Bowmanville, enhancing connectivity and accessibility.
- Tourism and Cultural Growth: Developing tourism and cultural attractions to boost the local economy.

Threats:

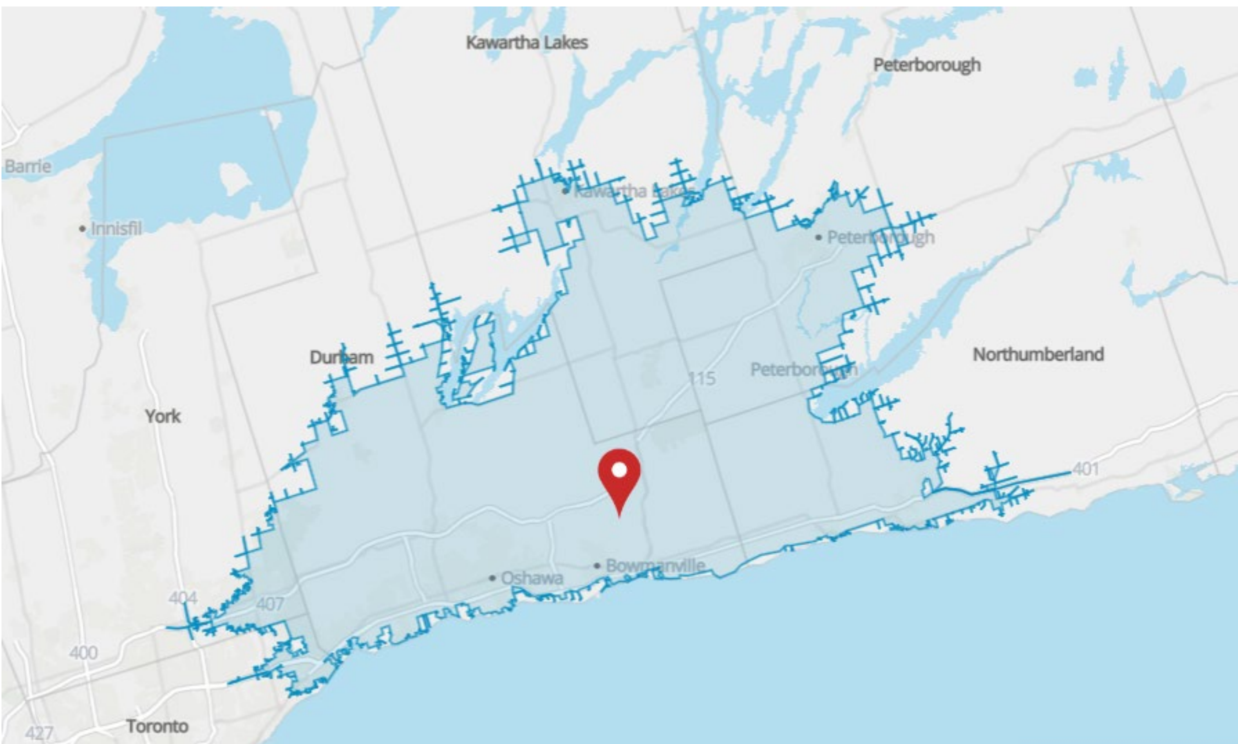
- Economic Uncertainty: Fluctuations in the broader economy that could impact local growth and investment, including looming tariff war and trade uncertainty.
- Regional Competition: Competing with neighbouring municipalities and other regions for investment and talent.
- Housing and Infrastructure Strain: Potential strain on housing and infrastructure due to rapid population growth.
- Talent Drain: Risk of losing skilled workers to other regions offering better opportunities.
- Provincial/Federal Support for Nuclear: Dependency on government support and policies for nuclear projects.
- Overreliance on Core Sub-Sectors: Heavy reliance on key employers within the agriculture and energy sub-sectors, which could impact stability and diversification.

Investment Attraction Landscape

Competitive Landscape

Clarington faces competition from neighbouring municipalities in the Durham Region such as Oshawa, Whitby and Pickering, as well as other suburban areas in the Greater Toronto Area, all vying to attract investment and talent. Additionally, Clarington competes with other Ontario communities hosting Ontario Power Generation (OPG) and nuclear facilities, including Pickering, Bruce County and Port Hope, which also benefit from nuclear energy infrastructure, skilled labour, and related industries. As the Region continues to grow, it is essential for Clarington to differentiate itself by leveraging its strategic location, expanding infrastructure, and attracting new industries, thereby staying ahead in both the clean energy and broader economic landscape.

The figure below illustrates a 45-minute drive from Clarington.



[8]

[8] Lightcast, *45-Miinute Drive-Time Radius,* 2025.

Foreign Direct Investment (FDI) Trends

Historically, Clarington and the broader Durham Region have been well-positioned to attract foreign direct investment (FDI), particularly in sectors like advanced manufacturing, energy, and transportation infrastructure. Clarington has benefited from significant infrastructure investments, including the OPG Darlington Refurbishment Project, and future projects such as the OPG Darlington New Nuclear Site and GO East Transit Extension.

However, recent shifts in United States trade policies, particularly regarding protectionism and tariffs, have started influencing overall investor and business sentiment. The Canadian Federation of Independent Businesses (CFIB) reports the lowest business optimism level since 2001[9]. Businesses across various sectors are increasingly looking to mitigate the risks associated with potential trade disruptions and shifting global trade dynamics[10]. This uncertainty has led to a cautious approach to investment, with many businesses reevaluating their strategies and investment plans to adapt to the evolving trade environment.

Despite these challenges, there are potential positives signs as well. The growing need to diversify Canadian trade reliance on the United States could create new opportunities, especially in sectors like nuclear energy, with the development of Small Modular Reactor (SMRs) technologies[11]. Additionally, the current United States approach to trade policy may present an opportunity for Clarington and Ontario to attract investment from both domestic and international markets as businesses, provinces and countries look to diversify their trade relationships beyond the United States. The region's ongoing commitment to economic growth, diversification, and local job creation enhances its attractiveness as an investment destination[12].

While reduced investor confidence resulting from United States trade policies may present some short-term challenges[13], the long-term outlook for Clarington and Durham Region remains generally strong. The area's strategic initiatives to promote business growth and the diverse economic landscape should continue to make Clarington an appealing choice for investors, even amidst global uncertainty.

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[9] Canadian Federation of Independent Businesses, *Monthly Business Barometer.* March 2025. Link
[10] The Conference Board of Canada, *Consumer Confidence Plunges to Historic Low*. 2025. Link
[11] RBC, *The Trade Hub – Global Trade is Being Unsettled*. March 2025. Link
[12] Business Development Bank of Canada, *Trade Diversification for Canadian SMEs,* 2025. Link
[13] Business Development Bank of Canada, *Monthly Economic Letter.* March 2025. Link

Trade Diversification

Clarington and the broader Durham Region have traditionally been strong trade partners with the United States, particularly in sectors like advanced manufacturing, energy, and infrastructure. However, recent shifts in U.S. trade policies, such as protectionism and tariffs, have introduced new uncertainties. As a result, businesses are increasingly looking to diversify their markets and reduce their reliance on the U.S.

In response, Clarington's Economic Development team is prioritizing trade diversification as a core element of the investment attraction strategy. While the U.S. remains a vital trade partner, expanding into international markets in Europe, Asia, and emerging economies offers significant growth potential. To support local businesses in this transition, we will work closely with provincial and federal partners like Export Development Canada and the Canadian Trade Commissioner Service to provide resources such as market intelligence, trade missions, and networking opportunities.

Sectors like nuclear energy, particularly the development of Small Modular Reactors (SMRs), offer unique opportunities for global expansion. By fostering connections with international markets, we can position Clarington as a leader in emerging industries.

Although global trade dynamics present challenges, the long-term outlook for Clarington remains positive. By embracing trade diversification, we can enhance business resilience, attract investment, and ensure sustainable economic growth in the region.

Lead Generation

Traditionally, Clarington's investment attraction strategy has relied on strong regional, provincial, and in some cases federal partnerships to generate business leads and opportunities for the community. Organizations such as Invest Durham, and Invest Ontario play a key role in identifying and promoting opportunities across the region and beyond. These collaborations remain essential to ensuring alignment with broader economic development goals and provincial sector strategies.

However, as competition for investment intensifies, there is an opportunity for Clarington to take a more deliberate and proactive approach to lead generation. While ongoing support from other organizations continues to add value, it is no longer sufficient to rely solely on external partners to identify and deliver qualified investment leads. Many of the most promising opportunities, particularly those involving small to mid-sized companies or emerging sectors, require a more focused, on-the-ground effort.

Through the investment attraction strategy, Invest Clarington has identified the potential to develop a locally driven lead generation program that would complement and enhance existing efforts. Initial focus has been placed on sectors aligned with the municipality's strengths—such as future energy, advanced manufacturing, and Agri-Tech—with the idea of proactively engaging businesses that show strong growth potential and alignment to existing companies and sectors of strength. By focusing on companies that may not yet be on the radar of provincial or federal organizations, Clarington could better position itself to capture strategic opportunities that might otherwise be missed.

Sector	Examples of Opportunities	Potential Business Types / Activities	Examples of Trade Shows/Conferences
Future Energy	Small modular reactors (SMRs) Isotope production for medical and industrial uses Cobalt mining and processing	SMR manufacturers Isotope production facilities Cobalt refining and battery component manufacturers	Canadian Nuclear Association (CNA) Conference (Ottawa) Canadian Radiothernagostic Leaders' Summit (Toronto) European Association of Nuclear Medicine Conference (Spain)

Agri-Tech	Vertical farming Precision agriculture platforms Smart greenhouse systems	Indoor farms Ag-tech software companies Drone/ag robotics firms	World Agri-Tech Innovation Summit (San Francisco) AGRI Tech Venture Forum (Toronto) INVENTURES (Calgary) AGRITECHNICA (Germany)
Advanced Manufacturing	Additive manufacturing (3D printing) Robotics Lightweight composites	High-tech machine shops Automation integrators Materials labs	Hannover Messe (Germany) Canadian Manufacturing Technology Show (Toronto)
Downtime Destinations	Eco-tourism hubs Agri-tourism ventures Arts & culture-based micro destinations	Farm stays Local food & craft trails Experience-based attractions	International Tourism Expo (Ottawa) eTourism Summit (Las Vegas) City Nations Place Americas (Ottawa)

This new lead generation effort will be closely coordinated with Invest Durham to avoid duplication and ensure regional alignment. Similarly, collaboration with Invest Ontario and Invest Canada will remain a priority, particularly when supporting international trade missions, sector-specific investment campaigns, or inbound delegations. Sharing market intelligence and maintaining joint protocols will help ensure that all levels of government are working together to deliver a seamless investor experience.

By establishing its own lead generation function, Clarington has the opportunity to gain greater control over its investment pipeline. This includes the ability to respond quickly to inquiries, nurture early-stage relationships, and offer tailored support to prospective investors. While Clarington can still collaborate with investment partners when needed to support the investment process, the goal is to not be overly reliant on them for lead generation. This approach will enable Clarington to take a more proactive role in attracting opportunities. Ultimately, it will strengthen Clarington's position as a competitive investment destination—one that is actively shaping its future rather than waiting for opportunity to knock.

Stakeholder Mapping

Local/Regional Stakeholders:

- Invest Durham – Regional Municipality of Durham Community Growth & Economic Development
- Clarington Board of Trade (CBOT)
- Ontario Power Generation (OPG)
- Central Eastern Ontario Isotope Alliance (CEOIA)
- Downtown Bowmanville Business Improvement Area
- Newcastle Village Business Improvement Area
- Orono Village Business Improvement Area

Post-Secondary Institutions:

- Ontario Tech University – Partnerships Office
- Trent University Durham
- Durham College

Provincial Stakeholders:

- Ontario Ministry of Economic Development, Job Creation and Trade (MEDJCT)
- Invest Ontario (i.e., broader investment mandate)
- Ontario Investment Office (i.e., large-scale investment)
- Ontario Power Authority
- Ontario Ministry of Agriculture, Food and Agribusiness (OMAFA)
- Nuclear Innovation Institute (NII)

Federal Stakeholders:

- Innovation, Science and Economic Development Canada (ISED)
- Invest in Canada
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
- Canada Infrastructure Bank (CIB)
- Export Development Canada (EDC)
- Canada Trade Commissioner Service
- Canadian Nuclear Safety Commission (CNSC)
- Canadian Nuclear Association (CNA)
- Canadian Nuclear Isotope Council (CNIC)

Other Stakeholders:

- Ontario Chamber of Commerce (OCC)
- Business Development Bank of Canada (BDC)
- Agri-Food Innovation Council

Investment Attraction Limitations

Investment attraction is largely market-driven, with many factors beyond Clarington's control. While the municipality can create a conducive environment for business growth, the actual decision-making process for investments is influenced by broader economic conditions, market demand, and investor priorities.

Some challenges or limitations facing Clarington's investment attraction efforts include:

1. **Market Timing & Business Confidence:** Investments are influenced by market conditions and economic cycles. Non-residential investments take time to plan, build and operate, and are influenced by expectations of future demand, behaviour of other firms and overall business confidence[14].
2. **Employment Land Servicing Dependencies:** Clarington relies on Durham Region – Works Department for employment land servicing. The Region is responsible for planning, budgeting and coordinating employment lands servicing, including water, sewage, regional roads as well as waste management[15].
3. **Regulatory Environment:** The timing and scale of investments, specifically within the nuclear energy sector, are dependent on regulatory approval and government support. Advancing clean energy projects, such as the Darlington New Nuclear Project, require planning, consultation and licensing from various levels of governments and regulatory bodies[16].
4. **Competitive Landscape:** Clarington faces direct competition from neighbouring municipalities within Durham Region, Eastern GTA and Eastern Ontario. Many of these communities actively pursue investment attraction strategies[17][18] and may offer a combination of readily available infrastructure (i.e., servicing, broadband, fibre), municipally controllable financial incentives (i.e., property taxes, development charge exemptions) and/or geographic advantages (i.e., proximity to urban centres, port access).

Recognizing these challenges allows Clarington to develop strategies to enhance its investment attractiveness. Proactive planning, collaboration, and adaptability are key to creating a favourable environment for economic growth.

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[14] Bank of Canada, *Getting Down to Business.* Link
[15] Regional Municipality of Durham, *Works Department.* Link
[16] Ontario Power Generation, *DNNP License to Construct Stakeholder Engagement,* Link
[17] City of Richmond Hill, *Investment Attraction Strategy.* Link.
[18] City of Hamilton, *FDI Attraction Strategy.* Link.

Target Sectors for Investment

Clarington's investment attraction strategy focuses on strengthening traditional sectors while also targeting emerging industries to drive future growth. The following outlines Clarington's traditional sectors of strength and emerging sectors identified for investment attraction efforts:

Emerging Sectors of Interest

Building off the strength of traditional sectors in Clarington, while aligning to the Invest Durham target sectors for investment attraction[19], we have identified the following emerging sectors for investment attraction efforts:

- **Future Energy:** Attracting investment to develop and expand renewable energy sources and fostering sustainable power generation and economic growth. The Clean Energy sector focuses on harnessing the economic opportunities from Ontario Power Generation including the existing Darlington Nuclear Station, the Darlington New Nuclear Project (i.e., Small Modular Reactors), Medical Isotopes and other supply chain opportunities.
- **Agri-Food:** Supporting investment to innovate agriculture and food production, while enhancing existing producers and boosting efficiency and output. The Agri-Food sector aims to attract cutting-edge technologies, sustainable farming practices, and strong local food networks, ultimately driving economic growth and resilience within the community.
- **Advanced Manufacturing:** Encourage investment in progressive manufacturing technologies to drive efficiency, precision and economic growth. The Advanced Manufacturing sector aims to attract new, innovative technologies to improve production, such as automation, robotics and additive manufacturing.
- **Downtime Destinations:** Creating and developing vibrant, engaging and welcoming destinations for individuals to enjoy outside of work. This sector encompasses a variety of unique, local businesses that offer opportunities for entertainment, creativity and social engagement.

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[19] Invest Durham, *Ready Set Future: A PLACE Blueprint for Durham*. Link.

Sector Prioritization & Rationale

Future Energy Sector

Sector Overview: Clarington's energy sector is a key driver of the local economy, with Ontario Power Generation (OPG) playing a pivotal role. The sector is focused on clean and sustainable energy, including the development of four Small Modular Reactors (SMRs) at the Darlington Nuclear Generating Station. Clarington is strategically positioned between OPG Pickering and OPG Wesleyville sites, facilitating support for innovation in nuclear technologies, contributing significantly to Canada's GDP and creating thousands of local jobs. The value proposition of Clarington's energy sector lies in its commitment to low-carbon energy, economic growth, and job creation.

Future Energy - Sector Analysis:

- **Key Facility**: Home to Ontario Power Generation's Darlington Nuclear Station, providing around 20% of Ontario's electricity[20].
- **Innovation**: Leading in Small Modular Reactor (SMR) development, positioning itself as a global leader in clean energy solutions.
- **Job Growth:** The expanded Darlington SMR project is expected to create thousands of jobs during construction and hundreds of local jobs during operations[21].

Target Companies or Supply-Chain Partners:

- **SMR Component Manufacturers:** Companies specializing in advanced materials, reactor components, and modular fabrication
- **Isotope Production & Processing Firms:** Businesses involved in medical and industrial isotope production.
- **Engineering and Technology Firms:** Companies developing automation, AI-driven energy solutions and virtual models (i.e., digital twins) for nuclear applications, for smarter, safer and more efficient operations.
- **Grid & Energy Storage Solutions:** Companies developing battery storage, hydrogen integration or grid management technologies to support the reliability of nuclear power.
- **Logistics & Supply Chain Providers:** Firms seeking proximity to OPG's Darlington, Pickering and future Welsleyville sites for streamlined distribution and just-in-time manufacturing.

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[20] OPG, *Our Power – Darlington Nuclear.* Link.

[21] OPG, *News & Resources – Small Modular Reactors.* Link.

- **Advanced Manufacturing & Robotics:** Businesses providing precision machining, automated inspection systems, and robotics for nuclear facility operations and maintenance.
- **R&D Institutions & Training Centers:** Universities, research labs, and workforce development programs that support innovation, talent development, and nuclear expertise.

Regional Comparison:

- **Employment Concentration:** Clarington outperforms Pickering in the utilities sector with an employment concentration of 14.97 compared to Pickering's 9.92, highlighting Clarington's crucial role in regional energy and economic development[22].
- **Strategic Location:** The Darlington Nuclear Generating Station in Clarington is strategically located, approximately 35 km from both the Pickering and Wesleyville sites, adjacent to the new OPG headquarters in Oshawa, and is set to be the site of four new Small Modular Reactors (SMRs), making it a central hub for Ontario's energy future[23].
- **Historical Changes:** While Clarington has made significant strides in implementing new Small Modular Reactor (SMR) technology, other regions such as Pickering and Bruce County are still predominantly dependent on traditional energy sources.

Regional Explanation: Clarington's significant employment concentration and leadership in nuclear energy innovation with SMRs sets it apart from other regions, establishing it as a key player in Ontario and Canada’s energy future.

[22] Lightcast, *Regional Comparison by Industry and Communities,* 2023.
[23] OPG, *New Generation Opportunities,* Link.

Agri-Food Sector

Sector Overview: Clarington's agriculture sector is a vital part of the local economy, with nearly 400 working farms and industry leading apple producer, Algoma Orchards. The sector encompasses a variety of crops and livestock, including dairy, eggs, beef, soybeans, grains, apples, and honey. The value proposition of Clarington's agriculture lies in its prime agriculture land, supportive community, and strategic initiatives to enhance food production and sustainability.

Sector Analysis:

- **Jobs (2020-2023)**: An increase from 620 jobs in 2020 to 670 in 2023 (8% growth)[24].
- **Projected Jobs (2028)**: Expected to grow to 433 (7% growth from 2023).
- **Median Hourly Wages**: Median hourly wage is $20.72.
- **Historical Job Change**: Jobs in this sector increased by 2% from 2018 to 2023.

Target Companies or Supply Chain Partners:

- **Food Processing & Packaging Companies:** Businesses specializing in value-added processing of local produce, dairy, meat, and grains, as well as innovative packaging solutions for extended shelf life and sustainability.
- **Agri-Tech & Precision Farming Firms:** Companies developing smart farming technologies, automation, AI-driven crop monitoring, and data analytics to enhance yield and efficiency.
- **Cold Storage & Distribution Centers:** Logistics firms focused on refrigerated storage and efficient transportation of perishable goods to regional and export markets.
- **Greenhouse & Vertical Farming Operators:** Investors in controlled-environment agriculture to extend growing seasons and increase food production.
- **Sustainable Agri-Inputs & Biotech Companies:** Businesses producing organic fertilizers, alternative proteins, pest management solutions, and crop genetics innovation.
- **Agricultural Machinery & Equipment Manufacturers:** Firms designing advanced tractors, harvesting equipment, irrigation systems, and automation solutions for modern farming.

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[24] Lightcast, *Job Growth – 2020 to 2023.*

- **Breweries, Distilleries & Specialty Food Producers:** Companies leveraging local crops, such as apples and grains, for cider, beer, spirits, and artisanal food production.
- **Research Institutions & Workforce Training Centers:** Universities, colleges, and research facilities focused on agricultural innovation, sustainability, and workforce development.

Regional Comparison:

- **Whitby**: 9% job growth from 2020 to 2023, with a median hourly wage of $21.44.
- **Oshawa**: Job growth was 4%, with a median hourly wage of $21.20.

Regional Explanation: While Whitby and Ajax have seen higher job growth percentages, Clarington's strong relative position, geographic benefits and presence of key industry leaders make it a stable and unique player in the agricultural sector.

Advanced Manufacturing Sector

Sector Overview: Clarington's advanced manufacturing sector is a dynamic and growing industry, encompassing a diverse range of businesses from advanced manufacturing to traditional production. Key players include companies St. Mary's Cement, Ell-Rod Holdings, AWC Company and Sun Space Sunrooms. Additionally, Clarington is home to several advanced manufacturing companies involved in the Darlington New Nuclear Project. The manufacturing sector value proposition of Clarington lies in its strategic location with access to major transportation routes, a skilled workforce, and proximity to postsecondary education and innovation facilities.

Sector Analysis:

- **Jobs (2020-2023)**: Clarington saw a modest increase in manufacturing jobs, from 1,798 in 2020 to 1,825 in 2023 (2% growth).
- **Projected Jobs (2028)**: The number is expected to grow to 1,849 (1% growth from 2023).
- **Median Hourly Wages**: Clarington's median hourly wage for this sector is **$31.00**, which is higher compared to other regions.
- **Historical Job Change**: From 2018 to 2023, manufacturing jobs increased by 9%.

Target Companies or Supply-Chain Partners:

- **Nuclear & Energy Component Manufacturers:** Companies specializing in precision machining, modular fabrication, and engineered materials for Small Modular Reactors (SMRs) and clean energy projects.
- **Aerospace & Defense Suppliers:** Manufacturers producing high-performance components, composites, and metal fabrication for the aerospace and defense sectors.
- **Automation & Robotics Firms:** Businesses develop industrial automation, robotics, and AI-driven manufacturing solutions to improve efficiency and precision.
- **Advanced Materials & 3D Printing Companies:** Firms specializing in composite materials, additive manufacturing, and next-generation alloys for high-performance applications.
- **Automotive & Electric Vehicle (EV) Supply Chain:** Suppliers of EV components, battery technology, and lightweight materials, leveraging proximity to Ontario's automotive sector.

- **Food & Beverage Processing Equipment Manufacturers:** Businesses designing and producing automation systems, conveyors, and food-grade machinery for Clarington's agri-food sector.
- **Construction & Infrastructure Product Manufacturers:** Producers of cement, prefabricated building materials, and construction technologies to support local and regional development.
- **Research & Workforce Training Institutions:** Colleges, universities, and technical training centers focused on advanced manufacturing skills development, innovation, and R&D partnerships.

Regional Comparison:

- **Whitby**: Experienced 10% job growth from 2020 to 2023, with a median hourly wage of $26.75. The projected growth to 2028 is 4%.
- **Pickering**: Saw a decline of 2% in jobs from 2020 to 2023, with a median hourly wage of $28.98.
- **Ajax**: Also experienced a decline of 2% in jobs, with a median hourly wage of $26.46.
- **Oshawa**: Notably, Oshawa faced a significant decline of 17% from 2020 to 2023, with a median hourly wage of $26.68.

Regional Explanation: Clarington stands out with its higher median wages and stable job growth in manufacturing, while other regions like Oshawa face declines, indicating Clarington's resilience and attractiveness for manufacturing businesses.

Downtime Destinations Sector

Sector Highlights: Clarington's downtime destinations sector is a key driver of the local economy, boasting a vibrant mix of small, unique businesses within our downtown areas, and across the municipality. This non-traditional economic sector encompasses our creative businesses, cultural experiences, craft breweries, restaurants, festivals and active green spaces that greatly enhance the quality of life for residents. The value proposition of Clarington's downtime destinations lies in its diverse offerings, community-centric atmosphere, and strategic initiatives to support local businesses, and cultural experiences.

Sector Analysis:

- **Craft Breweries:** Lightcaster, Chronicle Brewing, Brewer's Pantry, Tilted Glass, Sir Monty's Brewing Company
- **Craft Wineries and Cideries:** Archibald's Estate Winery, Geissberger Farmhouse Cider, Lakeshore Cider
- **Historic Downtowns:** Downtown Bowmanville, Village of Newcastle and Downtown Orono
- **Festivals:** Bowmanville Maple Fest, Bowmanville Apple Fest, Orono Fair, Outdoor Concert Series
- **Active Recreation:** Brimacombe Ski Hill, Canadian Tire Motorsports Park, Conservations Area, Waterfront Parks
- **Trendy Restaurants:** Three Six Kitchen, Yard Bird, Chanterelle Bistro, Walsh's Snug, The Courtyard, Mystery Wheel.

Target Companies or Supply-Chain Partners:

- **Boutique Hospitality & Lodging:** Independent hotels, inns, and short-term rental operators catering to visitors exploring Clarington's festivals, breweries, and outdoor attractions.
- **Artisanal Food & Beverage Producers:** Specialty coffee roasters, bakeries, cheesemakers, and craft distilleries that complement the region's existing culinary and brewery scene.
- **Adventure & Outdoor Recreation Companies:** Businesses offering guided tours, equipment rentals (biking, kayaking, skiing), and experience-based tourism that leverage Clarington's conservation areas and waterfront parks.
- **Cultural & Creative Enterprises:** Art galleries, music venues, theaters, and experience-driven attractions that enhance Clarington's cultural and entertainment landscape

- **Event & Festival Organizers:** Businesses specializing in large-scale event planning, outdoor concerts, and food and drink festivals to drive year-round tourism and local engagement.
- **Wellness & Lifestyle Brands:** Spas, yoga studios, wellness retreats, and fitness-oriented businesses that cater to residents and tourists looking for relaxation and active experiences.
- **Local & Farm-to-Table Dining Concepts:** Restaurants, food halls, and specialty eateries focusing on local sourcing, unique dining experiences, and sustainability.
- **Retail & Specialty Shops:** Independent boutiques, outdoor gear shops, and homegrown brands that align with Clarington's historic downtown charm and tourism appeal.

Regional Comparison:

Each municipality within Durham Region boasts its own unique community charm, but Clarington stands out with its three historic downtown areas, vibrant seasonal festivals, and access to active greenspace and rural amenities. The presence of popular, unique, local businesses further contributes to the economic vibrancy and quality of life for residents and regional tourists. Clarington offers a supportive community, relatively affordable rates and a strong business ecosystem, making it an ideal and lower-risk location for entrepreneurs and innovators to create the perfect Downtime Destination.

Value Proposition & Competitive Advantages

1. **Agri-Tech Innovation and Sustainable Agriculture**
    - Clarington is quickly becoming a leader in agri-tech, with an abundance of farmland, proximity to urban centres and a growing network of agricultural research institutions such as the Durham College Centre for Food and Barrett Centre. The region supports innovation in sustainable farming and food production, making it a great location for agri-tech startups and established businesses.
2. **Urban-Rural Hybrid Community with Strategic Advantages**
    - Clarington offers a unique mix of urban amenities and rural charm, giving businesses the best of both worlds. It's close enough to Toronto to tap into its infrastructure and markets, while also offering large green spaces, affordable land, and a quieter, more relaxed environment than other nearby municipalities like Oshawa, Ajax or Whitby.
3. **Waterfront Development and Eco-Tourism Opportunities**
    - With its location on the shores of Lake Ontario, Clarington is becoming a top destination for waterfront real estate and eco-tourism investment. The region is well positioned to attract lifestyle businesses, hospitality ventures, and mixed-use developments that capitalize on its natural beauty and recreational amenities.
4. **Proximity to Nuclear Energy and Clean Power Innovation**
    - Clarington's proximity to Ontario Power Generation's Darlington Nuclear Station gives it a unique position as a national hub for clean energy and energy innovation. The region is attracting businesses in the energy sector, including those focused on nuclear energy, energy storage, isotope production and sustainable power technologies.
5. **Strategic Access to Ontario's Transportation and Logistics Networks**
    - Clarington is located at a critical juncture in Ontario's transportation network, with access to major highways, port access, rail infrastructure, and an expanding GO Transit system. This makes it a perfect location for logistics and distribution businesses, as well as those in automotive and manufacturing sectors.
6. **Affordable Housing and Residential Development Opportunities**
    - As the cost of housing continues to rise in the Greater Toronto Area, Clarington stands out as an affordable alternative for families and young professionals looking

for more space and a suburban lifestyle. With its growing population and easy access to Toronto, the region is seeing increasing demand for residential developments.

7. **Access to a Skilled Workforce and Strong Education Partnerships**

   - Clarington's proximity to educational institutions like Durham College, Ontario Tech University and Trent University Durham ensures that businesses have access to a highly skilled workforce. These institutions also collaborate closely with local industries, ensuring that the region's talent pool meets the needs of today's innovative businesses.

8. **Strategic Location with Easy Access to Major Consumer Markets**

   - Clarington's location offers businesses direct access to Ontario's largest consumer markets while allowing them to benefit from lower operational costs compared to Toronto. This makes it an attractive location for businesses looking to reach a large customer base without the high costs of being in the city.

9. **Clean Energy and Environmental Sustainability**

   - Clarington is increasingly recognized as a centre for clean energy innovation, driven by its strategic proximity to Ontario Power Generation's Darlington Nuclear Station and growing interest in renewable energy technologies. The region is fostering a supportive environment for businesses focusing on sustainable energy solutions, green technologies, and environmental conservation.

10. **Thriving Tourism and Recreation Economy**

    - With its abundance of natural attractions, waterfront access, and proximity to urban centres, Clarington is developing a strong tourism and recreation sector. The region's scenic landscapes and outdoor amenities make it an ideal destination for eco-tourism, outdoor adventures, and recreational businesses looking to capitalize on the growing trend of nature-based travel.

Investment Readiness Assessment

Investment Readiness – Results

To determine Clarington's existing investment attraction program, staff conducted an investment readiness assessment (Appendix A). This assessment helped identify investment readiness gaps, determine the effectiveness of existing planning and economic development capacity and identify ways to add value to existing processes and programs.

The following categories have been analyzed to determine the status and areas for improvement:

Category	Total	Score	%	Status
A. Basic Community Information and Profile	98	32	32.7%	Not ready for investment
B. Land Inventory	72	8	11.1%	Not ready for investment
C. Investment Marketing and Toolbox	28	17	60.7%	Ready, but areas for improvement
D. Land Use Planning and Infrastructure	36	19	52.8%	Close to ready with basics in place
E. Economic Development Capacity	50	40	80.0%	Ready for investment
F. Site Selection Process	16	12	75.0%	Ready, but areas for improvement
G. Monitoring Investment Inquiries	8	2	25%	Not ready for investment
Total:	308	130	42.2%	Close to ready with basics in place

In summary, while there are categories where Clarington demonstrates readiness or is close to being ready for investment, there are critical areas, particularly in land inventory and community information, that require significant improvement. Addressing these areas is essential for enhancing Clarington's attractiveness to potential investors and ensuring sustainable economic growth. This assessment will be used to develop a targeted action plan to address the identified gaps and improve investment readiness in Clarington.

Investment Readiness – Strategic Action Plan

To address the identified gaps and improve investment readiness for Clarington, staff developed a targeted action plan based on the findings from the investment readiness assessment. This action plan outlines 24 actions aimed at enhancing the various aspects of Clarington's investment landscape and ensuring the municipality is well-prepared to attract and sustain investment.

1. **Basic Community Information and Profile:**
   1.1. Update the community profile to reflect best practices and incorporate relevant data gaps identified in the investment readiness assessment.
   1.2. Compile a summary report and provide a monthly update of recent private and public sector investments to highlight key projects.
   1.3. Collect and publish testimonials from local leaders within key sectors to showcase community success stories for investment attraction campaigns.
2. **Land Inventory**
   2.1. Launch an online searchable industrial land database, including details such as services, zoning, and contact information.
   2.2. Integrate GIS mapping into the land inventory system to visually represent available sites.
   2.3. Ensure the land inventory includes both publicly and privately owned properties, adding maps or pictures for better visualization.
   2.4. Promote existing employment sites to targeted companies and share these opportunities with regional, provincial and international partners for more intentional and focused outreach.
3. **Investment Marketing and Toolbox**
   3.1. Develop and publish a tailored investment marketing plan, with an emphasis on proactive marketing and outreach activities to support investment attraction efforts.
   3.2. Establish and update quarterly economic indicators and investment packages using available data tools (i.e., Lightcast Analyst, Invest Durham – Local Intel).
   3.3. Complete marketing profiles each target investment attraction sector to highlight Clarington's strengths and opportunities.
   3.4. Identify and connect with trade commission representatives to explore collaboration, attend events, and leverage resources for increased visibility.
   3.5. Identify and promote the Ministry of Economic Development Job Creation and Trade (MEDJCT) strategy (i.e., trade missions, conferences, trade shows) to support trade diversification, export development and cost-sharing opportunities for local businesses.

3.6. Identify and promote existing federal and provincial trade diversification opportunities to businesses.
3.7. Engage post-secondary institutions to support investment attraction through targeted programs and co-op opportunities and incorporate key contacts into the investment attraction strategy for high-profile leads.
3.8. Identify additional international investment attraction, land development, and site selector conferences to connect with potential investors and expand opportunities beyond the United States.
3.9. Explore and leverage export development funding programs (e.g. CanExport) to support investment attraction and trade readiness initiatives, with a focus on increasing Clarington's global market access and promoting local business participation in international trade activities.

4. **Land Use Planning and Infrastructure**
   4.1. Identify and actively contribute to any Official Plan (OP) and/or zoning by-laws updates to ensure economic development alignment with current and future planning policies.
   4.2. Coordinate with Planning & Infrastructure Services to upload and maintain Official Plan and zoning by-law information on Clarington's website for easy reference.
   4.3. Identify and publish clear information on application fees, timing and associated charges to applicants and developers.
   4.4. Develop and implement a formal Concierge Program to expedite qualifying non-residential development projects.
5. **Economic Development Capacity**
   5.1. Schedule semi-annual check-in meetings with provincial marketing representatives to stay updated on policies and programs.
   5.2. Maintain and update a list of local business leaders for site selectors to refer to for testimonials about the community.
   5.3. Complete a sector-specific SWOT analysis to identify strengths, weaknesses, opportunities and threats for investment attraction.
6. **Site Selection Process**
   6.1. Develop and implement standard operating procedures (SOP) for handling investment inquiries timely and effectively.
   6.2. Designate a staff person/process as the primary contact for site selection inquiries and ensure they can respond promptly.
   6.3. Utilize Zoho CRM for tracking investment inquiries and missed opportunities to improve response strategies.

6.4. Identify and implement opportunities to leverage Microsoft CoPilot capabilities to enhance investment attraction efforts, including data analysis, predictive insights and scenario planning.

By following this target action plan, Clarington aims to address the identified gaps and significantly improve its investment readiness, making it a more attractive destination for business and investors.

END OF INVESTMENT ATTRACTION STRATEGY

Appendix

Investment Readiness – Checklist & Scorecard

The Investment Readiness Assessment Checklist is a self-assessment tool used to determine a community's capacity to be "investment ready". This assessment helps identify investment readiness gaps, determine the effectiveness of existing planning and economic development capacity and identify ways to add value to existing processes and programs. The checklist was developed by the Government of British Columbia but can apply to communities in Ontario.

Scoring	
Yes	2 points
Yes, but needs improvement	1 point
No, but in progress	1 point
No	0 points
Scoring Thresholds	
Ready for investment	> 80%
Ready, but areas for improvement	60-79%
Close to ready with basics in place	40-59%
Not ready for investment	< 40%

Investment Readiness Assessment - Result Summary:

Category	Total	Score	Percentage	Status
A. Basic Community Information and Profile	98	32	32.7%	Not ready for investment
B. Land Inventory	72	8	11.1%	Not ready for investment
C. Investment Marketing and Toolbox	28	17	60.7%	Ready, but areas for improvement
D. Land Use Planning and Infrastructure	36	19	52.8%	Close to ready with basics in place
E. Economic Development Capacity	50	40	80.0%	Close to ready with basics in place
F. Site Selection Process	16	12	75.0%	Ready, but areas for improvement
G. Monitoring Investment Inquiries	8	2	25%	Not ready for investment
Total:	308	130	42.2%	Close to ready with basics in place

Investment Readiness Assessment:

Investment Readiness Assessment Checklist – Contact Information	
Staff Name:	Brayden Siersma
Completion Date:	January 2025

Section A: Basic Community Information and Profile				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Does your community have a designated person for economic development?	2			
2. If yes, does this person understand the site selection process (i.e., responding to inquiries, data collection, site visit, etc.)?	2			
3. Does your community have a community profile?	2			
4. If yes, is your community profile up to date (i.e., completed within the last year)?	2			
5. Is your community profile reviewed and updated regularly (i.e., every three to six months)?	2			
6. Does your community profile use the latest census data?	2			
7. Is your community profile available on your website?	2			
8. Does your community profile include:				
8.1 Your community's vision statement			1	
8.2 Name, address, phone number, and email address of the local economic development professional or office	2			
8.3 Table of contents		0		
8.4 Map reference for your community's location	2			
9. Does your community profile include the following population and demographic information?				
9.1 Population growth and forecast			1	
9.2 Population by age and gender		0		
9.3 Migration data and trends		0		
10. Does your community profile include the following labour market characteristics information?				
10.7 Education attainment levels			1	

10.8 List of major private and public sector employers (name, services/products, number of employees, union			1	
11. Does your community profile include the following information about the sites and buildings?				
11.1 Summary of local industrial, commercial, and residential real estate markets costs		0		
11.2 Summary of all application fees and charges, including the cost of building permits per square foot		0		
11.3 Summary of industrial and commercial land including costs (per hectare or acre) and available services		0		
11.4 Summary of utilities including water and sewage capacities, waste disposal facilities, gas and electrical		0		
12. Transportation and infrastructure				
12.1 Information on local and regional transportation networks (i.e., airports, highways, railways, intermodal, ports)	2			
12.2 Overview of telecommunications services and infrastructure		0		
12.3 Capacity restrictions such as high load, weight, and height limitations		0		
12.4 Information on distances to major urban markets and border crossings in both kilometers and miles	2			
12.5 Growth projections and initiatives related to upgrading existing power, water, sewer, road, and other hard services		0		
13. Industry and key economic indicators				
13.1 Overview of target industries	2			
13.2 Building permit values		0		
13.3 Major projects list		0		
13.4 Summary of recent private and public sector investments		0		
13.5 Summary of local R&D institutions, initiatives, and innovative products		0		
14. Quality of Life				
14.1 Cost of living data		0		
14.2 Information on housing (i.e., average price, availability, rentals)		0		
14.3 Personal income and property tax		0		

14.4 List of local and regional health care facilities, as well as access to telemedicine services		0		
14.5 List of local business groups (chambers of commerce, Aboriginal business organizations, industry associations, etc.)		0		
14.6 List of education institutions and training facilities		0		
14.7 List of local financial institutions		0		
14.8 Summary of police and fire protection services		0		
14.9 Crime rate		0		
14.10 Overview of quality of life, including summary of climate, cultural, recreational and entertainment attractions, and retail services	2			
15. Other				
15.1 Overview of economic development strategies and services		0		
15.2 Testimonials from local business leaders		0		
15.3 Information or contacts regarding the local, provincial, and federal tax systems		0		
Total:	32/98 – 32.7%			

Section B: Land Inventory				
	Yes	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Does your community maintain any of the following inventories on available serviced land?				
1.1 Commercial		0		
1.2 Industrial				1
2. Does your community maintain any of the following inventories on readily serviceable land?				
2.1 Commercial		0		
2.2 Industrial				1
3. Does your community maintain any of the following inventories on available non-serviced lands?				
3.1 Commercial		0		
3.2 Industrial				1
4. Does the inventory provide the following site information for each property?				
4.1 Allowable uses		0		
4.2 Lease or purchase price		0		
4.3 Location				1
4.4 Size, indicating minimum and maximum land available				1
4.5 Zoning (type and category)				1
4.6 Taxes		0		
4.7 Electricity provider and capacity		0		
4.8 Water and sewer provider with details		0		
4.9 Gas provider with details		0		
4.10 Information regarding site contamination		0		
4.11 Telecommunication provider with details		0		
4.12 Access to transportation networks		0		
4.13 Owner or contact information		0		
4.14 Contact names for the community’s planning and building officials		0		
5.0 When a property has an existing building, does the inventory provide the follow information?				
5.1 Total square feet/metres		0		
5.2 Dimensions in feet/metres		0		
5.3 Ceiling height in feet/metres		0		
5.4 General condition		0		
5.5 Record of site condition (i.e. contamination)		0		

5.6 Age		0		
5.7 Number of Stories		0		
5.8 Number of truck doors and drive-in doors		0		
5.9 Floor, wall and roof type		0		
5.10 Heating costs		0		
5.11 Other features (i.e., sprinkler system, crane, parking)		0		
6. Is the inventory available in an electronic searchable database?			1	
7. Is the inventory tied into your community Geographic Information System (GIS)?			1	
8. Does the inventory include both publicly and privately owned property?		0		
9. Does the inventory include maps or pictures of each property		0		
Total:	8/72 – 11.1%			

Section C: Investment Marketing and Toolbox				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Has your community established, or is it part of, an investment marketing team (i.e. regional group)?	2			
2. Has your community prepared an investment/marketing plan that identifies goals and target markets/industries?				1
3. If yes, is the investment/marketing plan a separate document from your community's strategic plan?				1
4. Has your community developed key messages for targeted sectors or industries?				1
5. What form of investment marketing does your community participate in?				
5.1 Personal visits to site selectors or target industries	2			
5.2 Specific investment promotional website	2			
5.3 Conferences or trade shows	2			
5.4 Direct email marketing or newsletter			1	
5.5 Familiarization tours			1	
5.6 Investment marketing specific brochures (i.e. target industries)			1	
5.7 Advertise in trade magazines or journals		0		
6. Does your community maintain regular contact with local, regional, and national media representatives?		0		
7. Is your community profile downloadable from your website in a single package?	2			
8. Does your community use the services offered by an external marketing group or other sources (i.e. provincial marketing reps, trade commissions, etc.) to market itself?			1	
Total:	17/28 – 60.7%			

Section D: Land Use Planning and Infrastructure				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Is your Official Plan (OP) and zoning by-laws current and do they reflect your goals and objectives for today and the future?				1
2. Is the OP and zoning information available on the community's website?			1	
3. Are the policies and designations in your community's official plan general enough to accommodate most development proposals without the need for plan amendment?			1	
4. Are the definitions/provisions in your zoning by-laws easy to understand?			1	
5. Does your community have a flow chart outlining the steps in the land use planning and development approvals process?		0		
6. Does your community have information on how long it takes for a typical planning or development application/proposal in your community to be approved?		0		
7. Do you have information on application fees and other associated charges imposed on applicants/developers in your community?			1	
8. In cases where planning and development approvals are not administered in your community, are you aware of who is responsible for planning and who are the immediate contacts?	2			
9. If an applicant/developer needs information or advice on any aspect of their planning or development proposal, do you know to which community department or ministry to refer to them?	2			
10. Are you aware of the environmental regulations that may affect investors considering your community?	2			
11. Does your community have a growth plan?			1	
12. Does your community have a water resource study and master plan?			1	
13. Does your community have a wastewater study and master plan?			1	

14. Does your community have a solid waste study and master plan?			1	
15. Are businesses able to access high-speed internet in your community?			1	
16. Is there fibre-optic network serving your community?			1	
17. Does the road network to the industrial area have the capacity to handle additional truck traffic on a year-round basis?	2			
18. Is there sufficient capacity in the sewage and water systems to accommodate growth?		0		
Totals:	19/36 – 52.8%			

Section E: Economic Development Capacity				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Does your community have a dedicated contact for economic development-related matters?	2			
2. If yes, is the person for economic development familiar with the planning and development approval processes in your community?	2			
3. Does your community have a formal strategic plan for economic development?	2			
4. If yes, has it been reviewed and updated in the past three years?	2			
5. Does your strategic plan have the following information?				
5.1 Identify economic development vision and goals?	2			
5.2 Identify targeted industry sectors?	2			
5.3 Budget for economic development activities?		0		
6. Does your community have a SWOT analysis?			1	
7. Does your community work with the following economic/business support organizations on a regular basis?				
7.1 Local Chamber of Commerce	2			
7.2 Business Improvement Association (BIA)	2			
7.3 Industry associations	2			
7.4 Educational Institutions	2			
7.5 Regional economic development association	2			
7.6 Provincial Marketing Representatives			1	
7.7 Provincial ministry responsible for economic development			1	
7.8 Canadian Trade Offices		0		
8. Is your community aware of existing federal and provincial development policies, programs, and services?			1	
9. Does your community maintain a list of local business leaders to whom site selectors can be confidently referred for testimonials about the community?			1	
10. Does your community work cooperatively with neighbouring communities to pool resources and information on economic development?	2			

11. Does your community jointly fund economic development initiatives/programs with private sector companies and other levels of government?	2			
12. Do your community leaders support economic development initiatives?	2			
13. Are you aware of the businesses or individuals who have left your community but may be interested in returning or investing locally?				1
14. Does your community have a Business Retention and Expansion Program?	2			
15. If yes, is it currently active?	2			
16. Has your community surveyed local businesses within the last three years?	2			
Total:	40/50 - 80%			

Section F: Site Selection Process				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Does your community have a staff person or team identified as the primary contact for site selection?				1
2. Is the primary contact familiar with the site selection process for new companies?	2			
3. Does your community have a set of procedures for dealing with site selectors?				1
4. Can your primary contact respond quickly and appropriately to queries (i.e. demographics, sites, and buildings)?			1	
5. Is your primary contact aware of the site selection requirements of your community's specific target industries?			1	
6. Is your contact familiar with appropriate protocols dealing with site selectors?	2			
7. Is your contact familiar with how to host a community visit with site selectors?	2			
8. Does your community have a true understanding of what first impression it makes to site selectors or investors?	2			
Total:	12/16 – 75%			

Section G: Monitoring Investment Inquiries				
Questions	**Yes**	**No**	**Yes, but needs improvement**	**No, but in progress**
1. Does your community have a system for monitoring investment inquiries?			1	
2. If yes, does your community track missed opportunities and work to improve ways in which it deals with potential investors?				1
3. Does your community maintain an investment aftercare program?		0		
4. Are you aware of investment going on elsewhere as a result of your community's failure to meet the needs of the investor?		0		
Total:	2/8 – 25%			

Investment Readiness – Implementation Recommendations

Legend:

Implement	This recommendation is considered essential and should be executed to achieve investment readiness objectives.
Consider	This recommendation is advantageous and should be evaluated for its potential impact and feasibility before deciding.
Disregard	This recommendation is not relevant to current objectives and may be excluded from consideration.

A. Basic Community Information and Profile	
Implement	Does your community profile include population by age and gender
Implement	Does your community profile include a summary of all application fees and charges, including the cost of building permits per square foot
Implement	Does your community profile include major projects list
Implement	Does your community profile include a summary of recent private and public sector investments
Implement	Does your community profile include information on housing (i.e., average price, availability, rentals)
Implement	Does your community profile include a list of educational institutions and training facilities
Implement	Overview of economic development strategies and services
Implement	Does your community profile include any testimonials from local business leaders
Implement	Does your community profile include population growth and forecast
Implement	Does your community profile include a community's vision statement
Consider	Does your community profile include a list of major private and public sector employers (name, services/products, number of employees, union
Consider	Does your community profile include educational attainment levels
Consider	Does your community profile include information or contacts regarding the local, provincial and federal tax systems
Consider	Does your community profile include a summary of local industrial, commercial, and residential real estate markets costs
Consider	Does your community profile include a summary of industrial and commercial land including costs (per hectare or acre) and available services
Consider	Does your community profile include a summary of utilities including water and sewage capacities, waste disposal facilities, gas and electrical
Consider	Does your community profile include growth projections and initiatives related upgrading existing power, water, sewer, road and other hard services
Consider	Does your community profile include building permit values

Consider	Does your community profile include a summary of local R+D institutions, initiatives and innovative products
Consider	Does your community profile include a list of local and regional health care facilities, as well as access to telemedicine services
Consider	Does your community profile include a list of local business groups (i.e., chamber of commerce, indigenous business organizations, industry associations, etc.)
Disregard	Does your community profile include capacity restrictions such as high-load, weight, and height limitations
Disregard	Does your community profile include a cost-of-living data
Disregard	Does your community profile include a list of local financial institutions
Disregard	Does your community profile include a summary of police and fire protection services
Disregard	Does your community profile include a crime rate
Disregard	Does your community profile include a table of contents
Disregard	Does your community profile include mitigation data and trends

B. Land Inventory	
Implement	Inventory of industrial land with services available
Implement	Inventory of readily serviceable industrial land
Implement	Inventory of non-serviced industrial land
Implement	Inventory includes location information
Implement	Inventory includes size (min/max)
Implement	Inventory includes zoning (type and category)
Implement	Inventory includes water and sewer details
Implement	Inventory includes owner or contact information
Implement	Inventory includes planning and building contacts
Implement	Is the inventory available in searchable electronic database
Implement	Is the inventory tied into your GIS
Implement	Does the inventory include both publicly and privately owned
Implement	Does the inventory include maps or pictures
Consider	Inventory includes allowable uses
Consider	Inventory includes lease or purchase price
Consider	Inventory of non-serviced commercial land
Consider	Inventory includes electricity provider and capacity
Consider	Inventory includes information on site contamination
Consider	Inventory includes access to transportation networks
Consider	Inventory of commercial land with services available
Disregard	Inventory includes telecommunication information
Disregard	Inventory includes gas providers

C. Investment Marketing and Toolbox	
Implement	Has your community prepared an investment/marketing plan?
Implement	Is the investment/marketing plan separate from strategic plan
Implement	Has your community developed messages for target sectors?
Implement	Participate in direct marketing or newsletter
Implement	Participate in FAM tours
Implement	Participate in investment marketing specific brochures
Consider	Advertise in trade magazines or journals
Consider	Does your community maintain regular contact with local, regional, and national media representatives?
Consider	Utilize services offered by external marketing groups or other sources?

D. Land Use Planning and Infrastructure	
Implement	Is your Official Plan (OP) and zoning by-law current and do they reflect your goals and objectives for today and the future?
Implement	Is the OP and zoning information available on the community's website?
Implement	Are the policies and designations in your community's office plan general enough to accommodate most development proposals without the need for plan amendment?
Implement	Are the definitions/provisions in your zoning by-laws easy to understand?
Implement	Do you have information on application fees and other associated charges imposed on applicants/developers in your community?
Implement	Does your community have a growth plan?
Consider	Does your community have a water resource study and master plan?
Consider	Does your community have a wastewater study and master plan?
Consider	Does your community have a solid waste study and master plan?
Consider	Are businesses able to access high-speed internet in your community?
Consider	Is there fibre-optic network serving your community?

E. Economic Development Capacity	
Implement	Does your community work with provincial marketing reps on a regular basis?
Implement	Is your community aware of existing federal and provincial development policies, programs, and services?
Implement	Does your community maintain a list of local business leaders to whom site selectors can be confidently referred for testimonials about the community?
Implement	Do your community leaders support economic development initiatives?
Implement	Does your community have a SWOT analysis
Implement	Does your community work with industry associations on a regular basis?
Consider	Are you aware of the businesses or individuals who have left your community but may be interested in returning or investing locally?

F. Site Selection Process	
Implement	Does your community have a staff person or team identified as the primary contact for site selection?
Implement	Does your community have a set of procedures for dealing with site selectors?
Implement	Can your primary contact respond quickly and appropriately to queries (i.e. demographics, sites, and buildings)?
Implement	Is your primary contact aware of the site selection requirements of your community's specific target industries?

F. Site Selection Process	
Implement	Does your community have a system for monitoring investment inquiries?
Implement	If yes, does your community track missed opportunities and work to improve ways in which it deals with potential investors?