Clarington Strategic Plan 2024-27

2026 Q3 Progress Update

Clarington





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Introduction

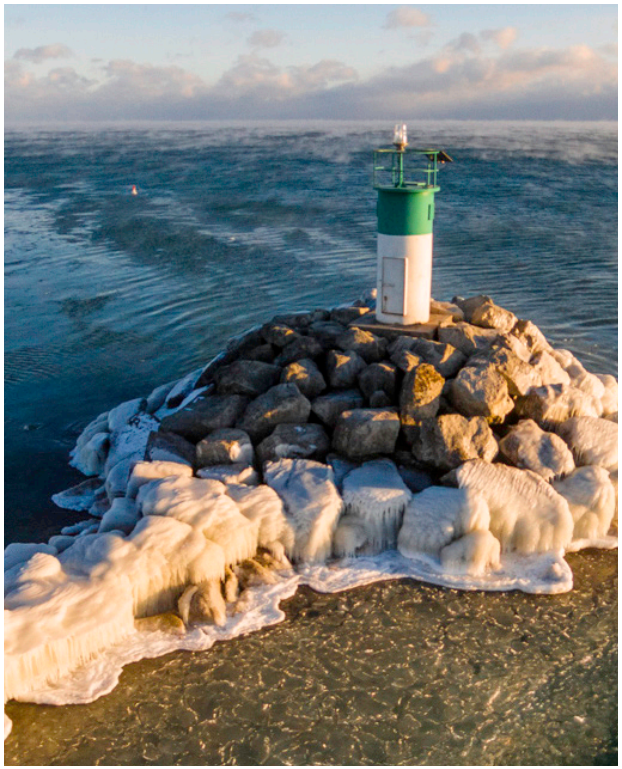
Clarington is a place of possibilities. Known for our thriving energy sector, historic downtowns, and as a great place to raise a family, people want to be in Clarington! By the year 2051, Clarington's total population is forecast to grow from 105,000 to 221,000—that's an increase of 110 per cent.

The future is bright; and to responsibly navigate this growth, we have a roadmap to guide us. Clarington's Strategic Plan is the guiding document that outlines the Municipality of Clarington's priorities for the next four years. It is the product of extensive community engagement; and designed to be reflective of Council and the community's collective aspirations.

With a clear vision ahead, this strategy will drive our decision-making, inform our workplans, and align our actions so we can take advantage of the possibilities before us. We will preserve our natural heritage and the character of our hamlets and villages while preparing for the larger, more diverse community we are becoming. With a foundation of good governance, we will enhance the quality of life for residents today and for future generations who will call Clarington home.







Mayor's Message



Clarington is the fastest-growing municipality in Durham, and there's good reason for it. Our community has a fortunate balance of urban living and rural charm, a great quality of life and an incredibly bright future.

We have an incredible opportunity before us to make sure our future is strong and sustainable, while respecting our natural heritage and unique character. What really sets us apart is Council and staff's commitment to responsible growth. This was one of the top priorities identified by the community—thanks to all of you who took the opportunity to help shape this plan.

I see the next four years as the foundational building blocks of our future. With Council, staff and the community all on board, I am confident that Clarington will balance growth while continuing to be an incredible place to call home.

Sincerely,



Mayor Adrian Foster

Clarington Councillors



Granville Anderson
Regional Councillor
Wards 1 and 2



Willie Woo
Regional Councillor
Wards 3 and 4



Sami Elhajjeh
Local Councillor
Ward 1



Lloyd Rang
Local Councillor
Ward 2



Corinna Traill
Local Councillor
Ward 3



Margaret Zwart
Local Councillor
Ward 4

CAO's Message



With our new forward-thinking Strategic Plan in place, our team is ready to deliver. Clarington is ready to seize the opportunities before us. Through this new Strategic Plan, we will aim to balance population growth with environmental resilience, while delivering meaningful municipal programs and services.

Implementation will require collaboration and a collective commitment to action. Some items we will do on our own, some with partners, some with the community, and some with other levels of government.

We are committed to measuring our success and reporting back about how we are doing. Engaging and informing the community will be a critical part of our success over the next four years. With a shared compass for everyone, we all know where we are headed: towards a bright future.

Sincerely,

Mary-Anne Dempster
Chief Administrative Officer



Creating Clarington's Strategic Plan

As this plan was created throughout 2023, members of the community weighed in at various stages to make sure we got it right. Thank you to every individual who took the time to share valuable insights about how we will shape Clarington's future together.

By capturing and prioritizing both corporate and community objectives, we will make sure our business operations support and are aligned with the priorities identified by the community. The result is a unique hybrid corporate and community strategic plan.

This plan was developed in-house by staff from across the organization, with support from Planning Solutions Inc. for community engagement. Most of all, it was created thanks to the community's thoughtful feedback, bright ideas, and ambitious vision for the future.



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

Community Engagement

Initial Survey

790
Survey Participants

AGE

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

Final Survey

1,678
Survey Participants

AGE

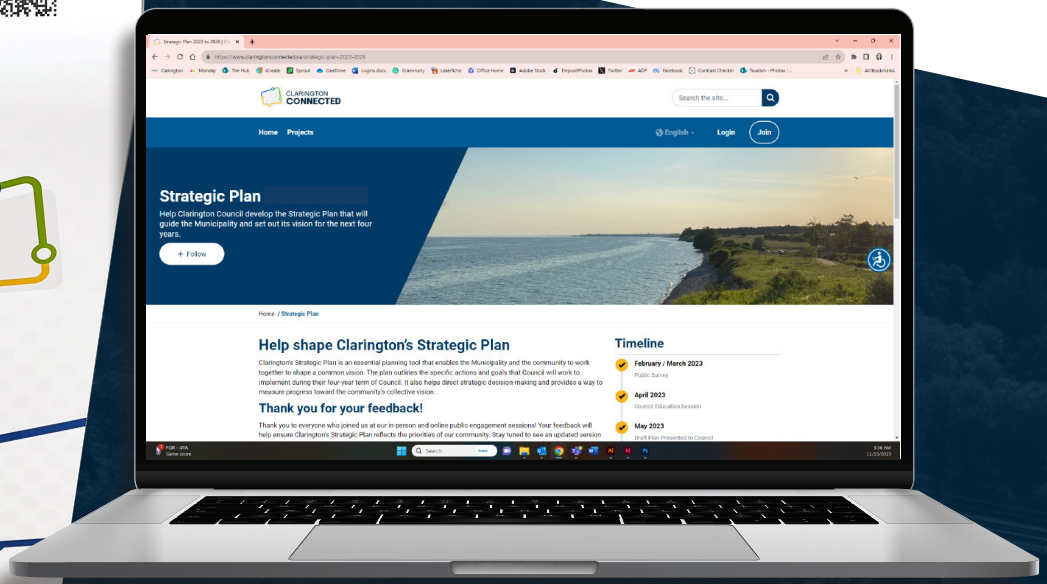
2%	<18
13%	18-35
39%	36-55
39%	56-74
7%	75+



Engagement Sessions

4 Community Meetings
Newcastle, Bowmanville (Hybrid), Orono and Courtice

3 Staff Activation Sessions
165 Staff Survey Participants



2,468
Total Survey Participants



Implementing Clarington's Strategic Plan



Taking Action

The 2024-27 Strategic Plan will guide Council decisions and administrative actions for the next four years and beyond. Implementation of the Strategic Plan is led by Clarington's Senior Leadership Team. With a clear vision, Clarington staff will ensure our workplans align with the Strategic Plan, and our actions contribute towards achieving our expected results.

But we can't do it alone. Many actions outlined in this plan require partnership with not only the Region of Durham, provincial and federal governments; but also local stakeholders, community groups, businesses and schools. Clarington is committed to collaboration to deliver on our priorities.

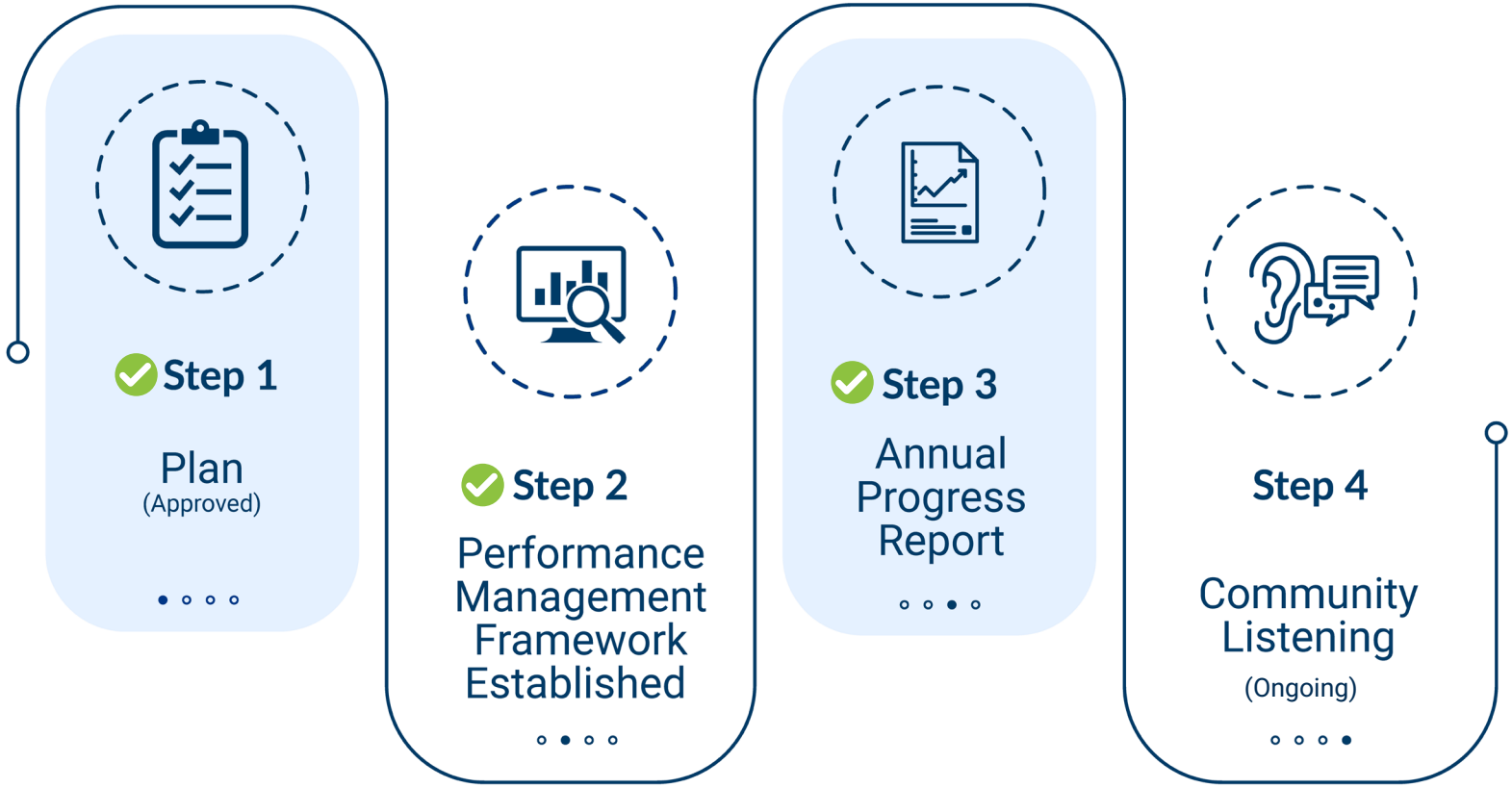


Making Strategic Investments

The 2024-27 Multi-Year Budget will support how Clarington will implement key action items identified in the Strategic Plan. As one of the first municipalities in Ontario to take a multi-year approach to budgeting, it will align our resources to deliver on our strategic vision while ensuring financial sustainability and predictability for tax rates over the next four years. It's a new way of doing business—one that is integrated, coordinated, aligned and effective.

Measuring our Success

Clarington's strategic priorities have been designed for action. Clarington will use a performance management framework to measure and report on our metrics of success. Annually, we will provide a comprehensive report of work completed to date. We will update both Council and the community on our progress, challenges and successes through ongoing communications and engagement.



Our Vision and Mission



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.

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.

LEAD

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Expected Results	Priorities	Actions
L.1: An employer of choice	**L.1.1:** Attract, retain and develop talented staff	Add resources to support organizational development (Completed) Develop and implement Human Resources Strategy (employee engagement, training, recruitment, retention, talent management, succession planning, knowledge transfer) (In Progress) Continue implementation of People Leaders training program (Completed)
	L.1.2: Promote a culture of corporate excellence	Identify opportunities and improve inter-departmental communication to enhance service delivery (In Progress)
	L.1.3: Empower staff to identify opportunities to improve efficiency and effectiveness	Undertake continuous improvement projects (inclusive of productivity, cost avoidance, and cost savings metrics) (In Progress) Implement a Municipal Ambassador Program (In Progress)
	L.1.4: Take steps to ensure our staff team is diverse and inclusive, representative of the community it serves	Complete Diversity Recruitment Strategy, based on the findings from the Workforce Demographic Survey (In Progress)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

LEAD

Exceptional Municipal Services and Governance

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Expected Results	Priorities	Actions
L.2: Finances and operations are efficiently and responsibly managed	**L.2.1:** Implement a multi-year budget to promote effective and long-term fiscal management	Implement Multi-Year Operating Budget (Completed) Develop and implement Multi-Year Capital Budget (In Progress) Develop and implement Long-Term Financial Planning Framework (Completed)
	L.2.2: Use technology and process improvement to modernize and optimize services	Undertake continuous improvement projects across organization (In Progress) Contract Region of Durham for audit services (Completed) Modernize parking pay stations (Completed)
	L.2.3: Design and implement a service delivery continuity plan	Implement a corporate-wide service delivery continuity plan (In Progress)
	L.2.4: Advocate for funding from upper levels of government and other partners	Regularly present community needs to government partners (In Progress) Apply for grant funding opportunities (In Progress)
	L.2.5: Maintain, protect and invest in Municipal infrastructure and assets	Enhance Asset Management Plan (Completed) Funding strategy and proposed service levels for all assets (Completed)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

LEAD

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Expected Results	Priorities	Actions
L.3: Exceptional program and service delivery	**L.3.1:** Develop and implement customer service standards	Hire customer service specialists (Completed) Develop and implement Corporate Customer Service Standards (Completed)
	L.3.2: Identify, establish and report on service levels of interest to the community	Identify and report on service levels of interest to the community (In Progress) Optimize snow-clearing routes and allow for public tracking (Completed) Implement an arterial road sidewalk snow-clearing program (Completed)
	L.3.3: Enhance the delivery of Emergency and Fire Services across the community	Prioritize and implement Emergency and Fire Services Review recommendations (Completed)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

LEAD

Exceptional Municipal Services and Governance

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Expected Results	Priorities	Actions
L.4: Residents are engaged and informed	**L.4.1:** Increase opportunities for civic engagement and public participation	Draft and implement Public Engagement Strategy (In Progress) Increase opportunities for Council to connect both formally and informally with community members (Completed)
	L.4.2: Proactively communicate with residents about the planning process and how we are responsibly addressing growth	Undertake public education campaign as part of Official Plan process (In Progress)
	L.4.3: Continue to cultivate an informed community through meaningful communications	Develop a communications toolkit, including tactics, to educate the community (In Progress) Survey the community to confirm communication preferences for both urban and rural audiences (Completed) Use technology and partner with community groups to expand reach (In Progress)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.



CONNECT
Safe, Diverse, Inclusive and Vibrant Community

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

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Expected Results	Priorities	Actions
C.1: A connected community	**C.1.1:** Enhance internet and cellular connectivity across the community	Update Radiocommunication and Broadcasting Antenna System Protocol (Competed) Update Secondary Plan policies to include connectivity considerations and work to address gaps (In Progress) Enhance partnerships with mobile spectrum licence holders and internet providers (In Progress) Proactively consider the use of municipal infrastructure/land to enhance coverage (In Progress)
	C.1.2: Be an active partner in the development of GO Train stations and improved Regional transit connectivity	Support the development of the Major Transit Station Areas (In Progress) Support the construction of GO Transit stations in Courtice and Bowmanville (In Progress) Work with Durham Region Transit and other partners to enhance community connections (In Progress) Advocate for provincial investment in public infrastructure (In Progress)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

CONNECT

Safe, Diverse, Inclusive and Vibrant Community

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

Expected Results	Priorities	Actions
C.1: A connected community (continued)	**C.1.3:** Strengthen existing and build new partnerships with upper levels of government, academia, businesses, community groups and other sectors	Develop an Engagement Strategy for external partners (Planned)
	C.1.4: Proactively address traffic management, walkability, livability and connectivity	Complete the Transportation Master Plan (In Progress) Update the Active Transportation Master Plan and Wayfinding System Strategy (Completed)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

CONNECT

Safe, Diverse, Inclusive and Vibrant Community

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

Expected Results	Priorities	Actions
C.2: Residents are safe and healthy	**C.2.1:** Support efforts to improve access to medical practitioners and health care services	✅ Partner with Region of Durham to create a Family Physician Recruitment program (Completed) ✔ Connect with local health care providers to advocate for increased access to services (In Progress) ✔ Advocate for construction to begin on the Bowmanville Hospital Expansion (In Progress) ✅ Continued support for the construction of the Clarington Hospice (Completed)
	C.2.2: Support and invest in the creation of housing to meet the needs of the community	✔ Identify the range of housing needed (In Progress) ✔ Report on diversity of housing type approvals (In Progress) ✔ Complete Non-profit Affordable Housing fund (In Progress) ✔ Improve the development approvals process (In Progress) ✔ In collaboration with upper levels of government and partners, support the implementation of Durham Region's Housing Plan to address housing attainability, affordability and diversity of housing (In Progress)

Legend: ✅ **Completed** ✔ **In Progress** 🎯 **Planned** ✖ **Postponed**

Status of action item updates reflect progress as of Q3 2026.

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Safe, Diverse, Inclusive and Vibrant Community

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Expected Results	Priorities	Actions
C.2: Residents are safe and healthy (continued)	**C.2.3:** Develop a traffic calming plan to address neighbourhood speeding and parking concerns	⭐ Complete a Traffic Calming Plan (Completed) ⭐ Undertake public education campaign (Completed)
	C.2.4: Partner with local school boards to address traffic-related safety issues in School Zones	⭐ Implement a public education campaign (Completed) ⭐ Partner with school boards and Durham Regional Police Service to advance the Municipality's Traffic Calming Plan (Completed)
	C.2.5: Support the proactive management of community safety and well-being	✓ Collaborate with Durham Regional Police Service - Community Safety Advisory Council (In Progress) ✓ Support the implementation of the Community Safety and Well-Being Plan (facilitated by the Region of Durham) (In Progress) ⭐ Prioritize initiatives to improve community safety and well-being (Completed)

Legend: ⭐ **Completed** ✓ **In Progress** 🎯 **Planned** ✕ **Postponed**

Status of action item updates reflect progress as of Q3 2026.

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Safe, Diverse, Inclusive and Vibrant Community

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Expected Results	Priorities	Actions
C.3: A diverse, equitable and inclusive community	**C.3.1:** Recognize and celebrate the growing diversity of the community	Strengthen existing and build new partnerships with community-based organizations dedicated to diversity, equity and inclusion (In Progress)
	C.3.2: Reduce barriers to municipal programs, services and infrastructure	Evaluate municipal programs and services with a view to improving accessibility and promoting inclusivity based on age, gender, abilities and socioeconomic status (In Progress) Undertake actions to ensure the Municipality connects with all segments of the population (including new residents) (In Progress)
	C.3.3: Develop and implement the Indigenous Engagement and Relationship Building Strategy	Finalize and advance the Indigenous Engagement and Relationship Building Strategy (In Progress) Strengthen partnerships with Indigenous communities and organizations (In Progress)
	C.3.4: Continue to commit to responding to the Truth and Reconciliation Commission Calls to Action	Approve and implement the actions from the Draft Reconciliation Action Plan that address the Truth and Reconciliation Commission Calls to Action and National Inquiry into Missing and Murdered Indigenous Women and Girls (In Progress)

Legend: **Completed** **In Progress** **Planned** **Postponed**

Status of action item updates reflect progress as of Q3 2026.

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Expected Results	Priorities	Actions
C.4: Arts, culture and recreation are prioritized	**C.4.1:** Promote and support local arts, culture, and heritage sectors	Implement the Parks, Recreation and Culture Master Plan (In Progress) Strengthen existing and build new partnerships with organizations dedicated to advancing the culture, heritage and creative sectors (In Progress)
	C.4.2: Begin construction on a new multi-use recreation facility	Complete design and begin construction of the South Bowmanville Recreation Centre (In Progress)
	C.4.3: Design and construct outdoor ice-skating amenities	Complete the design and construction of outdoor ice-skating amenities in Courtice and Newcastle (Completed) Integrate an outdoor ice-skating amenity in design plan for South Bowmanville Recreation Centre (Completed)
	C.4.4: Explore a potential location for a performing arts venue	Report to Council on potential option(s) for a performance venue, inclusive of expected costing (In Progress)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.



GROW RESPONSIBLY

Resilient, Sustainable and Complete Community

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

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Expected Results	Priorities	Actions
G.1: A strong local economy	**G.1.1:** Expand Clarington's commercial and industrial tax base	✓ Identify priority unserviced areas (In Progress) ✓ Advocate for increased water/sewer and electrical servicing capacity for industrial and commercial lands (In Progress)
	G.1.2: Continue to support business and industry to thrive	✓ Implement actions and tactics within Clarington's Economic Development Strategy (In Progress) ✓ Develop a long-term vision for historic downtowns (In Progress) ✓ Develop tools to support local businesses (large, small and home-based) (In Progress) ✓ Implement a concierge program to streamline and prioritize non-residential development applications, leading to employment growth (In Progress) ✓ Provide targeted support to help grow and diversify the agriculture sector (In Progress)

Legend: ★ **Completed** ✓ **In Progress** ↻ **Planned** ✕ **Postponed**

Status of action item updates reflect progress as of Q3 2026.

GROW RESPONSIBLY

Resilient, Sustainable and Complete Community

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

Expected Results	Priorities	Actions
G.1: A strong local economy (continued)	**G.1.3:** Continue active involvement in clean energy sector	✓ Identify and capitalize on economic opportunities from small modular reactor deployment (In Progress) ✓ Explore opportunities to advance clean energy initiatives and partnerships (In Progress) ✓ Continue to take a lead role in nuclear host community opportunities (In Progress)
	G.1.4: Establish a small business incubator	✗ Launch a small business incubator (Postponed) ✗ Take steps to attract businesses for incubation (Postponed)

Legend: ★ Completed ✓ In Progress ◎ Planned ✗ Postponed

Status of action item updates reflect progress as of Q3 2026.

GROW RESPONSIBLY

Resilient, Sustainable and Complete Community



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

Expected Results	Priorities	Actions
G.2: Growth is proactively addressed	**G.2.1:** Prepare a new Official Plan that will guide community growth to 2051	Complete and adopt the new Official Plan (In Progress) Update and complete the Comprehensive Zoning By-Law (Planned) Update and complete identified Secondary Plans (In Progress)
	G.2.2: Advance construction of a new Public Works facility, including a Fire Headquarters and Service Excellence Training Centre	Complete design and costing of the new facility (Completed) Determine and commit to construction (In Progress)
	G.2.3: Develop and begin implementation of the Parks, Recreation, and Culture Master Plan	Develop and complete Parks, Recreation and Culture Master Plan (Completed) Prioritize action items for implementation (Completed)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

GROW RESPONSIBLY

Resilient, Sustainable and Complete Community

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

Expected Results	Priorities	Actions
G.3: Unique community spaces are prioritized	**G.3.1:** Determine the future of the historic Camp 30 cafeteria building	Work in consultation with the Jury Lands Foundation to develop a plan for the cafeteria building (In Progress)
	G.3.2: Consider the creation of a community park on the former Bowmanville Zoo Lands	Determine and present potential option(s) for a community park, inclusive of expected costing (Completed)
	G.3.3: Enhance Clarington's waterfront	Complete the Clarington Waterfront Strategy (In Progress) Prioritize and begin implementing recommendations (Planned)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as Q3 2026.

GROW RESPONSIBLY

Resilient, Sustainable and Complete Community

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

Expected Results	Priorities	Actions
G.4: Healthy and resilient environment	**G.4.1:** Design and implement Priority Green standards for all new development	Develop Priority Green development standards (In Progress) Implement Priority Green development standards for development applications (Planned) Implement Priority Green development standards for municipal facilities (Completed)
	G.4.2: Be a leader in anticipating and addressing the impacts of climate change	Continue to implement the Clarington Corporate Climate Action Plan (In Progress) Develop and launch a community outreach and education program to identify community climate mitigation measures (In Progress) Establish a Municipal Climate Action Reserve Fund and Municipal Climate Resilience Reserve Fund (Completed) Advocate for provincial and federal legislation, regulation and policy changes that are aimed at reducing carbon emissions (In Progress)
	G.4.3: Protect and enhance Clarington's natural heritage	Adopt Official Plan, zoning policies and standards for environmental protection (Planned) Work with partners and upper levels of government to ensure Clarington's natural heritage areas are protected and enhanced (In Progress)

Legend: Completed | In Progress | Planned | Postponed

Status of action item updates reflect progress as of Q3 2026.

Clarington

Municipality of Clarington
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