



# General Government Committee Agenda

**Date:** September 8, 2025  
**Time:** 9:30 a.m.  
**Location:** Council Chambers or Electronic Participation  
Municipal Administrative Centre  
40 Temperance Street, 2nd Floor  
Bowmanville, Ontario

**Inquiries and Accommodations:** For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending, please contact: Lindsey Turcotte, Committee Coordinator, at 905-623-3379, ext. 2106 or by email at [lturcotte@clarington.net](mailto:lturcotte@clarington.net).

**Alternate Format:** If this information is required in an alternate format, please contact the Accessibility Coordinator, at 905-623-3379 ext. 2131.

**Collection, Use & Disclosure of Personal Information:** If you make a delegation, or presentation, at a Committee or Council meeting, the Municipality will be recording you and will make the recording public on the Municipality's website, [www.clarington.net/calendar](http://www.clarington.net/calendar). Written and oral submissions which include home addresses, phone numbers, and email addresses become part of the public record. If you have any questions about the collection of information, please contact the Municipal Clerk.

**Noon Recess:** Please be advised that, as per the Municipality of Clarington's Procedural By-law, this meeting will recess at 12:00 noon, for a one hour lunch break, unless otherwise determined by the Committee.

**Cell Phones:** Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting.

**Copies of Reports** are available at [www.clarington.net/archive](http://www.clarington.net/archive)

The Revised Agenda will be published on Friday after 3:30 p.m. Late items added or a change to an item will appear with a \* beside them.

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	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Land Acknowledgement Statement</b>	
<b>3. Declaration of Interest</b>	
<b>4. Announcements</b>	
<b>5. Presentations/Delegations</b>	
5.1 Delegation by David Moss, St. Paul's United Church/St. Andrew's Presbyterian Church, Regarding Winter Warming Centre Extension of Hours	4
<b>6. Consent Agenda</b>	
6.1 Correspondence from Steve Kay, Regarding a Memorial for Doug MacCheyne (Motion from Councillor Rang Attached)	6
6.2 LGS-029-25 - Parking Payment Modernization Update	8
6.3 LGS-031-25 - Election Sign By-law Review	14
6.4 FSD-027-25 - Contract Awards between November 19, 2024, to August 26, 2025, Exceeding \$500,000 and During Council Recess	35
6.5 FSD-028-25 - Information Technology Strategy – Strengthen, Innovate, Transform	105
6.6 PUB-011-25 - Orono Town Hall Loan Repayment	130
6.7 PUB-014-25 - Camp 30 Cafeteria Building - Structural Update	135
6.8 CAO-014-25 - Use of Corporate Resources for Election Purposes Policy Update	155
6.9 CAO-015-25 - Parks, Recreation and Culture Master Plan Five-Year Action Plan	190

**7. Items for Separate Discussion**

- |     |  |     |
|-----|--|-----|
| 7.1 | PUB-010-25 - Commemoration of Marie Hubbard  | 241 |
| 7.2 | LGS-030-25 - Appointment to the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee | 248 |
|     | (Attachment 1 to Report LGS-030-25 Distributed Under Separate Cover)   |     |

**8. New Business**

- |     |   |     |
|-----|---|-----|
| 8.1 | Mayor Foster - Elect Respect Pledge                   | 255 |
| 8.2 | Mayor Foster - Report Expenses for Members of Council | 257 |

**9. Confidential Items**

**10. Adjournment**

**From:** [no-reply@clarington.net](mailto:no-reply@clarington.net)  
**To:** [ClerksExternalEmail](#)  
**Subject:** New Delegation Request from Moss  
**Date:** Friday, August 22, 2025 2:10:40 PM

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**EXTERNAL**

A new delegation request has been submitted online. Below are the responses provided:

- **Subject**  
Winter Warming Centre Extension of Hours
- **Action requested of Council**  
Extend funding for the Winter Warming Centre November 15 - 30 and April 10 1 -15 .nd April
- **Date of meeting**  
9/22/2025
- **Summarize your delegation**  
Small delegation to present a petition for the above requested action and to provide background to the request.
- **Have you been in contact with staff or a member of Council regarding your matter of interest?**  
No
- **Report number (if known)**  
A small delegation less than 20 Exact number can be provided closer to the meeting.
- **Will you be attending this meeting in person or online?**  
In person
- **First name:**  
David
- **Single/Last name**  
Moss
- **How to pronounce your name:**  
David Moss



- **Firm/Organization (if applicable)**  
St. Paul's United Church/St. Andrew's Presbyterian Church
- **Address**  
[REDACTED]
- **Town/Hamlet**  
Bowmanville
- **Postal code**  
[REDACTED]
- **Email address:**  
[REDACTED]
- **Phone number**  
[REDACTED]
- **Do you plan to submit correspondence related to this matter?**  
Yes
- **Do you plan to submit an electronic presentation (i.e. PowerPoint)? If yes, the file must be submitted to the Municipal Clerk's Department by 2 p.m. on the Friday prior to the meeting date.**  
No
- **I acknowledge that the Procedural By-law Permits seven minutes for delegations and five minutes for Public Meeting participants.**  
Yes

[This is an automated email notification -- please do not respond]

**From:** [Turcotte, Lindsey](#)  
**To:** [Turcotte, Lindsey](#)  
**Subject:** FW: Memorial for Doug MacCheyne  
**Date:** Tuesday, August 26, 2025 2:03:44 PM

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**From:** Steve Kay <[yakevets@gmail.com](mailto:yakevets@gmail.com)>  
**Sent:** Monday, July 7, 2025 2:19 PM  
**To:** Mayor Shared Mailbox <[mayor@clarington.net](mailto:mayor@clarington.net)>  
**Cc:** JOHN KAY <[john\\_kay@rogers.com](mailto:john_kay@rogers.com)>; [john.mclean46@bell.net](mailto:john.mclean46@bell.net)  
**Subject:** Memorial for Doug MacCheyne

**EXTERNAL**

Your Worship,

It was a pleasure speaking with you at the recent Terry Fox Ride of Hope event. During our brief conversation, we touched on the idea of recognizing Doug MacCheyne for his outstanding contributions to the community, particularly his leadership of the Legion's Banner Committee.

At the time, we discussed the possibility of a commemorative chair with a plaque at the Legion Hall, a thoughtful gesture that we appreciated. Since then, the Banner Committee and I have reflected further and feel that a more public tribute may be fitting.

At our first meeting since Doug's passing, the committee proposed the following request: the installation of a commemorative park bench. Ideally, this bench would be placed in a prominent location with a clear view of the banners, a tribute both to Doug's efforts and to the veterans he worked so hard to honour. Two possible locations were suggested: Veterans' Square and Rotary Park. The committee has even prepared a mock-up of the proposed plaque for the bench.

We would be grateful if your Office and Council would consider this proposal. Please let us know if this is something we may pursue further with your support.

Warm regards,

Steve Kay  
131 Wellington St, Bowmanville, ON L1C 1W2

**Municipality of Clarington**  
**General Government Committee**

**Date:** September 8, 2025

**Moved By:** Councillor Rang

**Seconded By:** Mayor Foster

Whereas Doug MacCheyne has made significant contributions to the Clarington community, particularly through his leadership on the Bowmanville Legion's Clarington Honours our Veterans Committee; and

Whereas Doug played a key role in paying tribute to local veterans through the creation of the banner program installed on lamp posts each year from October until Remembrance Day; and

Whereas Doug also helped the Bowmanville Legion publish a book to honour veterans called "Clarington Honours our Veterans" which was donated to all local libraries and schools.

Now, therefore be it resolved:

1. That Council direct Staff to install a memorial bench in Bowmanville Rotary Park in memory of Doug MacCheyne; and
2. That the fee to install the memorial bench be waived; and
3. That the source of funding the \$2,824 to procure and install the bench and plaque be determined by Staff; and
4. That the Bowmanville Legion be notified of Council's decision.

## Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025 **Report Number:** LGS-029-25

**Authored By:** Michelle Chambers

**Submitted By:** Rob Maciver, Deputy CAO/Solicitor, Legislative Services

**Reviewed By:** Mary-Anne Dempster, CAO

**By-law Number:** **Resolution Number:**

**File Number:**

**Report Subject:** Parking Payment Modernization Update

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### Recommendations:

1. That Report LGS-029-25, and any related delegations or communication items, be received for information.

## Report Overview

The purpose of this report is to close out the Parking Payment Modernization Capital Project and the completion of Action Item L.2.2.3 - Modernize Parking Pay Stations of the Strategic Plan. All project goals have been met, and the project came in significantly under budget due to the choice of innovative solutions.

## 1. Background

### Council Resolution

1.1 At the Council meeting on June 26, 2023, Resolution #C-093-23 was approved as follows:

That Report LGS-023-23, Municipal Parking Payment Modernization be referred back to the CAO's Office, and that staff report back on machines that accept debit/credit or debit/credit/cash in addition to the mobile app; and

That the Bowmanville BIA be engaged in the process.

1.2 Report LGS-023-23 initially recommended replacement of the single space parking meters and paid parking in downtown Bowmanville with a mobile parking application in addition to pay and display parking meters in the central lots being upgraded to include cash, credit and debt payment options.

1.3 Concerns were raised with the removal of the meters and reducing the options to pay for parking. The report was referred back to staff to explore options for the replace of the on-street meters with options that include cash, credit and debit and that the Bowmanville BIA be engaged in the process.

## 2. Project Update

### Parking Payment Modernization

2.1 As part Clarington's efforts to modernize its services and create efficient, cost-effective processes, the Municipality requested budget approval in the 2024-2027 Budget to upgrade the existing on-street coin operated meters in downtown Bowmanville. The original proposal was to remove the 171 existing meters and replace them with approximately 30 centrally located pay and display meter units. The project was approved in the 2024-2027 Multi-Year budget as follows:

Resource Requirement	Budget
Removal of single space meters, remediation and site install preparation*	\$50,000
Replacement and Installation of new Pay Stations	\$250,000
Meter Management System	\$19,800 annual operating
Total Capital	\$300,000
Total Operating	\$19,800
<b>Total</b>	<b>\$319,800</b>

- 2.2 Upon starting the project Staff identified immediate concerns with the central parking meters, including higher ticket costs, and a greater impact on downtown businesses and residents who are more familiar with single meters as well as accessibility concerns. There would be a significant disruption to the downtown to remove the existing meters and complete the installation work for the new central meters. Public Works Staff raised safety and operational concerns about requiring additional signage for central parking meters.
- 2.3 After further review, Staff identified a newer design of meters that was a superior alternative to the central meters. Several benefits were identified including a minimal disruption to the downtown, no additional signage required for the upgrades, no reduction in the accessibility and minimal remediation work required. Existing meter posts could be used with a decorative cover with a 'sleeve' to beautify the streetscape. The new single space meters also provide cash, debit and credit card payment options. Selection of this option resulted in a shorter timeframe for completion of the project. These meters also are equipped with a meter management system which allows the meters to be monitored electronically and the ability to access statistical reporting.
- 2.4 There was also a significant cost savings by choosing the single space meters in comparison to the central pay and display units.

Resource Requirement	Budget
Remediation work for existing meter posts *	\$6374.75
Replacement and Installation of new meters	\$128,052.45
Meter Management System	\$14,732.50
<b>Total</b>	<b>\$149,159.70</b>

### **Bowmanville BIA**

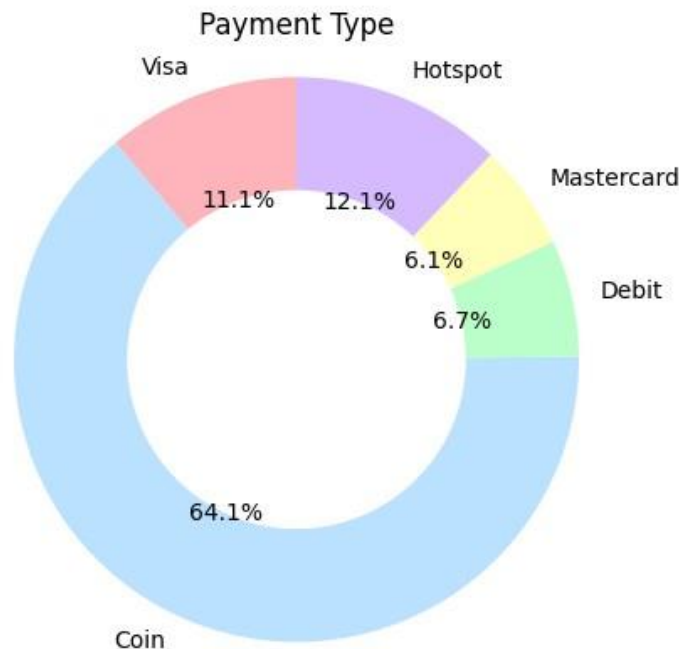
- 2.5 The Bowmanville BIA was engaged and consulted following the decision to proceed with the new single space meters. Municipal staff attended a Bowmanville BIA meeting to provide an update and respond to questions regarding the new meters. During the review, the features and benefits of the meters were outlined, including the availability of cash, debit, and credit payment options. Additional email communications were sent to share proposed installation timelines and to notify the Bowmanville BIA as key steps in the process were completed.

### **Additional Parking Spaces**

- 2.6 During the launch of the parking payment modernization initiative, Staff identified the need to clearly delineate parking stalls on Temperance Street, south of King Street. Traffic staff collaborated to review existing meter placements and assess opportunities for improvement.
- 2.7 As a result of this review, four additional parking spaces were identified and marked on Temperance Street, and a designated loading space was added on King Street. These enhancements have increased downtown parking availability, improved traffic circulation, and contributed to overall safety. Installation of new meter poles is currently underway, and the corresponding parking meters have been ordered. Staff will continue to explore future opportunities to add more stalls, which would support faster turnover of on-street parking, enhance safety, and potentially generate additional revenue.

### **Statistics**

- 2.8 While the majority of parking transactions continue to be made using coins, we are beginning to observe a gradual shift toward alternative payment methods such as debit, credit, and mobile platforms. Recognizing the public's preference for retaining the coin option, we will continue to monitor this trend closely. Should the reliance on coin payments diminish, we may revisit the possibility of adjusting payment options in the future, ensuring any changes are made with public input and operational needs in mind.



- 2.9 A review of the parking meter statistics from the date of installation to July 31, 2025, has been completed. The total revenue generated from the meters is \$74,807.80. When including online payments processed through Hotspot, the total revenue increases to \$85,088.92. This reflects a net increase of \$5,820.45, representing a 7.34% growth for same period in 2024.
- 2.10 Historically, parking meter maintenance and parking enforcement have been hindered by outdated and unreliable equipment. Since the upgrade and implementation of the meter management system that allows for real-time monitoring and maintenance alerts, enforcement efficiency has significantly improved. This enhancement has contributed to an increase in infraction revenue of \$5,480.00 which is 95.8% increase from last year between the date of installation to July 31, 2025.
- 2.11 Several operational efficiencies have also been achieved as a result of this project. It is estimated that 16 staff hours per week (8 hours per Officer) have been avoided across coin collection, coin counting, meter maintenance, and enforcement activities. Annually, this equates to 768 hours of staff time, representing a cost savings of approximately \$37,542.53.



### **3. Financial Considerations**

- 3.1 As the total cost of the project was \$149,159.70 and resulted in the project cost being under the approved budget, a portion of the surplus has been allocated toward future maintenance, upgrades, and repairs of the parking meter infrastructure. This will ensure continued functionality, improved service delivery, and long-term asset sustainability.

### **4. Strategic Plan**

- 4.1 This report provides an update on the actions necessary to complete priority L.2.2: Use technology and process improvement to modernize and optimize services. Specifically, action L.2.2.3: Modernize parking pay stations.

### **5. Climate Change**

Not Applicable.

### **6. Concurrence**

Not Applicable.

### **7. Conclusion**

It is respectfully recommended that Staff Report LGS-029-25 be received for information

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Staff Contact: Michelle Chambers, Legislative Services Coordinator, 905-623-3379 ext. 2101 or mchambers@clarington.net.

Attachments:

Not Applicable

Interested Parties:

There are no interested parties to be notified of Council's decision.

## Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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<b>Report To:</b>	<b>General Government Committee</b>		
<b>Date of Meeting:</b>	September 8, 2025	<b>Report Number:</b>	LGS-031-25
<b>Authored by:</b>	Kristina Bergeron, Manager of Municipal Law Enforcement		
<b>Submitted By:</b>	Rob Maciver, Deputy CAO/Solicitor, Legislative Services		
<b>Reviewed By:</b>	Mary-Anne Dempster, CAO	<b>Resolution#:</b>	
<b>File Number:</b>		<b>By-law Number:</b>	
<b>Report Subject:</b>	Election Sign By-law Review		

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### Recommendations:

1. That Report LGS-031-25, and any related delegations or communication items, be received;
2. That the By-law attached to Report LGS-031-25, to repeal and replace the Election Sign By-law 2016-004 and amendments, be approved; and
3. That all interested parties listed in Report LGS-031-25, and any delegations be advised of Council's decision.

## Report Overview

Staff are recommending administrative enhancements to the [Election Sign By-law](#) to provide clarity and protection to residents. While the core rules and regulations remain unchanged, the by-law has been reorganized to enhance clarity and flow. Improvements to the layout and wording will help candidates, their agents, and citizens better understand election sign regulations in Clarington.

## 1. Background

### Why do we Regulate Election Signs?

1.1 Subsection 11(3)(7) of the Municipal Act states that:

A lower-tier municipality and an upper-tier municipality may pass by-laws, subject to the rules set out in subsection (4), respecting matters within the following spheres of jurisdiction: “structures, including fences and signs”.

1.2 The Election Sign By-law regulates election signs, both on private and public property, specifically, the location, size and timing for which signs are allowed to be installed. The by-law places the responsibility on a candidate, their agent or any representative of a candidate, or registered third party for compliance with the By-law related to election signs.

1.3 Election Signs:

- Provide name recognition for candidates;
- May encourage electors to research candidates or election issues;
- May raise the visibility and profile of the election;
- May create roadside clutter (aka sign pollution);
- May distract motorists, cyclists, and pedestrians; and
- May not be environmentally friendly and generate waste.

1.4 It is important that election signs:

- Do not interfere with the safe movement and visibility of motorists, cyclists, and pedestrians;
- Do not obstruct or interfere with any emergency access or egress;
- Comply with all applicable legislation; and
- Do not negatively impact abutting properties or the visual appeal of the Municipality.

### **Current By-law**

- 1.5 The current Election Sign By-law, [By-law 2016-004](#), was passed arising out of the Election Sign By-law [Report CLD-004-16](#). The current by-law separated the “election sign matters” from Clarington’s Sign By-law and has been amended several times since. It applies to elections at all three levels of government.
- 1.6 At least once every term of Council, preferably well before the regular Municipal Elections, the Election Sign By-law is reviewed, and changes are recommended to Council.
- 1.7 The last review took place in 2021, with [Report LGS-023-21](#), to reflect the delegation of authority from the Region to the lower-tier municipalities, as well as some housekeeping measures.
- 1.8 Since the passing of the 2016 by-law, there have been several by-elections, three general Federal Elections, two Provincial Elections, and two municipal elections. Additionally, there have been changes in how Clarington handles fees. Based on those experiences, Staff are recommending administrative updates to the current by-law.

## **2. Review of Election Sign By-law**

### **General**

- 2.1 It is important to recognize that election signs remain an important communication tool for many candidate’s campaigns, although candidates are increasingly relying on social media. Signs play a role in making the public both aware of the candidates and signal that there is an upcoming election.

2.2 The review of the Municipality's Election Sign By-law has been conducted with the following goals in mind:

- Balance interests of public, election participants and the Municipality to ensure an equitable election process;
- Ensure public health and safety is provided for and protected;
- Clarify and simplify language and formatting to improve compliance;
- Modernize the By-law to reflect changes to the Municipal Election Act; and,
- Provide standards that establish a consistent, fair and unbiased process.

2.3 To achieve these goals, the By-law was reviewed and benchmarked against other municipalities based on but not limited to the following provisions:

- Allowance of signs on public property;
- Allowance of signs on private property;
- Restrictions on the placement of signs according to voting areas such as associated wards and ridings;
- Restrictions on the placement of signs with regard to public infrastructure;
- Time restrictions on placement both before, and after, Voting Day;
- Size restrictions including height and width;
- Other types of election signs such as vehicle signs and campaign office signs;
- Enforcement practices;
- Penalties, and fees; and,
- Retention periods and destruction practices.

2.4 Staff have not considered a municipal-wide prohibition of election signs. Although some municipalities have banned election signs on public road allowances, our approach retains these allowances with sensible placement regulations to balance public safety, sightlines, and visual aesthetics while ensuring candidates can still advertise.

### **2022 Municipal Election Experience**

- 2.5 During the 2022 Municipal and School Board Elections, the Municipality enforced the Election Sign By-law on both a complaint-driven and proactive basis. The Municipal Law Enforcement (MLE) received 36 complaints related to election signs and removed 101 election signs.
- 2.6 The most common reasons for election sign removal were placement of signs within a visibility triangle and the placement of signs too close to other signs for the same candidate, followed by placement of election signs outside the allowed time frame.

### **2024 Federal By-Election Experience**

- 2.7 During the 2024 Federal by-election, the Municipality removed 290 election signs. The common violations being: signs erected without registering and paying deposit, signs within a visibility triangle, signs too close to other signs of the same candidate, followed by signs not being removed 48 hours after election day.

### **2025 Provincial Election Experience**

- 2.8 An updated Election Sign Guidance document was provided to candidates upon registering, summarizing the regulations and removal fees. Commonly observed violations included signs erected without registering and paying the deposit, signs within a visibility triangle, and signs too close to other signs of the same candidate.
- 2.9 Stakeholders indicated that the sign recovery regulations and process were difficult to interpret. Specifically, the requirement to issue invoices only after a 61-day period created challenges for candidates attempting to retrieve confiscated signs within the designated timeframe. The delay in invoicing meant candidates were unable to complete the recovery process promptly, leading to confusion and inefficiencies. The cost and election sign recovery (now found in Section 7) was updated to remove the fixed timeline restriction for invoicing. The update would allow for invoicing to be completed as soon as practicable after all infractions have been resolved.

### **2025 Federal Election Experience**

- 2.10 Consistent with the provincial election, the most observed violations included erecting signs without registering or paying the required deposit, placement of signs within visibility triangles, and signs positioned too close to other signs belonging to the same candidate.
- 2.11 Notably, the number of violations observed during the federal election was significantly lower compared to the provincial election.

### **Third Party Advertisers**

- 2.12 The introduction of the concept of “Third Party Advertisers” to the Municipal Elections Act (MEA) in 2016 could have had the possibility of increasing the signs although it has not gotten much use in Clarington and therefore hasn’t affected the volume of signs, yet.
- 2.13 One third party advertiser displayed signs during the Federal by-election in 2024.

### **When is a Candidate a Candidate?**

- 2.14 During the recent federal by-election, confusion arose regarding the timing of when a candidate may submit their election sign deposit. Due to the compressed timelines typical of by-elections, candidates often prepare signage in advance and seek to submit deposits prior to the official commencement of the election period. However, the existing Election Sign By-law did not define when an individual officially becomes a candidate, leading to uncertainty and inconsistent practices.
- 2.15 To address this issue, Section 4.2 of the draft by-law now provides clear direction on when election signs may be displayed and when deposits must be submitted. Specifically:
- Federal or Provincial Elections/By-elections: No election sign may be displayed prior to the issuance of the Writs of Election.
  - Municipal Elections: Election signs may not be displayed until the candidate has filed their nomination with the Municipal Clerk, or in the case of a registered third party, has registered with the Clerk.
  - Deposit Requirement: In all cases, no election sign may be displayed without first registering and submitting the election sign deposit fee, including any applicable accrued costs as outlined in Schedule “A”.
- 2.16 This clarification ensures consistency in enforcement and provides candidates with a transparent framework for compliance, particularly in time-sensitive election scenarios.

### **Fees**

- 2.17 In keeping with the administrative fee structures established in other regulatory by-laws, such as the Property Standards By-law 2007-070, Boulevard By-law 2013-066, and Site Alteration By-law 2024-017, a 25% administrative fee has been incorporated into the fee schedule. This fee will be applied exclusively in instances where the Municipality is required to remove a sign located on private property due to non-compliance following the issuance of a notice. All other fees remain unchanged from the previous by-law.

2.18 The fee structure remains reasonable and aligned with practices in other municipalities, ensuring fairness while supporting effective enforcement.

### **Definition Updates and Additions**

2.19 The following table outlines the updates made to the definitions.

<b>Original Definition</b>	<b>Updated Definition</b>
Display	Expanded to include install, build, construct, reconstruct, move, place, and affix for clarity and enforcement.
Person	Updated for consistency with other regulatory by-laws.
Public Park & Public Utility Pole	Removed; restrictions now addressed directly in Sections 4.7(j) and 4.18.
Public Works Department	Removed; term not referenced in the by-law.
Zone and Urban Area	Removed; terms not referenced in the by-law.
New definitions added	<p>Election Assistance Centre (EAC) – Reflects new electronic voting practices.</p> <p>Expense – Enables recovery of costs related to sign removal from private property.</p> <p>Sign By-law – Added for cross-referencing purposes.</p>

### **Summary of Key Revisions to the Election Sign By-law:**

2.20 The following table outlines the key revisions found in the draft by-law.

<b>Current Provision</b>	<b>Revised Provision</b>
References, Word Usage, Severability, Application, and Schedule Sections .	Consolidated into a dedicated “Administration” section (Section 3) for improved organization and clarity.
Deposits Required section are found towards the end of the by-law.	Consolidated into a dedicated “Administration” section (Section 3) for improved organization and clarity.
Section 10.1 – No consent required to display signs on the boulevard adjacent to residential property.	Section 4.8 – Updated to require property owner consent for displaying signs fronting residential properties.



Current Provision	Revised Provision
No previous provision.	Section 4.17 – Introduced a new requirement for safety caps on rebar to promote public safety as a best practice.
Section 25 – Restriction for parking a vehicle displaying an election sign within a one block radius of the Municipal Administrative Centre at 40 Temperance Street Bowmanville, on the voting day of a Municipal election.	Section 4.19 – Expanded vehicle election sign restrictions to include Election Assistance Centres (EACs) and all voting places.
Section 17 and 17.1 – Private Property regulations.	Sections 5.1, 5.2, and 5.3 – Removed the term “reasonable” size due to enforcement challenges. Maximum size limits remain unchanged and are detailed in Section 4.16.
Section 32. – Deposits (less deductions) returned 61 days after Voting Day.	Section 7.4 – Deposit may be refunded at the discretion of the Manager of Municipal Law Enforcement or designate, once all infractions are resolved. No fixed timeline; more flexible and enforcement-driven.
Section 39. – Confiscated signs required to be stored for minimum 30 days; however, error in wording provides allowance for redemption “during this period” which is contradictory. The intent of the provision was to act as a deterrent to placing signs in violation of the by-law.	Section 7.5 – Signs may be retrieved during regular business hours within 30 days of the issuance of an invoice or deposit refund, provided all outstanding fees have been paid in full. Retrieval will not be permitted prior to the issuance of the invoice or refund. Any signs not claimed within the 30-day period will be considered forfeited and will be disposed of by the Municipality.
Sign Disposal Timeline - Signs held for more than 60 days may be destroyed.	Disposal timeline is no longer explicitly stated; instead, signs not retrieved within 30 days are forfeited, streamlining the process.

### 3. Financial Considerations

- 3.1 No additional staffing or financial resources are required. The updated cost and election sign recovery provisions simplify invoicing and reduces potential disputes, likely enhancing efficiency in enforcement and administration.

#### **4. Strategic Plan**

C.2.5: Support the proactive management of community safety and well-being.

#### **5. Climate Change**

Not applicable.

#### **6. Concurrence**

Not Applicable.

#### **7. Conclusion**

It is respectfully recommended that Council repeal By-laws 2016-004, 2017-091, 2018-045, 2018-062, 2018-092, and 2021-074 and pass the draft by-law in replacement.

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Staff Contact: Kristina Bergeron, Manager of Municipal Law Enforcement,  
kbergeron2@clarington.net.

Attachments:

Attachment 1 – Draft Election Sign By-law

Interested Parties:

There are no interested parties to be notified of Council's decision.

By-law YYYY-NNN  
Election Sign By-law

If this information is required in an alternate format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

The Corporation of the Municipality of Clarington

By-law YYYY-NN

Being a By-law to regulate the placement of election signs in the Municipality of Clarington

Whereas subsection 11(3) paragraph 1 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended authorizes the Corporation of the Municipality of Clarington to pass by-laws respecting highways over which it has jurisdiction;

And whereas subsection 11(3) paragraph 7 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended authorizes the Corporation of the Municipality of Clarington to pass by-laws respecting signs;

And whereas subsection 63(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended authorizes the Corporation of the Municipality of Clarington, if it passes a by-law for prohibiting or regulating the placing of an object on a Highway, to provide for the removal of any object placed on a Highway in contravention of that by-law;

And whereas, arising out of Report LGS-031-25, Council has determined that it is appropriate, desirable and necessary in the public interest to regulate election signs and to repeal and replace By-law 2016-004 and its amendments;

Now therefore the Council of the Municipality of Clarington enacts as follows:

**1. Short Title**

1.1 This By-law may be referred to as the "Election Sign By-law".

**2. Definitions**

2.1 In this By-law:

**"campaign office"** means a building or portion of a building which is used by a candidate, as their administrative office or offices for an election;

**"candidate"** shall have the same meaning as in the Canada Elections Act, S.C. 2000,

By-law YYYY-NNN  
Election Sign By-law

c. 9, the Election Act, R.S.O. 1990, c. E. 6, or the Municipal Elections Act, 1996, S.O. 1996, c. 32 as applicable, and shall be deemed to include a person or an agent for a registered person seeking to influence another person to vote for or against any question or by-law submitted to the electors;

**“Deputy CAO”** shall mean the Deputy CAO of Legislative Services or their designate;

**“display”** means to: attach, install, erect, build, construct, reconstruct, move, place, affix or maintain;

**“election”** means any federal, provincial or municipal election and any question or by-law submitted to the electors and includes an election to a local board or commission;

**“election assistance centre (EAC)”** means a building/property, location, structure, or grounds/part of a building/property, or other facility designated by the Municipal Clerk at which eligible voters may attend in-person to seek assistance with voting and/or to vote in the Municipal Elections. The boundaries of the EAC are the boundaries of the property where the EAC is located and includes the parking lot. EACs have the same meaning as “voting place” as defined in the Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.

**“election sign”** means any surface, including posters, billboards, advertising devices, and structures, which are used or capable of being used as a visual medium to attract attention or convey a message which advertises, promotes, opposes, or takes position with respect to any candidate or political party in a Federal, Provincial, or Municipal election or by-election, including an election of a local board or commission, is intended to influence electors to vote for or against an issue associated with a candidate or political party in a federal, provincial or municipal election or by-election, or is intended to influence electors to vote for or against any candidate or any question, law or by-law submitted to the electors under the Canada Elections Act, the Election Act, or the Municipal Elections Act;

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Election Sign By-law

**“expense”** means the cost of carrying out the work to be done by the notice pursuant to Section 6.3 and an administrative charge as outlined in Schedule “A”;

**“highway”** shall have the same meaning as the Highway Traffic Act, R.S.O. 1990, c.H.8, and includes unopened road allowances;

**“Municipal Clerk”** means the Municipal Clerk of the Municipality or a designate;

**“Municipality”** means The Corporation of the Municipality of Clarington;

**“Officer”** means an Officer appointed by the Municipality for the purpose of enforcing Municipal By-laws, any employee of the Municipal Public Works Division whose duties include enforcement of this By-law or a police officer while in the course of their duties;

**“person”** means a natural individual, and their heirs, executors, administrators or other legal representatives, a corporation, partnership or other form of business association or a receiver or mortgagee in possession and includes a candidate, their agent or any representative of a candidate, or registered third party;

**“registered third party”** shall have the same meaning as in the Canada Elections Act, S.C. 2000, c. 9, or the Municipal Elections Act, 1996, S.O. 1996, c. 32 as applicable;

**“Sign By-law”** means the Municipality of Clarington Sign By-law 2009-123, as amended, or its successor;

**“total sign height”** means the total height of an election sign measured from grade to the top of the sign structure;

**“vehicle election sign”** means any form of signage, poster or vehicle wrap placed on or attached to a vehicle to show support for a candidate or any question or by-law submitted to the electors and includes any motor vehicle, trailer or any vehicle as defined in the Highway Traffic Act, R.S.O. 1990, c.H.8, whether actively being operated on the highway or parked at any location;

The diagram shows a corner lot with a 'Street / Private Road' at the top and a 'Street / Private Road' on the left. A 'Sidewalk' runs along the top street. The 'Street Line (Exterior Side Lot Line)' is shown as a diagonal line. Two 'Visibility Triangle on a Corner Lot' are indicated by dashed lines and dots. Dimensions of 7.5m are shown for the sidewalk and the distance from the street line to the visibility triangle. A 'Visibility Triangle Adjacent a Driveway' is shown with a 'Driveway' and a 'Property Line'. Dimensions of 3m are shown for the driveway and the distance from the property line to the visibility triangle. A 'Property Line' is also shown at the bottom.

**“voting place”** means the location where election ballots are collected and tabulated.

3.1 This By-law applies to all election signs within the Municipality.

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By-law YYYY-NNN  
Election Sign By-law

- 3.3 This by-law shall be read and interpreted in conjunction with the Municipality's Zoning By-law and Sign By-law, as amended.
- 3.4 Each section of this by-law is an independent section, and the holding of any section or part of any section of this by-law to be void or ineffective for any reason shall not be deemed to affect the validity of any other sections of this by-law.
- 3.5 Where a conflict exists between the provisions of this by-law and any other by-law regulating election signage within the Municipality, the provisions of this by-law shall prevail.
- 3.6 No person shall provide false information or give a false statement to an Officer, employee and/or agent of the Municipality in the lawful exercise of a power or duty under this by-law.
- 3.7 No person shall hinder or obstruct, nor attempt to hinder or obstruct, either directly or indirectly, an Officer, employee and/or agent of the Municipality in the lawful exercise of a power or duty under this by-law.
- 3.8 The provisions of this by-law shall not be construed as relieving or limiting the responsibility or liability of any person displaying any sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or wilful acts of such person, or their agents or employees, in the display of such signs.
- 3.9 Schedule "A" is attached to and forms part of this by-law.

**4. General Provisions**

- 4.1 No person shall display, or cause the display, of any election sign except in accordance with this by-law.

By-law YYYY-NNN  
Election Sign By-law

- 4.2 No person shall display or cause the display of an election sign,
- a) prior to the issuance of “Writs of Election” for a Federal or Provincial election or by-election, or more than 45 days prior to the first advance voting opportunity;
  - b) in the case of a Municipal election, without first filing their nomination with the Municipal Clerk, or in the case of a registered third party, registering with the Municipal Clerk; and
  - c) without first registering and making payment of the election sign deposit fee, plus any applicable accrued costs in excess of the deposit fee prescribed in Schedule “A”.
- 4.3 Despite sections 4.1 and 4.2 c) signs identifying a candidate’s campaign office may be displayed in accordance with section 4.2 a) and b) and the Sign By-law.
- 4.4 Election sign registrations shall be:
- a) in a form prescribed by the Deputy CAO and,
  - b) accompanied by the election sign deposit fee prescribed in Schedule “A”.
- 4.5 Every election sign displayed, or caused to be displayed, by a candidate shall indicate the candidate’s name on the election sign.
- 4.6 Every election sign displayed, or caused to be displayed, by a registered third party shall indicate the name of the registered third party, the municipal, provincial, or federal body where the third party is registered, and a telephone number, mailing address, or e-mail address at which the registered third party may be contacted.



By-law YYYY-NNN  
Election Sign By-law

- 4.7 No person shall display, or cause the display, of any election sign on any highway under the jurisdiction of the Municipality that:
- a) is within 1 metre from the edge of a curb or where there is no curb, within 2 metres from the edge of the travelled portion of the highway;
  - b) is within a 500-metre radius of another election sign for the same candidate or registered third party;
  - c) is on a median, traffic island, shoulder, central boulevard, or roundabout;
  - d) is within 20 metres of a public mailbox;
  - e) is within 3 metres of a school crossing or fire hydrant;
  - f) is displayed in such a manner as to obstruct the vision of drivers or interfere with the visibility;
  - g) impedes any sidewalk or walkway;
  - h) simulates any traffic sign, traffic signal, any other sign that directs the movement of pedestrian or vehicular traffic, or any other official sign;
  - i) uses words such as “stop”, “look”, “one way”, “danger”, “yield” or any similar phrases, symbols, lights or characters in such a manner as to interfere with, mislead or confuse traffic;
  - j) is affixed to public infrastructure, including but not limited to mailboxes, hydro poles, light standards, planters, benches, bus shelters, waste receptacles, or other utility infrastructure: or
  - k) is displayed on, attached to, or supported by any tree, stone, or other natural object.
- 4.8 Notwithstanding Section 4.7 b), and subject to all other regulations of this By-law, election signs may be displayed within 500m of an election sign for the same candidate or registered third party where there is a residential dwelling fronting onto the portion of the highway where the election sign is displayed and where consent has been granted by an owner or occupant of said property.
- 4.9 Notwithstanding Section 4.7, a vehicle being lawfully operated on the highway may be used to display an election sign.
- 4.10 No person shall display, or cause the display, of an election sign on any fence or retaining wall if the election sign is visible from any highway that is under the jurisdiction of the Municipality or Regional Municipality of Durham.

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- 4.11 No person shall display, or cause the display, of an election sign with flashing lights, rotating parts, digital display units, animated lights, or any other form of animation or illumination.
- 4.12 No person shall display, or cause the display, of any election sign containing the Municipality's logo, crest, or seal in whole or in part.
- 4.13 No person shall display, or cause the display, of an election sign on or in any premise used as an EAC or voting place, or that part of the highway that is adjacent to the EAC or voting place.
- 4.14 No person shall display, or cause the display, of an election sign within a visibility triangle.
- 4.15 Notwithstanding Section 4.14, subject to all other regulations of this by-law, if the visibility triangle from a driveway is intersected by a sidewalk, an election sign may be displayed on the boulevard side of the sidewalk provided it is no closer than 3.0 metres from the driveway.
- 4.16 No person shall display, or cause the display, of an election sign that exceeds a total sign height of 1.5 metres or has a width greater than 2.44 metres.
- 4.17 Where rebar, or any type of reinforcing steel or metal are used to support an election sign, all ends, not including the end inserted into the ground, shall have high visibility safety caps installed that securely cover the exposed ends.
- 4.18 No person shall display, or cause the display, of an election sign on or in any property, building or structure that is owned, managed or otherwise under the legal control of the Municipality except on a highway in accordance with this By-law.

By-law YYYY-NNN  
Election Sign By-law

- 4.19 No person shall park any vehicle election sign that promotes, supports or opposes a candidate or registered third party by either signs, vehicle wraps, or any other type of display advertising within a one block radius of an EAC, voting place, or the Municipal Administrative Centre at 40 Temperance Street Bowmanville.
- 4.20 No person shall display, or cause the display, of an election sign that promotes, supports or opposes a candidate outside the candidate's ward or riding boundary, where applicable.
- 4.21 Where a road serves as a boundary between wards, candidates may only display election signs on private property on the side of the road within their ward/riding boundary. On municipal boundary roads, signs may only be placed on private property on the side of the road within the Municipality.

**5. Private Property**

- 5.1 A maximum of (1) election sign per candidate or registered third party is permitted to be displayed on private property.
- 5.2 Section 5.1 does not apply to a property used as a campaign office of a candidate.
- 5.3 No person shall display an election sign on private property unless:
- a) consent is provided by the property owner, tenant or occupant of the property;
  - b) it does not interfere with the safe operation of a vehicle or impair the safety of pedestrians;
  - c) it does not obstruct or impede any fire escape, fire exit, door, window, air intake or exhaust; or
  - d) it does not prevent or impede emergency personnel access to a building, emergency water connection, or fire hydrants.

**6. Removal**

- 6.1 All election signs shall be removed by the candidate or registered third party no later than 48 hours after midnight on voting day for which the signs were displayed.

By-law YYYY-NNN  
Election Sign By-law

- 6.2 Where an election sign has been displayed on or overhanging property owned by or under the jurisdiction of the Municipality or the Regional Municipality of Durham, in contravention of this By-law, an Officer may cause the election sign to be removed without notice or compensation.
- 6.3 Where an Election Sign is displayed on private property in contravention of this by-law, an Officer may forward a notice, by personal service, telephone or regular post, to the registered owner/lessee of the property, or owner of the election sign, or their agents, requiring that the election sign be removed within the time specified in the notice and thereafter not replaced with any election sign in contravention of this By-law or to alter the election sign to comply with this By-law.
- 6.4 If a notice is not complied with, an Officer may require Municipal employees, or an independent contractor to enter land and remove an election sign at the expense of the owner thereof, the person who permitted or caused the election sign to be displayed or the owner of the land on which it is situated. The Municipality, or their agents shall not be liable to compensate such owner or other person having an interest in the election sign for reason of anything done by or on behalf of the Municipality under the provisions of this By-law.
- 6.5 Every person shall comply with any notice issued under the authority of this By-law.

**7. Cost and Election Sign Recovery**

- 7.1 The Municipality may recover any expenses incurred in accordance with Section 6.4 by adding the expense to the tax roll and collecting it in the same manner as Municipal taxes.
- 7.2 Any election sign displayed in violation of this By-law, that is removed by the Municipality will result in a deduction from the election sign deposit fee, in the amount outlined in Schedule "A".
- 7.3 If the value of signs removed exceeds the amount of the deposit, the candidate or registered third party shall be billed directly for the extra sign removals in accordance with the amounts outlined in Schedule "A".
- 7.4 Deposits paid pursuant to this by-law, less any amount owing to the Municipality, may be refunded if in the discretion of the Manager of Municipal Law Enforcement or their designate there are no remaining infractions applicable pursuant to this by-law.

By-law YYYY-NNN  
Election Sign By-law

- 7.5 Upon payment of any outstanding applicable fees, a candidate, registered third party, or any individual acting on their behalf may make arrangements to retrieve the election sign during the Municipality's regular business hours. This must be done within 30 days from the date of the invoice or the issuance of any remaining deposit refund. Any election sign not retrieved within the specified timeframe shall be deemed forfeited.

**8. Offence and Penalties**

- 8.1 Every person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the Provincial Offences Act, R.S.O. 1990, Chapter P.33, as amended.

**9. Repeal**

- 9.1 By-laws 2016-004, 2017-091, 2018-045, 2018-062, 2018-092, and 2021-074 are hereby repealed. That this by-law shall come into force and effect **on the date** it is deemed adopted.

Passed in Open Council this XX day of MMMM, YYYY.

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Adrian Foster, Mayor

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June Gallagher, Municipal Clerk

Written approval of this by-law was given by Mayoral Decision **MDE-YYYY-XXX dated XXXX XX, YYYY.**

**Schedule “A”  
Fee Schedule**

Service	Fee	HST included/ Exempt	Unit
<b>Deposit Amount</b>	\$250	Exempt	
<b>Removal Fee:</b>  <b>First 25 signs regardless of size</b>	\$10.00	Exempt	Per sign
<b>Removal Fee:</b>  <b>Over 25 signs up to 0.56 m<sup>2</sup> (6 ft<sup>2</sup>)</b>	\$10.00	Exempt	Per sign
<b>Removal Fee:</b>  <b>Signs over 0.56 m<sup>2</sup> up to 3 m<sup>2</sup> (32 ft<sup>2</sup>)</b>	\$20.00	Exempt	Per sign
<b>Removal Fee:</b>  <b>Over 3 m<sup>2</sup></b>	\$30.00 or actual cost of removal, whichever is higher	Exempt	Per sign
<b>Administrative Charge</b>	25% of the actual cost	Included	

## Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025

**Report Number:** FSD-027-25

**Authored by:** Mandy Chong, Manager, Procurement

**Submitted By:** Trevor Pinn, Deputy CAO/Treasurer, Finance and Technology

**Reviewed By:** Mary-Anne Dempster, CAO

**By-law Number:**

**Resolution Number:**

**File Number:**

**Report Subject:** Contract Awards between November 19, 2024 to August 26, 2025  
Exceeding \$500,000 And During Council Recess

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### Recommendation:

1. That Report FSD-027-25, and any related delegations or communication items, be received for information.

## Report Overview

To report to Council on the contracts awarded under Section 65 of the Procurement By-law with a total cost exceeding \$500,000 and under Section 68 of the Procurement By-law for contracts awarded during Council recess.

## 1. Background

- 1.1 For the period of November 19, 2024 to August 26, 2025, in accordance with the Procurement By-law, this report is being provided to Council for information to summarize all contract awards made for acquisitions with a total cost exceeding \$500,000, excluding HST and awarded under [Procurement By-law 2024-052, Section 65](#). This is the first year with this reporting requirement, therefore the starting period goes from the approval of the By-law in 2024, future reports will start January 1 of each year.
- 1.2 During periods when Council is in recess, provision has been made for the approval of contract awards to continue with business as usual. Refer to [Procurement By-law 2024-052, Section 68](#), Council Recess Procedures. This report provides information on contract awards issued under Section 68 during Council Recess, which include approvals for change orders for consulting and professional services with a total contract cost exceeding \$100,000, in accordance with the provisions of Section 68.

## 2. Comments

- 2.1 The following contracts were awarded in accordance with Procurement By-law 2024-052, Section 65. Copies of the Procurement Services Reports are attached.

Report #	Contract #	Description
Procurement Division-003-25	CL2025-4	Refrigerated Skating Pad DHRC
Procurement Division-004-25	CL2024-41	Supply and Deliver One Pumper Truck (Multi-Year)
Procurement Division-005-25	CL2025-6	Rout and Crack Seal Repairs (Multi-Year)



Report #	Contract #	Description
Procurement Division-009-25	CL2025-7	South Bowmanville Recreation Centre – Site Servicing and Earthworks
Procurement Division-011-25	CL2025-17	Plumbing Services (Multi-Year)
Procurement Division-014-25	CL2025-10	Municipal Administrative Centre – Partial Roof Repair
Procurement Division-021-25	T280-2025	Supply of Sodium Chloride (Co-operative)
Procurement Division-022-25	SS2025-6	Supply and Deliver One Gradall Hydraulic Excavator
Procurement Division-023-25	RFP2025-3	South Bowmanville Recreation Centre- General Contracting Services- Phase 1
Procurement Division-024-25	CL2025-13	George Street West and George Street East Reconstruction
Procurement Division-025-25	CL2025-3	2025 Pavement Rehabilitation
Procurement Division-026-25	CL2025-32	Various Park Upgrades
Procurement Division-031-25	CL2025-28	Supply and Deliver Various Vehicles

Report #	Contract #	Description
Procurement Division-032-25	CL2025-35	Soper Creek Baseball Upgrades

- 2.2 The following contracts were awarded in accordance with Procurement By-law 2024-052 during Council Recess under Section 68 and copies of the Procurement Services Reports are attached:

Report #	Contract #	Description
Procurement Division-033-25	CL2025-27	Veterinary Services
Procurement Division-034-25	RFP2025-9	Consulting Services for Bowmanville Municipal Park on the former Bowmanville Zoo Lands Phase 1 – Trails

- 2.3 The following change orders were awarded in accordance with Procurement By-law 2024-052 during Council Recess under Section 68:

Department	Description	Change Order Request (Net HST)	New Total Contract Cost (Net HST)
Public Services/Public Works	Operations Depot, Emergency Fire Station and Training Facility - Expanded scope of work to GHD Geotechnical Consulting to conduct a Hazard Assessment to the onsite Heritage house	\$45,181	\$111,172.80

### **3. Financial Considerations**

Not Applicable.

### **4. Strategic Plan**

Not Applicable.

### **5. Climate Change**

Not Applicable.

### **6. Concurrence**

Not Applicable.

### **7. Conclusion**

It is respectfully recommended that Council receives this report for information.

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Staff Contact: Mandy Chong, Manager, Procurement, 905-623-4479 Ext. 2209 or  
mchong@clarington.net.

#### **Attachments:**

Attachment 1 – Procurement Division-003-25 – CL2025-4 Refrigerated Skating Pad DHRC

Attachment 2 – Procurement Division-004-25 – CL2024-41 Supply and Deliver One Pumper Truck (Multi-Year)

Attachment 3 – Procurement Division-005-25 – CL2025-6 Rout and Crack Seal Treatment Services

Attachment 4 – Procurement Division-009-25 – CL2025-7 South Bowmanville Recreation Centre – Site Servicing and Earthworks

Attachment 5 – Procurement Division-011-25 – Plumbing Services

Attachment 6 – Procurement Division-014-25 – CL2025-10 Municipal Administrative Centre – Partial Roof Replacement

Attachment 7 – Procurement Division-021-25 – Co-op T280-2025 Supply of Sodium Chloride

Attachment 8 – Procurement Division-022-25 – SS2025-6 Supply and Deliver One Gradall

Attachment 9 – Procurement Division-023-25 – RFP2025-3 South Bowmanville Recreation Centre

Attachment 10 – Procurement Division-024-25 – CL2025-13 George Street West and George Street East Reconstruction

Attachment 11 – Procurement Division-025-25 – CL2025-3 Pavement Rehabilitation

Attachment 12 – Procurement Division-026-25 – CL2025-32 – Various Park Upgrades

Attachment 13 – Procurement Division-031-25 – CL2025-28 Supply and Deliver Various Vehicles

Attachment 14 – Procurement Division-032-25 – CL2025-35 Soper Creek Baseball Upgrades

Attachment 15 – Procurement Division-033-25 – CL2025-27 Veterinary Services

Attachment 16 – Procurement Division-034-25 – RFP2025-9 Consulting Services for Bowmanville Municipal Park

**Interested Parties:**

There are no interested parties to be notified of Council's decision.



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-003-25

**Report Date:** February 24, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-4

**Report Subject:** Refrigerated Skating Pad Diane Hamre Recreation Complex

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Gerr Construction Limited with a total bid amount of \$3,448,137.60 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of tender CL2025-4 be awarded the contract for the refrigerated skating pad at the Diane Hamre Recreation Complex, as required by the Community Services Division;
2. That the total funds required for this project is \$3,699,924.65 (Net HST Rebate), which includes construction costs of \$3,448,137.60 (Net HST Rebate) and other related costs such as design, inspection, testing, contract administration and contingencies of \$251,787.05 (Net HST Rebate) be approved.

## **1. Background**

- 1.1 Tender specifications and drawings were prepared by Barry Bryan Associates and provided by the Community Services Division to Procurement Services Division. The scope of work included a refrigerated ice pad, warming room, ice resurfacer room and landscaping services.
- 1.2 Tender CL2025-4 was issued by Procurement Services and advertised electronically on the Municipality's website.
- 1.3 Thirty-three companies registered as official plan takers. The tender document included a mandatory site visit. Ten companies attended the mandatory site visit. Only those plan takers in attendance at the mandatory site visit were eligible to submit a bid.
- 1.4 The tender closed on February 7, 2025.

## **2. Analysis**

- 2.1 Seven submissions were received in response to the tender call. The bids were reviewed and tabulated by the Procurement Services (see attachment 1). Six submissions were deemed compliant and forwarded to the Community Services Division for review and consideration.
- 2.2 After reviewing the low bid, it was removed from consideration and deemed non-compliant by Procurement Services.
- 2.3 After review and analysis of the bids by Procurement Service and the Community Services Division, it was mutually agreed that the low compliant bidder Gerr Construction Limited be recommended for the award of CL2025-4.
- 2.4 Gerr Construction Limited has completed work for the Municipality in the past with satisfactory results.
- 2.5 In an effort to expedite the process, Council has provided the CAO with delegated authority to approve this award. Refer to [FSD-035-23](#).

## **3. Financial Considerations**

- 3.1 As part of the 2024 budget, Council approved \$8,000,000 (Net HST Rebate) for the installation of two outdoor refrigerated ice pads, at the Courtice Community Complex and the Diane Hamre Recreation Complex. Delegated authority was given to the CAO to approve all contracts relating to this project. The project was split into two phases, Courtice Community Complex (Phase I) and Diane Hamre Recreation Complex (Phase

**Municipality of Clarington**  
**Report Procurement Division-003-25**

**Page 3**

II). The Phase I work was completed in December 2024. Phase II work is scheduled for spring 2025. Based on approval of the cost for Phase I, plus approved change orders at \$4,209,169.77 (Net HST Rebate), a balance of \$3,790,830.23 (Net HST Rebate) remains for the completion of the Phase II work.

- 3.2 The total funds required for this project is \$3,699,924.65 (Net HST Rebate), which includes the construction costs of \$3,448,137.60 (Net HST Rebate) and other related costs such as design, inspection, testing, contract administration and contingencies of \$251,787.05 (Net HST Rebate), be drawn from the following account:

Description	Account Number	Amount
Refrigerated Outdoor Ice Pad – Diane Hamre Recreation Complex	110-42-421-84314-7401	\$3,699,924.65

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or mchong@clarington.net.

Attachments:

Attachment 1 - Summary of Bid Results

## Attachment #1 to Report - Procurement Division-003-25

# Municipality of Clarington

CL2025-4

## Refrigerated Skating Pad Diane Hamre Recreation Complex

### Bid Summary

Bidder	Total Bid Price (Including HST)	Total Bid Price (Net HST Rebate)
Gerr Construction Limited	\$3,829,005.00	\$3,448,137.60
Peak Construction Group Ltd.	4,070,260.00	3,665,395.20
MJ.K. Construction Inc.	4,195,787.18	3,778,436.31
J.J. McGuire General Contractors Inc.	4,254,890.70	3,831,660.86
DURON ONTARIO LTD	4,728,682.75	4,258,325.28
Mianco Group Inc.	4,860,695.00	4,377,206.40
Mega Group Construction Limited	Non-compliant,	Non-Compliant





## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-004-25

**Report Date:** February 20, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2024-41

**Report Subject:** Supply and Deliver One Pumper Truck (Multi-Year)

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Darch Fire Inc. with a total bid amount of \$2,241,880.27 (Net HST) for the initial one-year term and an estimated five-year contract value of \$6,725,640.81 (Net HST), being the lowest compliant bidder meeting all terms, conditions and specifications of CL2024-41 be awarded the contract for the Supply and Delivery of One Pumper Truck (Multi-Year);
2. That the total estimated funds required for this project for the first-year term in the amount of \$2,242,160.27 (Net HST) which includes \$2,241,880.27 (Net HST) for one pumper truck and fire apparatus costs and other costs such as GPS unit, in the amount of \$280.00 (Net HST) be funded by the Municipality from the 2026 budget as pre-approved in Report [FSD-046-23](#).
3. That pending satisfactory performance and pricing, the Procurement Manager, in consultation with the Director of Public Works, be given the authority to extend the contract for up to four additional one-year terms;
4. That the estimated funds required for the second, third, fourth and fifth year will be included in future budget accounts.

## **1. Background**

- 1.1 Tender specifications for the Supply and Delivery of One Pumper Truck (Multi-Year) were prepared by the Public Works Division and provided to the Procurement Services Division.
- 1.2 The tender included the provision for the supply and delivery of future pumper truck units for up to a five-year term. The purpose of the multi-year contract is to secure volume pricing and reduce build times so that future build spots are promptly reserved for the Municipality. Based on the budgeted fleet replacement schedule, the Municipality anticipates purchasing two additional pumper trucks within the next four years.
- 1.3 CL2024-41 was issued by the Procurement Services Division and advertised on the Municipality's website. The tender closed on January 17, 2025.

## **2. Analysis**

- 2.1 Eight plan takers downloaded the tender document. Two bids were received in response to the call. The submissions were reviewed by the Procurement Services Division (see Attachment 1), and one bid was deemed non-compliant. The results were forwarded to the Public Works Division for their review and consideration.
- 2.2 Darch Fire Inc. has successfully completed work for the Municipality in the past.
- 2.3 After review and analysis by the Public Works Division and the Procurement Services Division, it was mutually agreed that the low-compliant bidder meeting specifications, Darch Fire Inc. be recommended for the award of tender CL2024-41.

## **3. Financial Considerations**

- 3.1 In 2024, Council provided 2026 pre-budget approval to order the new pumper truck, as approved in Report [FSD-046-23](#). This pre-approval was provided due to the time lag in receiving the vehicle. Since the truck has not been budgeted, Public Works will deduct any overage from the award of the pumper truck from the fleet budget in 2026.
- 3.2 The total funds required for the initial pumper truck in the amount of \$2,242,160.27 (Net HST) include \$2,241,880.27 (Net HST) for the new truck and fire apparatus equipment and other costs such as GPS unit in the amount of \$280.00 (Net HST) is within the pre-approved 2026 budget allocation and will be funded by the Municipality as follows:

**Municipality of Clarington**  
**Report Procurement Division-004-25**

**Page 3**

Description	Account Number	Amount
Corporate Fleet Reserve Fund	110-36-388-82824-7401	\$2,242,160.27

3.1 The total estimated contract is for one year plus four optional additional years and is approximately \$6,726,480.81 (Net HST) and includes \$6,725,640.81 (Net HST) for pumper truck and fire apparatus equipment and \$840.00 (Net HST Rebate) in other costs such as GPS units.

3.2 Pricing submitted for the Supply and Delivery of One Pumper Truck (Multi-Year Contract) will remain firm for the first contract year. The extension of future contract years is subject to satisfactory negotiated unit pricing and will remain firm for the contract year.

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Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or mchong@clarington.net.

Attachments:

Attachment 1 – Summary of Bid Results

# Municipality of Clarington

## Summary of Bid Results

### Tender CL2024-41

### Supply and Delivery of One Pumper Truck (Multi-Year Contract)

Bidder	One-Year Total Bid (Net HST Rebate)	Potential Five-Year Total Bid (Net HST Rebate)
Dependable Truck and Tank Ltd.*	\$2,028,014.73	\$6,084,044.18
Darch Fire Inc.	2,241,880.27	6,725,640.81

\*Non-compliant



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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<b>Report To:</b>	PS Reports - CAO Approve Only
<b>Report Number:</b>	Procurement Division-005-25
<b>Report Date:</b>	February 26, 2025
<b>Submitted By:</b>	Mandy Chong, Manager, Procurement
<b>Approved By:</b>	Mary-Anne Dempster, CAO
<b>File Number:</b>	CL2025-6
<b>Report Subject:</b>	Rout and Crack Seal Treatment Services

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Right Seal Inc. with a bid amount of \$185,400 (Net HST Rebate) for the initial one-year term and an estimated five-year contract value of \$927,000 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of CL2025-6 be awarded the contract for Rout and Crack Seal Treatment Services;
2. That the funds required for this service be funded from the respective approved operating budget;
3. That pending satisfactory performance and pricing, the Manager, Procurement, in consultation with the Director of Public Works, be given the authority to extend the contract for this service for up to four additional one-year terms; and
4. That the funds required for the second, third, fourth and fifth-year terms be included in future budget accounts.

## **1. Background**

- 1.1 Tender specifications for rout and crack seal treatment services were prepared by the Public Works Division and provided to the Procurement Services Division.
- 1.2 CL2025-6 was issued by the Procurement Services Division and advertised on the Municipality's website. The tender closed on February 12, 2025.

## **2. Analysis**

- 2.1 Ten plan takers downloaded the tender document. Five bids were received in response to the call. The bids were reviewed and tabulated by the Procurement Services Division (see Attachment 1) and deemed compliant. The results were forwarded to the Public Works Division for their review and consideration.
- 2.2 Right Seal Inc. has not worked for the Municipality in the past; however, references were checked and came back satisfactory.
- 2.3 After review and analysis by the Public Works Division and the Procurement Services Division, it was mutually agreed that the low compliant bidder, Right Seal Inc. be recommended for the award of tender CL2025-6.

## **3. Financial Considerations**

- 3.1 The annual funding required for the first-year term in the estimated amount of \$185,400 (Net HST Rebate) will be funded by the Municipality as provided. Future budget accounts include the funds required for the second, third, fourth, and fifth-year term terms.

Description	Account Number	Amount
PAVEMENT RESURF - CONTRACT	100-36-381-10250-7163	\$185,400

- 3.2 Pricing for the tender is firm for the first contract year. For future contract years, the unit prices would be adjusted on the anniversary date of the contract award by the annual percentage change in the most recent issuance of the Consumer Price Index (CPI), All Items, Ontario, as published by Statistics Canada and the pricing will remain firm for the contract year.
- 3.3 The total estimated contract is for one year plus four optional additional years is approximately \$927,000 (Net HST Rebate).

**Municipality of Clarington**  
**Report Procurement Division-005-25**

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**Page 3**

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary

# Municipality of Clarington

## Summary of Bid Results

### Tender CL2025-6

### Rout and Crack Seal Treatment Services

Bidder	One-Year Total Bid (Net HST Rebate)	Potential Five-Year Total Bid (Net HST Rebate)
Right Seal Inc	\$114,378.24	\$571,891.20
Fine Line Markings inc.	141,405.70	707,028.48
Cornell Construction Limited	210,032.64	1,050,163.20
Multiseal Inc.	281,671.68	1,408,358.40
Upper Canada Road Services Inc.	336,622.08	1,683,110.40

Note: The tender provided conservatively estimated project quantities and therefore, Right Seal Inc.'s bid is below the approved operating budget. The allocated 2025 budget for rout and crack seal treatment services is \$185,400. The department will manage the contract quantities to maximize the amount of work that can be completed within the limit of the operating budget.





## Report Procurement Division

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-009-25

**Report Date:** March 21, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-7

**Report Subject:** South Bowmanville Recreation Centre – Site Servicing and Earthworks

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Condrain Group with a total bid amount of \$2,441,927.60 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of tender CL2025-7 be awarded the contract for the site servicing and earthworks at the new South Bowmanville Recreation Centre, as required by the Community Services Division and Planning and Infrastructure;
2. That the total funds required for construction contract 1 of the project is \$2,808,216.74 (Net HST Rebate), which includes construction costs of \$2,441,927.60 (Net HST Rebate) and contingencies of \$366,289.14 (Net HST Rebate) be approved.

## **1. Background**

- 1.1 Construction specifications and drawings were prepared by MacLennan Jaunkalns Miller Architects Ltd (MJMA) and provided by the SBRC Project Team to Procurement Services. The construction documents for Phase 1 were split into two contracts to maintain the construction schedule. A tender (contract 1) was issued for the completion of the site servicing and earthworks to prepare the grounds for a General Contractor. An RFP (contract 2) has been issued to secure a General Contractor and is still on the open market. The scope of work for construction contract 1 included earthworks and site servicing to rough grade to prepare the location for the balance of the Phase 1 scope.
- 1.2 Tender CL2025-7 was issued by Procurement Services and advertised electronically on the Municipality's website.
- 1.3 Seventy-eight companies registered as official plan takers. The tender document included a non-mandatory site visit. Twenty-four companies attended the site visit.
- 1.4 The tender closed on March 17, 2025.

## **2. Analysis**

- 2.1 Sixteen submissions were received in response to the tender call. The bids were reviewed and tabulated by Procurement Services (see attachment 1). Fifteen submissions were deemed compliant and forwarded to the Community Services Division for review and consideration.
- 2.2 After review and analysis of the bids by Procurement Services, the Community Services Division, and the Planning and Infrastructure Division, it was mutually agreed that the low compliant bidder Condrain Group be recommended for the award of CL2025-7.
- 2.3 Condrain Group has not worked for the Municipality in the past, however, reference checks were completed and deemed satisfactory.

## **3. Financial Considerations**

- 3.1 The funding required for construction contract 1 is \$2,808,216.74 (Net HST Rebate), which includes construction costs of \$2,441,927.60 (Net HST Rebate) and contingencies of \$366,289.14 (Net HST Rebate) and is within the approved upset budget allocation of \$65,000,000 as provided and will be funded via the following account:

**Municipality of Clarington  
Report Procurement Division-009-25****Page 3**

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Description	Account Number	Amount
South Bowmanville Recreation Centre	110-42-421-84312-7401	\$2,808,216.74

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Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 - Summary of Bid Results

## Attachment #1 to Report - Procurement Division-009-25

# Municipality of Clarington

CL2025-7

## South Bowmanville Recreation Centre – Site Servicing and Earthworks

### Bid Summary

Bidder	Total Bid Price (Including HST)	Total Bid Price (Net HST Rebate)
Condrain Group	\$2,711,653.09	\$2,441,927.60
MGI Construction Corp	2,758,045.24	2,483,705.16
Mianco Group Inc.	3,065,104.94	2,760,221.94
Network Sewer and Watermain Ltd	3,613,709.84	3,254,257.64
Fernview Construction Limited	3,658,019.05	3,294,159.46
Broz Excavating Inc	4,124,261.75	3,714,025.45
Hard-Co Construction Ltd.	4,135,501.68	3,724,147.35
1356594 Ontario Ltd. O/A Eagleson Construction	4,381,551.45	3,945,722.79
Nick Carchidi Excavating Limited	4,869,515.78	4,385,149.79
Dave Boyle Excavating Ltd.	5,371,118.89	4,836,858.93
Forest Contractors Ltd.	5,788,206.30	5,212,459.05

**Municipality of Clarington**  
**Report Procurement Division-009-25**

**Page 5**

T.A.A. CONSTRUCTION INC.	6,459,791.66	5,817,242.47
Blackstone Paving & Construction Limited	6,469,250.00	5,825,760.00
YORK1 Construction Services Ltd	6,664,740.00	6,001,804.80
Metric Contracting Services Corporation	6,906,999.98	6,219,967.41
Dig Tech Infrastructure	Non-compliant,	Non-Compliant



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-011-25

**Report Date:** April 3, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-17

**Report Subject:** Plumbing Services

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Brent's Plumbing Inc. with a total bid amount for the initial two-year term of \$267,247.20 (Net HST Rebate), and a potential contract value of \$668,118.00 (Net HST Rebate), being the lowest compliant bidder meeting all terms, conditions and specifications of tender CL2025-17 be awarded the contract for the provision of plumbing services as required for the various municipal facilities;
2. That the funds expended for these services be funded from respective facilities' approved operating budget as required; and
3. That pending satisfactory service, the Procurement Manager, after consultation with the affected departments, be authorized to extend the contract for up to three additional one-year terms.

## **1. Background**

- 1.1 The specifications were prepared by the Community Services, Public Works Division and Procurement Services.
- 1.2 The tender was issued and advertised electronically on the Municipality's website

## **2. Analysis**

- 2.1 Five bids were received in response to the tender call.
- 2.2 The submissions were reviewed and tabulated by the Procurement Services Division (see Attachment 1) and the results were forwarded to the Public Services Department for their review and consideration.
- 2.3 After review and analysis by the Community Services and Public Works Division and the Procurement Services Division, it was mutually agreed that Brent's Plumbing & Heating Inc. be recommended for the award of tender CL2025-17.
- 2.4 Brent's Plumbing & Heating Inc. has successfully completed work for the Municipality in the past.

## **3. Financial Considerations**

- 3.1 The annual cost is approximately \$133,623.60 (net HST Rebate). The initial contract term is for two years. The estimated value of the contract for the two years is approximately \$267,247.20.
- 3.2 Pricing received is firm for the first year of the contract. Only on the anniversary date of the Contract award may pricing be adjusted. Any proposed price increases should not exceed the annual percentage change in the most recent issuance of the Consumer Price Index (CPI) All items – Ontario, as issued by the Statistics Canada, and remain firm for the rest of that Contract year
- 3.3 The Municipality has the option to extend the contract for up to three additional one-year terms pending satisfactory service. The Tender document stipulates that if the Municipality elects to exercise the option to renew the contract for the additional optional one-year terms, then pricing shall be adjusted only on the anniversary date of the Contract award. Proposed price increases should not exceed the annual percentage change in the most recent issuance of the Consumer Price Index (CPI) All items – Ontario, as issued by the Statistics Canada, and remain firm for the rest of that Contract year.

**Municipality of Clarington**  
**Report Procurement Division-011-25**

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**Page 3**

3.4 The expended funds will be drawn from respective facilities approved operating budget.

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Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary



Attachment 1 to report Procurement Division-011-25 – Bid Summary

## The Municipality of Clarington

### CL2025-7 – Plumbing Services

### Bid Summary

<b>Bidder</b>	<b>Total Bid (Including HST)</b>	<b>Total Bid (Net HST Rebate)</b>
Brent's Plumbing & Heating Inc.	\$296,766.25	\$267,247.20
Capital Contracting Services Ltd.	338,259.85	304,613.47
Smith and Long Limited	375,095.59	337,785.20
Canadian Tech Air Systems	526,868.15	474,461.09
Ainsworth Inc.	531,348.60	478,495.87

The table below reflects the estimated contract value if all optional renewal terms were exercised.

<b>Bidder</b>	<b>Estimated 5 Year Contract Value (Including HST)</b>	<b>Estimated 5 Year Contract Value (Net HST Rebate)</b>
Brent's Plumbing & Heating Inc.	\$741,915.63	\$668,118.00
Capital Contracting Services Ltd.	845,649.63	761,533.68
Smith and Long Limited	937,738.98	844,462.99
Canadian Tech Air Systems	1,317,170.38	1,186,152.72
Ainsworth Inc.	1,328,371.50	1,196,239.68



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-014-25

**Report Date:** April 9, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-10

**Report Subject:** Municipal Administrative Centre – Partial Roof Replacement

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Crawford Roofing Corporation with a total bid amount of \$851,222.40 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of tender CL2025-10 be awarded the contract for the partial roof replacement at the Municipal Administrative Centre, as required by Community Services;
2. That the total funds required for this project is \$973,579.64 (Net HST Rebate), which includes construction costs of \$851,222.40 (Net HST Rebate) and other related costs such as design, inspection, testing, contract administration and contingencies of \$122,357.24 (Net HST Rebate) be approved.

## **1. Background**

- 1.1 Tender specifications and drawings were prepared by Barry Bryan Associates and provided by Community Services to Procurement Services. The scope of work included the partial roof replacement at the Municipal Administrative Centre.
- 1.2 Tender CL2025-10 was issued by Procurement Services and advertised electronically on the Municipality's website.
- 1.3 Twenty-one companies registered as official plan takers. The tender document included a mandatory site visit. Twenty-five companies attended the mandatory site visit. Only those plan takers in attendance at the mandatory site visit were eligible to submit a bid.
- 1.4 The tender closed on March 7, 2025.

## **2. Analysis**

- 2.1 Ten submissions were received in response to the tender call. The bids were reviewed and tabulated by Procurement Services (see attachment 1). All submissions were deemed compliant and forwarded to Community Services for review and consideration.
- 2.2 After review and analysis of the bids by Procurement Services, and Community Services, it was mutually agreed that the low compliant bidder Crawford Roofing Corporation be recommended for the award of CL2025-10.
- 2.3 Crawford Roofing Corporation has not worked for the Municipality in the past, however, reference checks were completed and deemed satisfactory.

## **3. Financial Considerations**

- 3.1 The total funds required for this project is \$973,579.64 (Net HST Rebate), which includes the construction costs of \$851,222.40 (Net HST Rebate) and other related costs such as design, inspection, testing, contract administration and contingencies of \$122,357.24 (Net HST Rebate), be drawn from the following account:

Description	Account Number	Amount
Bldg & Properties – Roof Replacements	110-42-421-83687-7401	\$973,579.64

**Municipality of Clarington**  
**Report Procurement Division-014-25**

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**Page 3**

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 - Summary of Bid Results

## Attachment #1 to Report - Procurement Division-014-25

# Municipality of Clarington

**CL2025-10****Municipal Administrative Centre – Partial Roof Replacement****Bid Summary**

<b>Bidder</b>	<b>Total Bid Price (Including HST)</b>	<b>Total Bid Price (Net HST Rebate)</b>
Crawford Roofing Corporation	\$945,245.00	\$851,222.40
T Hamilton & Son Roofing Inc	998,920.00	899,558.40
Goodmen Corporation	1,007,988.25	907,724.64
Proteck Roofing & Sheet Metal Inc.	1,063,446.33	957,666.36
Eileen Roofing Inc	1,080,376.05	972,912.10
Nortex Roofing Ltd.	1,106,044.00	996,026.88
Always Roofing Ltd	1,155,368.50	1,040,445.12
Trio Roofing Systems Inc.	1,270,685.00	1,144,291.20
Industrial Roofing Services Limited	1,630,330.10	1,468,162.75
Tectra Group Inc.	1,653,190.00	1,488,748.80



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-021-25

**Report Date:** May 5, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** T280-2025

**Report Subject:** Supply of Sodium Chloride (C-operative)

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Windsor Salt Ltd. with a bid amount of \$950,641.92 (Net HST Rebate) for the initial one-year term and an estimated three-year contract value of \$2,974,851.84 (Net HST Rebate), being the lowest compliant bidder meeting all terms, conditions and specifications of Durham Purchasing Co-operative Tender T280-2025 be awarded the contract for the supply of sodium chloride;
2. That the funds required for this service be funded from the respective approved operating budget;
3. That pending satisfactory performance and price, the Manager, Procurement, in consultation with the Director of Public Works, be given the authority to extend the contract for this service for up to two additional one-year terms; and
4. That the funds required for the second and third-year terms be included in future budget accounts.

## **1. Background**

- 1.1 Tender specifications for the supply of sodium chloride was issued on a co-operative basis with the Region of Durham, the Cities of Oshawa and Pickering, the Towns of Whitby and Ajax, the Townships of Scugog and Uxbridge, and the Municipality of Clarington participating.
- 1.2 The tender was issued by the Region of Durham and publicly advertised on their website. The tender closed on March 31, 2025.

## **2. Analysis**

- 2.1 Two bids were received in response to the tender call and were deemed compliant.
- 2.2 After review of the bids by the Municipality of Clarington's Procurement Division, the Public Works Division and the Durham Purchasing Co-operative, it was mutually agreed that the low compliant bidder Windsor Salt Ltd. be awarded the contract for the supply of sodium chloride.
- 2.3 Windsor Salt Ltd. was the incumbent vendor for the previous tender contract and the level of service has been satisfactory.

## **3. Financial Considerations**

- 3.1 The annual funding required for the first-year term in the estimated amount of \$950,641.92 (Net HST Rebate) will be funded by the Municipality as provided. Future budget accounts will include the funds required for the second, third, fourth and fifth-year term.

Description	Account Number	Amount
WINTER MTNCE- PLOW/SAND/SALT-MISC OP EXP	100-36-383-10300-7112	\$950,641.92

- 3.2 Pricing for the tender is firm for the first, second and third contract years. For the optional fourth and fifth contract years, the unit prices would be adjusted on the anniversary date of the contract award by the annual percentage change in the most recent issuance of the Consumer Price Index (CPI), All Items, Ontario, as published by Statistics Canada and the pricing will remain firm for the contract year.

**Municipality of Clarington**  
**Report Procurement Division-021-25**

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**Page 3**

- 3.3 The total estimated contract is for three years plus two optional additional years and is approximately \$5,041,190.40 (Net HST Rebate).
- 

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary



Attachment 1 to Procurement Division-021-25

# Municipality of Clarington

## Summary of Bid Results

### Tender T280-2025

### Supply of Sodium Chloride (Co-op)

<b>Bidder</b>	<b>One-Year Total Bid (Net HST Rebate)</b>	<b>Potential Five-Year Total Bid (Net HST Rebate)</b>
Windsor Salt Ltd.	\$950,641.92	\$5,041,190.40
Compass Minerals Canada Corp.	1,068,480.00	5,498,194.56



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-022-25

**Report Date:** May 5, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** SS2025-6

**Report Subject:** Supply and Deliver One Gradall Hydraulic Excavator

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Amaco Equipment with a bid amount of \$849,696 (Net HST Rebate) being the only vendor meeting the terms, conditions and specifications of SS2025-6, be awarded a sole source contract for the Supply and Delivery of One Gradall Hydraulic Excavator as required by the Public Works Division.

## **1. Background**

- 1.1 The Public Works Division requires one tandem axle hydraulic excavator for ditching projects which is a replacement of an existing unit.
- 1.2 The specification requires that the excavator must be heavy duty, with a specialized chassis and provide high speed transportation of ditching equipment with a telescopic boom.
- 1.3 Amaco Equipment is the sole distributor of Gradall equipment in Ontario and is the only manufacturer of excavator equipment meeting the Municipality's specification requirements.

## **2. Analysis**

- 2.1 The Public Works Division and the Procurement Services Division mutually agreed that a direct sole source process would be used with Amaco Equipment for the procurement of one Gradall hydraulic excavator.
- 2.2 Pricing was provided to the Procurement Services Division and the Public Works Division for review and consideration.
- 2.3 After review by the Procurement Services Division and the Public Works Division, it was agreed that Amaco Equipment be recommended for award of contract SS2025-6.
- 2.4 Amaco Equipment has satisfactorily provided a Gradall hydraulic excavator to the Municipality in the past and references did not need to be checked.

## **3. Financial Considerations**

- 3.1 The total funds required for this vehicle in the amount of \$854,696 (Net HST Rebate) include \$849,696 (Net HST Rebate) for the Gradall hydraulic excavator and other costs such as radio, GPS unit, tool box and Clarington decal lettering and striping in the amount of \$5,000 (Net HST Rebate) is within the pre-approved 2026 budget allocation and will be funded by the Municipality as follows:

Description	Account Number	Amount
Corporate Fleet RF-2026 Budget	110-36-388-83642-7401	\$854,696

**Municipality of Clarington**  
**Report Procurement Division-022-25**

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**Page 3**

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Not Applicable



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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<b>Report To:</b>	PS Reports - CAO Approve Only
<b>Report Number:</b>	Procurement Division-023-25
<b>Report Date:</b>	May 9, 2025
<b>Submitted By:</b>	Mandy Chong, Manager, Procurement
<b>Approved By:</b>	Mary-Anne Dempster, CAO
<b>File Number:</b>	RFP2025-3
<b>Report Subject:</b>	South Bowmanville Recreation Centre – General Contracting Services for Phase 1

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That the proposal received from J.J. McGuire General Contractors Inc., being the highest scoring proponent meeting all terms and conditions and specifications of RFP2025-3 be awarded the contract for General Contracting Services for the construction of Phase 1 of the new South Bowmanville Recreation Centre (SBRC) with a bid amount of \$54,694,298.57 (Net HST Rebate)

## **1. Background**

- 1.1 Colliers Project Leaders (Colliers) was hired to assist the Municipality with project management for the South Bowmanville Recreation Centre (SBRC), through a negotiated proposal as approved by report FSD-035-23, recommendation # 3.
- 1.2 MacLennan Jaunkalns Miller Architects Ltd (MJMA) was the successful proponent of RFP2023-10 and were hired to design and prepare the tender specifications for the construction of the SBRC.
- 1.3 Phase 1 of the project scope includes a Fédération Internationale de Football Association (FIFA) sized field air supported dome with a walking track, outdoor refrigerated ice trail, renovation of the existing building to accommodate a Fédération Internationale de Basketball Association (FIBA) sized (double) gymnasium, parking and municipal road.
- 1.4 A Request for Proposal (RFP) was drafted with the assistance of Colliers and MJMA to allow the Municipality to select a qualified general contractor for the construction of the SBRC.
- 1.5 RFP2025-3 was issued by Procurement Services and advertised electronically on the Municipality's website. The RFP was structured on a two-envelope system with price being an evaluated factor.

## **2. Analysis**

- 2.1 The RFP closed April 14, 2025.
- 2.2 The RFP stipulated, among other things, that proponents were to provide a description of the Firm's team, qualifications, profile, highlights of past projects and experience of team members with projects of similar size, nature and complexity, and demonstrate an understanding of the Municipality's requirements.
- 2.3 Ninety-four companies downloaded the document. Two compliant proposals were received by the closing date. One proposal was received late and deemed non-compliant. The two compliant proposals were distributed to the evaluation committee for review, evaluation, and scoring.
- 2.4 The technical proposals were evaluated and scored independently by the members of the evaluation committee in accordance with the established criteria as outlined in the RFP. The evaluation committee was comprised of staff from Community Services, Planning and Infrastructure, and Colliers.

**Municipality of Clarington**  
**Report Procurement Division-023-25**

**Page 3**

- 2.5 The evaluation committee met to review and agree upon the overall scores for each proposal. Some of the areas on which the submissions were evaluated were as follows:
- The Proponent's understanding of the Municipality's requirements;
  - Highlights of projects performing similar work of comparable nature, size, and scope;
  - A methodology describing the Proponent's project management approach, work plan, goals, objectives, and methods of communications to be utilized to meet the requested deadlines; and
  - A project schedule including a Gantt chart, and milestones showing an estimated overall timeline of the project.
- 2.6 Upon completion of the consensus evaluation, and reference checks one submission was disqualified due to poor references.
- 2.7 References were checked and were found to be satisfactory for the second submission. A presentation was requested and completed.
- 2.8 The pricing envelope for the short-listed proponent was opened and evaluated as stipulated in the RFP document.
- 2.9 The assignment of two contracts, RFP2024-10 Air Supported Dome Farley Group and RFP2024-11 Refrigeration Equipment for Skating Trail Cimco were included as part of the specification requirements and listed as cash allowances to the General Contractor.
- 2.10 Upon completion of the evaluation scoring, and the presentation, the recommendation is to award the contract for this work to the highest ranked proponent, J.J. McGuire General Contractors Inc.

### **3. Financial Considerations**

- 3.1 The total estimated funds required for this project in the amount of \$67,619,568.71 (Net HST Rebate) includes construction costs of \$54,694,298.57 (Net HST Rebate) and other commitments of \$12,925,270.14 (Net HST Rebate) and will be funded by the Municipality as follows:

Description	Account Number	Amount
South Bowmanville Rec Centre	110-42-421-84312-7401	\$67,619,568

**Municipality of Clarington**  
**Report Procurement Division-023-25**

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**Page 4**

- 3.2 The committed costs of \$12,925,270.14 (Net HST Rebate) include other related costs such as air supported dome, skate trail refrigeration equipment (sourced through separate RFP's), design, inspection, testing, contract administration and contingencies of \$9,899,397.16 (Net HST Rebate).and \$3,025,872.98 committed for Phase 2.
- 

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Summary of Proposals Received

Attachment 2 – Recommendation Memo



Attachment 1 - Summary of Proposals Received

# **Municipality of Clarington**

## **RFP2025-3 – South Bowmanville Recreation Centre General Contracting Services**

### **Proposals Received**

<b>Bidder</b>
J.J. McGuire General Contractors Inc. *
Van Horne Construction Ltd.
Corebuild Construction

Note: \* Denotes Proponents who were shortlisted.



## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-024-25

**Report Date:** May 9, 2025

**Submitted By:** Mandy Chong, Purchasing Manager

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-13

**Report Subject:** George Street West and George Street East Reconstruction

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Nick Carchidi Excavating Limited with a bid amount of \$1,077,760.52 (Net HST Rebate) being the lowest bidder meeting all terms, conditions and specifications of CL2025-13 be awarded the contract for the George Street West and George Street East Reconstruction.

## **1. Background**

- 1.1 The Municipality of Clarington requires the services of a qualified company to complete the road reconstruction and urbanization including storm sewer installation, watermain replacement, road base / asphalt replacement, curb and gutter installation, sidewalk and sidewalk ramp installation, driveway and landscape area restoration, etc. for George Street between North Street and Manvers Road (Reg Rd 17) as well as Mill Street North to Beaver Street North.
- 1.2 Tender specifications were prepared and provided by the Planning and Infrastructure Services Department.
- 1.3 Tender CL2025-13 was prepared and issued by the Procurement Division. The tender was posted electronically on the Municipality's website. The tender closed on April 25, 2025.
- 1.4 Contract administration and construction inspection services will be retained through an external engineering consultant, to be selected through Request for Proposal RFP2025-8, which is currently under evaluation, in accordance with the Municipality's procurement policy.

## **2. Analysis**

- 2.1 Thirty-six companies registered as plan takers. Eleven submissions were received by closing time. All submissions were deemed compliant (see attachment 1).
- 2.2 After review and analysis by the Planning and Infrastructure Services Department and the Procurement Division, it was mutually agreed that the low compliant bidder, Nick Carchidi Excavating Limited be recommended for the award of tender CL2025-13.

## **3. Financial Considerations**

- 3.1 The total funding required for this project is \$1,430,100.00 (Net HST Rebate), which includes the construction costs of \$1,077,760.50 (Net HST Rebate) and other related costs such as, topographic survey, geotechnical investigation, subsurface engineering (SUE), excess soil planning documents, tree inventory and impact assessment, material testing, contract administration and construction inspection and contingency in the amount of \$352,339.50 (Net HST Rebate). The funds are available in the approved budget allocation as provided and will be funded from the following accounts:

**Municipality of Clarington**  
**Report Procurement Division-024-25**

**Page 3**

Description	Account Number	Amount
George St Reconstruction (North St to Reg Rd 17)	110-50-330-83456-7401	\$623,800
George St Reconstruction (Mill St to Beaver St)	110-50-330-83473-7401	290,500
George St Reconstruction (North St to Reg Rd 17) Region of Durham Recovery	110-50-330-83456-7402	277,500
George St Reconstruction (Mill St to Beaver St) Region of Durham Recovery	110-50-330-83473-7402	238,300

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 - Bid Summary

Attachment 1 to Report Procurement Division-024-25 – Bid Summary

# Municipality of Clarington

## Summary of Bid Results

### Tender CL2025-13

### George Street West and George Street East Reconstruction

<b>Bidder</b>	<b>Total Bid (Including HST)</b>	<b>Total Bid (Net HST Rebate)</b>
Nick Carchidi Excavating Limited	\$1,196,805.61	\$1,077,760.52
IPAC Paving Limited	1,236,250.88	1,113,282.21
1356594 Ontario Ltd. O/A Eagleson Construction	1,240,574.81	1,117,176.04
Hard-Co Construction Ltd.	1,285,827.57	1,157,927.55
1799877 Ontario Inc. (Young's Construction)	1,306,670.09	1,185,783.43
GIP Paving Inc.	1,316,760.29	1,185,783.43
Dig-Con International Limited	1,423,041.77	1,281,493.19
Broz Excavating Inc.	1,548,438.07	1,394,416.44
Mianco Group Inc.	1,571,284.22	1,414,990.11
Lancoa Contracting Inc.	1,754,466.82	1,579,951.71
Elirpa Construction & Materials Ltd.	2,395,155.96	2,156,912.13



## Report Procurement Division

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-025-25

**Report Date:** May 16, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-3

**Report Subject:** 2025 Pavement Rehabilitation

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That D. Crupi & Sons Limited with a bid amount of \$737,533.89 (Net HST Rebate) being the lowest bidder meeting all terms, conditions and specifications of CL2025-3 be awarded the contract for the 2025 Pavement Rehabilitation.

## **1. Background**

- 1.1 The Municipality of Clarington requires the services of a qualified company to complete pavement rehabilitation including removal and replacement of surface asphalt and base asphalt (where applicable), concrete curb and gutter and sidewalk removal and replacement, structure adjustments, roadway shoulder re-instatement and ditching (where applicable), associated restoration, and pavement line painting.
- 1.2 The work is located within the Municipality of Clarington at the following locations:
- Stirling Avenue, Courtice
  - Strathallan Drive, Courtice
  - Stephen Avenue, Courtice
  - Stuart Road, Courtice
  - Poolton Crescent, Courtice
  - Buyson Crescent, Courtice
  - Faircomb Crescent, Courtice
  - Lyndale Crescent, Courtice
  - Windham Crescent, Courtice
  - Claret Road, Courtice
  - Beechnut Crescent, Courtice
  - Parklawn Drive, Courtice
  - Hillhurst Crescent, Courtice
  - Lake Road & Lambs Road Intersection, Bowmanville
- 1.3 Tender specifications were prepared and provided by the Planning and Infrastructure Services Department.
- 1.4 Tender CL2025-3 was prepared and issued by the Procurement Division. The tender was posted electronically on the Municipality's website. The tender closed on April 1, 2025.

## **2. Analysis**

- 2.1 Eighteen (18) companies registered as plan takers. Seven submissions were received by closing time. One submission was deemed non-compliant. Six (6) submissions were deemed compliant (see attachment 1).
- 2.2 After review and analysis by the Planning and Infrastructure Services Department and the Procurement Division, it was mutually agreed that the lowest compliant bidder, D. Crupi & Sons Limited be recommended for the award of tender CL2025-3.

### **3. Financial Considerations**

- 3.1 The total funding required for this project is \$916,200.00 (Net HST Rebate), which includes the construction costs of \$737,533.89 (Net HST Rebate) and other related costs such as, geotechnical investigation, material testing, and contingency in the amount of \$178,666.11 (Net HST Rebate). The funds are available in the approved budget allocation as provided and will be funded from the following accounts:

Description	Account Number	Amount
Pavement Rehabilitation Program	110-50-330-83212-7401	\$916,200

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or [mchong@clarington.net](mailto:mchong@clarington.net).

Attachments:

Attachment 1 - Bid Summary



Attachment 1 to Report **Procurement Division-025-25** – Bid Summary

# Municipality of Clarington

## Summary of Bid Results

### Tender CL2025-3

### 2025 Pavement Rehabilitation

Bidder	Total Bid (Including HST)	Total Bid (Net HST Rebate)
D. Crupi & Sons Limited	\$818,998.91	\$737,533.89
Wyndale Paving Co. Ltd	891,286.69	802,631.27
GIP Paving Inc.	897,859.48	808,550.27
IPAC Paving Limited	903,259.20	813,412.89
Dufferin Construction Company, A division of CRH Canada Group Inc.	1,102,771.87	993,080.23
Ashland Construction Group Ltd.	1,243,900.52	1,120,170.95
1108575 Ontario Ltd. o/a Kon-Strutt Construction	Non-Compliant	



## Report Procurement Division

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-026-25

**Report Date:** May 27, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** [If applicable, enter File Number]

**Report Subject:** CL2025-32 Various Park Upgrades

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Gray's Landscaping with a total bid amount of \$692,777.26 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of CL2025-32 be awarded the contract for Various Park Upgrades as required by the Public Works Division.

## **1. Background**

- 1.1 Tender specifications and drawings for Various Park Upgrades were prepared by the Public Works Division and provided to the Procurement Services Division. The work includes improvements at Stuart Park, Roswell Park, Lord Elgin Park and Brookhouse Parkette.
- 1.2 CL2025-32 was issued by the Procurement Services Division and advertised on the Municipality's website. The tender closed on May 16, 2025.

## **2. Analysis**

- 2.1 Thirty-four plan takers downloaded the tender document. Ten bids were received in response to the call. The submissions were reviewed by the Procurement Services Division (see Attachment 1), and all bids were deemed compliant. The results were forwarded to the Public Works Division for their review and consideration.
- 2.2 Gray's Landscaping has successfully completed work for the Municipality in the past.
- 2.3 After review and analysis by the Public Works Division and the Procurement Services Division, it was mutually agreed that the low-compliant bidder meeting specifications, Gray's Landscaping, be recommended for the award of tender CL2025-32.

## **3. Financial Considerations**

- 3.1 The total estimated funds for this project in the amount of \$767,055.00 (Net HST Rebate) include park upgrade costs of \$692,777.26 (Net HST Rebate) and other costs such as material testing and contingency in the amount of \$74,277.74 (Net HST Rebate) is in the approved budget allocation as provided and will be funded by the Municipality as follows:

Description	Account Number	Amount
Various Park Upgrades	110-36-325-83663-7401	\$767,055.00

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary

Attachment 1 to Report Procurement Services-026-25

# Municipality of Clarington

## Summary of Bid Results

### Tender CL2025-32

### Various Park Upgrades

Bidder	Total Bid (Net HST)
Gray's Landscaping & Snow Removal Inc.	\$692,777.26
Zilli Construction Ltd.	751,599.36
Mianco Group Inc.	766,196.83
Whitby Shores Landscaping LTD	819,019.42
Dig-Con International Limited	930,271.60
Laycon Construction Services Inc.	938,087.16
Powcon Inc.	972,566.72
Forest Ridge Landscaping Inc.	1,013,232.87
Real Landscaping Plus Inc.	1,030,215.70
Cressman Tree Maintenance & Landscaping Ltd.	1,601,437.82



## Report Procurement Division

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-031-25

**Report Date:** June 18, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-28

**Report Subject:** Supply and Deliver Various Vehicles

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Hallman Motors Ltd. with a bid amount of \$126,053.16 (Net HST) being the low, compliant bidder meeting all terms, conditions and specifications of CL2025-28 be awarded the contract for the supply and delivery of one half-ton crew cab pick-up truck and one electric SUV;
2. That Blue Mountain Chrysler Ltd. with a bid amount of \$ \$193,877.22 (Net HST) being the low, compliant bidder meeting all terms, conditions and specifications of CL2025-28 be awarded the contract for the supply and delivery of two one-ton crew cab pick-up trucks;
3. That Downtown Autogroup with a bid amount of \$353,741.09 (Net HST) being the low, compliant bidder meeting all terms, conditions and specifications of CL2025-28 be awarded the contract for the supply and delivery of three half-ton crew cab pick-up trucks (electric) and two three-quarter ton 4x4 pick up trucks.

## **1. Background**

- 1.1 Tender specifications were prepared by the Public Works Division and provided to the Procurement Services Division.
- 1.2 CL2025-28 was issued by the Procurement Services Division and advertised on the Municipality's website. The tender closed on May 15, 2025.

## **2. Analysis**

- 2.1 Thirteen plan takers downloaded the tender document. Four bids were received in response to the call. Bidders could choose to submit a bid for one or more vehicle types, with the award of each vehicle type going to the lowest-priced, compliant bidder.
- 2.2 The submissions were reviewed by the Procurement Services Division (see Attachment 1), and all bids were deemed compliant. The results were forwarded to the Public Works Division for their review and consideration.
- 2.3 After review and analysis by the Public Works Division and the Procurement Services Division, it was mutually agreed that the low-compliant bidders meeting specifications be recommended for the following award of tender CL2025-28:
  - Hallman Motors Ltd. for the supply and delivery of one half-ton crew cab pick-up truck and one electric SUV;
  - Blue Mountain Chrysler Ltd. for the supply and delivery of two one-ton crew cab pick-up trucks;
  - Downtown Autogroup for the supply and delivery of three half-ton crew cab pick-up trucks (electric) and two three-quarter ton 4x4 pick up trucks.
- 2.4 Hallman Motors has not worked for the Municipality in the past and references were checked and were satisfactory. Downtown Autogroup and Blue Mountain Chrysler Ltd. have satisfactorily provided similar vehicles to the Municipality in the past.

## **3. Financial Considerations**

- 3.1 The total estimated funds required for the project in the amount of \$702,171.47 (Net HST) includes \$673,671.47 (Net HST) for new vehicles and other costs such as licensing, radios, GPS units and Clarington decal lettering and striping in the amount of \$28,500 (Net HST) is in the approved budget allocation as provided and will be funded from the following account:

**Municipality of Clarington**  
**Report Procurement Division-031-25**

**Page 3**

Description	Account Number	Amount
FLEET NEW-ROADS-2025	110-36-388-83695-7401	\$191,000
Additional Funds – Roads & Related DC	110-36-388-83695-7401	13,277
FLEET NEW-PARKS-2025	110-36-388-83616-7401	74,115
GREEN FLEET NEW-PARKS-2025	110-36-388-83646-7401	148,229
PREVENTION VEHICLE 2025	110-36-388-83658-7401	70,451
GREEN FLEET NEW-P&I-2025	110-36-388-83647-7401	61,802
GREEN FLEET REPLACEMENT-COMMSERV-2025	110-36-388-83635-7401	71,649
FLEET REPLACEMENT ROADS-2025	110-36-388-83642-7401	71,649

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary

Attachment 1 to Report Procurement Division-031-25

## Municipality of Clarington

### Summary of Bid Results

#### Tender CL2025-28

#### Supply and Delivery of Various Vehicles

Bidder	Total Bid (Net HST Rebate)
Blue Mountain Chrysler Ltd	\$509,955.99
Downtown Autogroup	550,634.03
East Court Ford Lincoln	659,819.43
Hallman Motors Ltd	786,805.27

\*Bidders could bid on one, or more, type of vehicle with the award of each vehicle type going to the lowest compliant bidder.





## Report Procurement Division

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-032-25

**Report Date:** June 20, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** CL2025-35

**Report Subject:** Soper Creek Baseball Upgrades

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Don Oliver Excavating with a total bid amount of \$525,741.92 (Net HST Rebate) being the lowest compliant bidder meeting all terms, conditions and specifications of CL2025-35 be awarded the contract for Soper Creek Baseball Upgrades as required by the Public Works Division;
2. That the funds required for this project in the estimated amount of \$578,316.11 (Net HST Rebate), which includes \$525,741.92 (Net HST Rebate) for the Soper Creek Baseball Upgrades and other costs such as contingency in the amount of \$52,574.19 (Net HST Rebate) be approved; and
3. That the project is over budget in the amount of \$49,789.11 (Net HST) and that the additional funds required be approved.

## **1. Background**

- 1.1 Tender specifications and drawings for Soper Creek Baseball Upgrades were prepared by the Public Works Division and provided to the Procurement Services Division. The scope of work includes baseball diamond upgrades that are in part funded by the Jays Care Grant.
- 1.2 CL2025-35 was issued by the Procurement Services Division and advertised on the Municipality's website. The tender closed on June 16, 2025.

## **2. Analysis**

- 2.1 Twenty-one plan takers downloaded the tender document. Five bids were received in response to the call. The submissions were reviewed by the Procurement Services Division (see Attachment 1), and all bids were deemed compliant.
- 2.2 The results were forwarded to the Public Works Division for their review and consideration. All bids exceeded the budget, and tariffs on steel and aluminum likely contributed to higher bid prices compared to the quote used for the Jays Care Grant.
- 2.3 Public Works reviewed and opted to exclude several provisional items from the award relating to replacing chain link fence and painting the existing perimeter fence posts. The scope reduction did not impact the ranking of the bid results and decreased the award amount by \$30,120.15 (Net HST)
- 2.4 Don Oliver Excavating has not completed work for the Municipality of Clarington in the past and references were checked and are satisfactory.
- 2.5 After review and analysis by the Public Works Division and the Procurement Services Division, it was mutually agreed that the low-compliant bidder meeting specifications, Don Oliver Excavating, be recommended for the award of tender CL2025-35.

## **3. Financial Considerations**

- 3.1 The total estimated funds for this project in the amount of \$578,316.11 (Net HST Rebate) include Soper Creek Baseball Upgrades of \$525,741.92 (Net HST Rebate) and other costs such as contingency in the amount of \$52,574.19 (Net HST Rebate) is in the approved budget allocation as provided and will be funded by the Municipality as follows:

**Municipality of Clarington  
Report Procurement Division-032-25****Page 3**

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Description	Account Number	Amount
Soper Creek Baseball Upgrades	110-36-325-83284-7401	\$528,527.00
Add'l Funding Required – Municipal Capital Works RF	110-36-325-83284-7401	49,789.11

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Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or  
mchong@clarington.net.

Attachments:

Attachment 1 – Bid Summary

Attachment 1 to Report Procurement Services-032-25

# Municipality of Clarington

## Summary of Bid Results

**Tender CL2025-35**

**Soper Creek Baseball Upgrades**

<b>Bidder</b>	<b>Total Bid* (Net HST)</b>
Don Oliver Excavating	\$555,862.07
Powcon Inc.	579,552.20
39 Seven Inc.	606,289.39
Forest Ridge Landscaping Inc.	653,943.44
Arenes Construction Ltd	892,512.54

\*Total Bid Amount includes all provisional items.



## Report Procurement Division

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<b>Report To:</b>	PS Reports - CAO Approve Only
<b>Report Number:</b>	Procurement Division-033-25
<b>Report Date:</b>	July 9, 2025
<b>Submitted By:</b>	Mandy Chong, Manager, Procurement
<b>Approved By:</b>	Mary-Anne Dempster, CAO
<b>File Number:</b>	CL2025-27
<b>Report Subject:</b>	Veterinary Services – Summer Recess Report – Summer Council Recess Report

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### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Bowmanville Veterinary Clinic with a bid amount of \$84,368.17 (Net HST Rebate) being the lowest bidder meeting all terms, conditions and specifications of CL2025-27 be awarded the contract for the provision of veterinary services as required by Animal Services Division; and
2. That pending satisfactory service that the Manager, Procurement, in consultation with the Deputy CAO, Legislative Services, be authorized to extend the agreement for up to four additional one-year terms.

## **1. Background**

- 1.1 The Municipality is responsible for the health and welfare of animals that come into our care within our jurisdiction.
- 1.2 Animal Services requires the services of a qualified Veterinarian to meet legal obligations under animal welfare legislation and to ensure humane treatment of animals in their care.
- 1.3 Timely access to veterinary care is critical for managing injuries, illnesses, and routine health checks, especially in shelter environments. Veterinary oversight helps prevent the spread of zoonotic diseases, protecting both animal and human population. Contracted services ensure a consistent level of care, with clearly defined service standards and response times.
- 1.4 Tender specifications were prepared and provided by the Legislative Services – Animal Services Division.
- 1.5 Tender CL2025-27 was prepared and issued by the Procurement Division. The tender was posted electronically on the Municipality's website and locally veterinarians were advised of the opportunity. The tender closed on May 15, 2025.
- 1.6 In view of the Summer Council Recess, authorization is requested to award the above contract in accordance with [Procurement By-Law #2024-052, Section 68](#), Council Recess Procedures.

## **2. Analysis**

- 2.1 Two (2) companies registered as plan takers. One (1) submission was received by closing time and was deemed compliant.
- 2.2 After review and analysis by the Animal Services and the Procurement Division, it was mutually agreed that the lowest compliant bidder, Bowmanville Veterinary Hospital met the requirements and be recommended for the award of tender CL2025-27.

## **3. Financial Considerations**

- 3.1 The estimated funds required for this contract in the amount of \$84,368.17 (Net HST Rebate) and will be drawn from the 2025 operating budget and be included in the appropriate operating budget accounts for each year. The cost shown is an estimate only as services will be required on an as needed basis.

**Municipality of Clarington**  
**Report Procurement Division-033-25**

**Page 3**

- 3.2 Pricing submitted for these services is to remain firm for the first year of the contract. Should the contract be extended for additional years, the unit prices would be adjusted on the anniversary date of the contract award by the annual percentage change in the most recent issuance of the Consumer Price Index (CPI), All Items, Ontario as published by Statistics Canada and remain firm for the contract year.
- 3.3 The estimated contract value for 5 years is \$421,840.84 (Net HST Rebate) based on basic services and medicine that has been required in the past. The shelter has also begun to sterilize dogs prior to adoption and raised adoption fees to cover the increased cost. The budget does not reflect this adjustment yet.

Description	Account Number	Amount
ANIMAL SERV. / UNASSIG'D / VET SERVICES	100-19-190-00000-7162	\$84,368.17

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or [mchong@clarington.net](mailto:mchong@clarington.net).

Attachments:

Attachment 1 – Bid Summary

Attachment 1 to Report **Procurement Division-033-25** – Bid Summary

# Municipality of Clarington

## Summary of Bid Results

**Tender CL2025-27**

**Veterinary Services**

<b>Bidder</b>	<b>Total Bid for 5 year term (Including HST)</b>	<b>Total Bid 5 year term (Net HST Rebate)</b>
Bowmanville Veterinary Clinic	\$468,435.68	\$421,840.84





## Report Procurement Division

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** PS Reports - CAO Approve Only

**Report Number:** Procurement Division-034-25

**Report Date:** July 14, 2025

**Submitted By:** Mandy Chong, Manager, Procurement

**Approved By:** Mary-Anne Dempster, CAO

**File Number:** RFP2025-9

**Report Subject:** Consulting Services for Bowmanville Municipal Park on former Bowmanville Zoo Land - Phase 1 Trails

---

### Recommendations:

It is respectfully recommended to the Chief Administrative Officer the following:

1. That Aquafor Beech Ltd. with a bid amount of \$111,366.14 (Net HST Rebate) being the highest scoring proposal meeting all terms, conditions and specifications of RFP2025-9 be awarded the contract for the provision of Consulting Services for Bowmanville Municipal Park on former Bowmanville Zoo Land - Phase 1 Trail.

## **1. Background**

- 1.1 The Municipality of Clarington requires the assistance of a qualified consulting firm (team) to provide detailed design and tender preparation services for the development of new trails within the Bowmanville Municipal Park on the former Bowmanville Zoo lands.
- 1.2 Additionally, the consulting firm (team) will be required to provide a structural inspection of an existing bridge structure and preparation of a summary report.
- 1.3 Lastly, the consulting firm (team) will be required to provide a heritage assessment and summary report of the same bridge structure.
- 1.4 Request for Proposal RFP2025-9 was prepared and issued by the Procurement Division. The RFP was advertised electronically on the Municipality's website. The RFP was structured on a two-envelope system with pricing being an evaluated factor.
- 1.5 In view of the Summer Council Recess, authorization is requested to award the above contract in accordance with [Procurement By-Law #2024-052, Section 68](#), Council Recess Procedures.

## **2. Analysis**

- 2.1 The Request for Proposal closed on May 9, 2025.
- 2.2 Nineteen (19) companies registered as plan takers. Seven (7) submissions were received by closing time. All proposals were reviewed and determined to have met the mandatory items as contained within the RFP. The Proposals were distributed to the evaluation committee for review, evaluation, and scoring.
- 2.3 The technical proposals were evaluated and scored independently by the members of the evaluation committee in accordance with the established criteria as outlined in the RFP. The evaluation committee was comprised of staff from the Planning and Infrastructure Services Department.
- 2.4 The evaluation committee reviewed and evaluated the proposals. The Evaluation Team then met to review and agree upon the overall scores for each proposal. Some of the areas on which the submissions were evaluated were as follows:
  - Experience and qualifications of both the firm as well as the proposed team who would be working on the project.

**Municipality of Clarington**  
**Report Procurement Division-034-25**

**Page 3**

- That the proposed team had the expertise in the fields required such as Landscape Architecture and Arboriculture, Civil Engineering, Land Surveying and Heritage Assessments.
- The qualifications and experience of the proposed Project Manager and team resources.
- The Proponents' proposed methodology and understanding of the requirements for the project.
- A proposed work plan indicating the project method, schedule, Time-Task Matrix showing an estimated overall timeline of the project.
- Measures, processes and procedures used by the Proponent to ensure that high quality services are being provided to the Municipality.

- 2.5 Upon completion of the evaluation, six proposals met the established passing threshold of 80 percent for Phase 2 - Technical Submission and moved to Phase 3 - Pricing. The evaluation committee determined that the optional presentation from the short-listed proponents would not be required.
- 2.6 The pricing envelopes for the short-listed proponents were opened and evaluated as stipulated in the RFP document.
- 2.7 Upon completion of the evaluation scoring, the recommendation is to award the contract for this work to the highest scoring proponent, Aquafor Beech Ltd.
- 2.8 Aquafor Beech Ltd has completed work for the Municipality in the past; therefore, no Reference checks were completed.

### **3. Financial Considerations**

- 3.1 The funding required for this contract award is \$111,366.14 (Net HST Rebate) will be funded from the following account and is within the approved budget:

Description	Account Number	Amount
Bowmanville Zoo Lands Trails – Phase 1	110-50-325-84355-7401	\$111,366

Staff Contact: Mandy Chong, Manager, Procurement, 905-623-3379 ext. 2209 or [mchong@clarington.net](mailto:mchong@clarington.net).

Attachments:

Attachment 1 – Summary of Proposals Received

Attachment 1 to Report **Procurement Division-034-25** - Summary of Proposals Received

## **Municipality of Clarington**

### **RFP2025-9– Consulting Services for Bowmanville Municipal Park on former Bowmanville Zoo Land - Phase 1 Trails**

#### Summary of Proposals Received

<b>Bidder</b>
Aquafor Beech Ltd.*
BA Group Inc. (Basterfield & Associates) *
Cosburn Giberson Landscape Architects
The MBTW Group *
PFS Studio *
The Planning Partnership *
Schollen & Company Inc. *

Note: Bidders marked with “\*” were shortlisted.

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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<b>Report To:</b>	<b>General Government Committee</b>		
<b>Date of Meeting:</b>	September 8, 2025	<b>Report Number:</b>	FSD-028-25
<b>Authored By:</b>	David Cachia, Chief Information Officer		
<b>Submitted By:</b>	Trevor Pinn, Deputy CAO/Treasurer, Finance and Technology		
<b>Reviewed By:</b>	Mary-Anne Dempster, CAO		
<b>By-law Number:</b>		<b>Resolution Number:</b>	
<b>File Number:</b>			
<b>Report Subject:</b>	Information Technology Strategy – Strengthen, Innovate, Transform		

---

### Recommendations:

1. That Report FSD-028-25, and any related delegations or communication items, be received;
2. That Council endorse the Municipality of Clarington's Information Technology Modernization Strategy 2025-2027 as the guiding framework for technology investment, security, and service delivery transformation; and
3. That all interested parties listed in Report FSD-028-25, be advised of Council's decision.

## Report Overview

Information Technology is **critical municipal infrastructure**. Every commitment in the Clarington Strategy 2025, from modern service delivery to resilient infrastructure and climate leadership, depends on reliable, secure, and modern IT systems.

At present, Clarington's IT environment faces escalating risks:

- **Cybersecurity threats** – Ontario municipalities such as Hamilton and Stratford have been paralyzed by ransomware attacks costing millions of dollars in recovery. Clarington faces similar vulnerabilities without a dedicated cybersecurity program.
- **Customer service fragmentation** – Consultant reviews and resident surveys confirm slow response times, misrouted requests, and lack of transparency. 58% of residents want self-service, yet nearly half feel issues are unresolved. Staff spend hundreds of hours on manual tracking with no single source of truth.
- **Financial system obsolescence** – The legacy Great Plains ERP will be retired in 2029. Current siloed ledgers inflate processing times, limit real-time insight, and create audit risks. Without a cloud-based replacement, Clarington risks service interruptions and accountability gaps.
- **Aging devices** – A significant portion of laptops, desktops, tablets, and smartphones will reach end-of-life by late 2025. These devices will no longer receive security updates, creating audit, compliance, and cybersecurity risks.
- **Licensing gaps** – Not all frontline, seasonal, and volunteer staff have secure municipal accounts. This reliance on personal email undermines compliance, limits access to training and weakens security. In addition, licensing deficiencies in servers and databases expose Clarington to vendor audit penalties.
- **Telephony instability** – Poor call quality, dropped calls, and a vendor in bankruptcy have left Clarington's telephony system unreliable, fragmented, and difficult to manage.

The IT Strategy provides the roadmap to address these risks while delivering on the Clarington Strategy 2025 commitments to modern service delivery, resilient infrastructure, and climate action.

## 1. Background

- a) Over the last decade, IT investments have been made in a fragmented, reactive manner. While individual systems were deployed to address specific needs, the cumulative result has been:
  - i) Significant technical debt has been accrued, leaving Clarington with aged devices and unsupported platforms.
  - ii) Fragmented data, preventing Council and staff from having a clear picture of service performance.
  - iii) Underfunded cybersecurity, leaving the Municipality exposed.
  - iv) Vendor risk, with core platforms like Mitel (telephony system) and Great Plains (Finance System Enterprise Resource Planning [ERP]) are approaching end-of-life.
- b) The CIO-led IT assessment and strategy which started in October 2024 confirmed that Clarington's IT systems health is critical and that Clarington cannot continue to support the Municipality's strategic goals without major investment.

## 2. Purpose

- a) The purpose of this report is to seek Council's endorsement of the IT Modernization and Risk Management Plan as Clarington's roadmap to:
  - a. Mitigate cybersecurity, compliance, and vendor risks.
  - b. Modernize outdated systems and infrastructure.
  - c. Transform service delivery to meet resident expectations.
- b) This endorsement ensures that, when capital and operating requests are presented in 2026, they will be recognized as essential infrastructure investments, not discretionary projects.

## 3. Financial Considerations

- a) No immediate budget approval is requested. However, significant and unavoidable investments will be brought forward in 2026, including:
  - a. Licensing uplift: ~\$264,000 capital, ~\$291,000 ongoing OPEX.
  - b. Device evergreen program: \$448,000 capital baseline.

- c. Telephony modernization: \$260,000 capital, \$68,000 OPEX
  - d. CRM implementation: \$1.8M capital, \$2.3M OPEX (5 years).
  - e. ERP replacement: \$2.85M capital, \$3.9M OPEX (5 years).
  - f. Library integration: \$518,000 capital, \$100,000 OPEX ongoing.
- b) These investments directly support Strategic Plan outcomes and prevent larger financial risks. A single cyber incident could cost \$5–10M in ransom, recovery, and lost public trust — far exceeding the costs of proactive investment.

## **4. Strategic Plan**

- a) The Clarington Information Technology Strategy directly enables delivery of the Clarington Strategic Plan 2025.
- b) Modern Service Delivery
  - L.2.2 – Use technology and process improvement to modernize and optimize services
    - Replacement of outdated telephony with Microsoft Teams Phone.
    - CRM implementation for omni-channel resident service and tracking.
    - ERP modernization to replace Great Plains before its 2029 retirement.
- c) Customer Experience
  - L.3.1 – Develop and implement customer service standards
    - CRM provides transparent metrics on turnaround time, escalation, and resident satisfaction.
    - Self-service portals, mobile access, and chatbots align with resident demand for faster, digital-first services.
- d) Resilient Infrastructure
  - L.2.3 – Design and implement a Service Delivery Continuity Plan
    - Cybersecurity investments ensure continuity in the face of ransomware and other cyber threats.



- Evergreen lifecycle program prevents service disruption due to unsupported devices.
- L.2.5 – Maintain, protect, and invest in municipal infrastructure and assets
  - Licensing compliance and server/database upgrades protect IT as a critical municipal asset.
- e) Climate Leadership
  - G.4.2 – Be a leader in anticipating and addressing the impacts of climate change
    - Cloud migration reduces server-room emissions.
    - Evergreen hardware reduces waste through responsible recycling.
    - Hybrid meetings reduce travel emissions.
- f) Community Connection
  - C.3.2 – Reduce barriers to municipal programs, services, and infrastructure
    - Extending secure municipal accounts to seasonal, volunteer, and frontline staff ensures equitable access to training, communication, and tools.
  - C.1.1.4 – Proactively leverage municipal infrastructure to enhance connectivity
    - Cloud telephony, dark-fiber pilots, and modern collaboration tools ensure staff remain connected during outages or emergencies.

## 5. Climate Change

- a) The Plan directly supports the **Clarington Climate Action Plan**:
  - a. Reduced energy use through cloud adoption and efficient devices.
  - b. Lower travel emissions by enabling remote training and hybrid meetings.
  - c. Responsible recycling of IT hardware.
  - d. Digitization of services reduces paper and courier demand.

## 6. Concurrence

This report has been reviewed by the Deputy CAO, Public Services, who concurs with the recommendations.

## 7. Conclusion

- a) The IT Strategy 2025-2027 provides a clear, actionable roadmap to **stabilize, modernize, and transform** Clarington's Information Technology systems while delivering on Council's Strategic Plan commitments.
- b) Clarington's IT systems are a mission-critical municipal asset. At present, it is characterized by aging devices, unsupported systems, failing telephony, licensing gaps, and escalating cyber risks. These conditions put municipal operations, compliance, and resident services in jeopardy. While the investment required in IT is significant, the potential impact of not investing is more costly.
- c) Endorsing this Strategy signals that Clarington is prepared to enhance services, protect its data, and build resilience for future growth.

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Staff Contact: David Cachia, Chief Information Officer, 905-623-3379 ext. 2230 or [dcachia@clarington.net](mailto:dcachia@clarington.net).

Attachments:

Attachment 1 – Clarington Information Technology Strategy 2025-2027

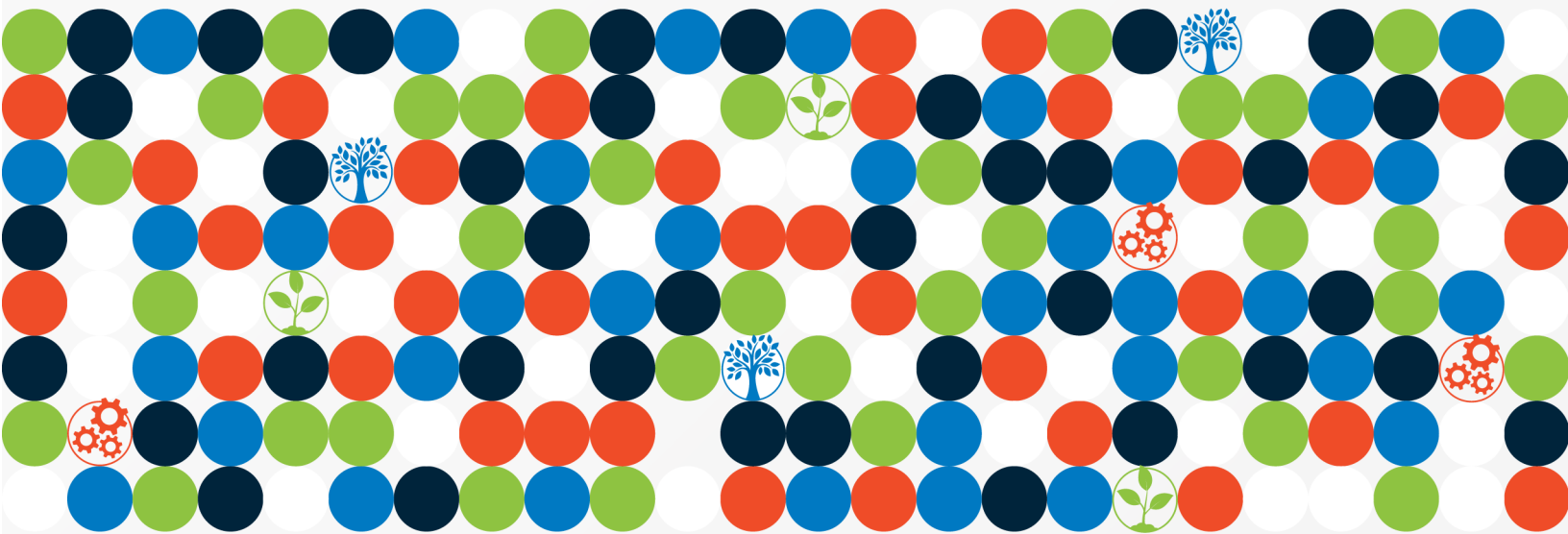
Interested Parties:

There are no interested parties to be notified of Council's decision.

*Clarington*

# Clarington Information Technology (IT) Strategy

2025-27



## Strengthen, Innovate, and Transform

A strategy to fortify Clarington's Information Technology (IT) foundations, adopt modern technologies for greater efficiency, and reshape the IT landscape to support future business models and goals.

## Foreword

As the Chief Information Officer of the Municipality of Clarington, I am pleased to present our IT Strategy for 2025-27, which establishes a clear roadmap to enhance our technological capabilities, improve operational resilience, and foster innovation.

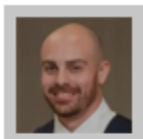
This strategy is built upon three guiding principles: **Strengthen, Innovate, and Transform**. **Strengthen** ensures that our foundational IT infrastructure is stable, secure, and resilient. **Innovate** focuses on leveraging new technologies to drive efficiency and service excellence. **Transform** is about reshaping Clarington's digital future, ensuring our IT environment aligns with Municipal priorities and community expectations.

Our approach has been deeply informed by extensive engagement with stakeholders across the organization. We have listened carefully to the needs and priorities of Municipal departments, elected officials, and residents to craft an IT roadmap that is both practical and ambitious.

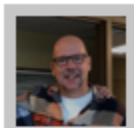
This strategy is the result of a collaborative effort led by Clarington's dedicated IT leadership team, whose expertise, commitment, and vision have been instrumental in shaping this plan. Their collective insight ensures that our technological advancements align with Municipal goals, enhance service delivery, and empower our community.

Technology is not just a tool; it is an enabler of progress. Whether through modernizing our cybersecurity posture, enhancing data-driven decision-making, or supporting smart city initiatives, this strategy will serve as a catalyst for positive change.

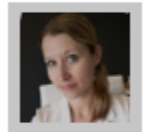
**Together, we will build a more connected, innovative, and resilient Clarington.**



Dave Cachia,  
Chief Information Officer



Rob Van Dyk,  
Manager of IT



Brandi Carlton,  
Supervisor of Business  
Development



Jason Douglas,  
Supervisor of Network &  
Security



John Zheng,  
Supervisor of Client and Application Services

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## Executive Summary

The Municipality of Clarington's Information Technology (IT) Strategy for 2025-27 is built on three core pillars: **Strengthen, Innovate, and Transform**. This strategy aims to enhance operational resilience, drive technological advancements, and modernize Municipal services to better serve residents and staff.



**Strengthen**



**Innovate**



**Transform**

The Clarington IT Strategy 2025-27 is designed to empower the Municipality through **resilient, innovative, and transformative** technology solutions. It aligns directly with Clarington's corporate strategy to **enhance Municipal operations, modernize public services, and strengthen digital resilience**.

Our approach focuses on three core pillars:

- **Strengthen:** Ensuring a secure, stable, and future-ready IT infrastructure to protect Municipal operations and safeguard community services.
- **Innovate:** Leveraging new technologies to enhance service delivery, improve data-driven decision-making, and optimize Municipal processes.
- **Transform:** Driving digital transformation to enable a smarter, more efficient Municipality that meets evolving community needs.

By investing in cyber resilience, digital modernization, and service innovation, Clarington is building a future-ready IT ecosystem that improves efficiency, security, and citizen engagement.

## Listening and Feedback Gathering

The IT department's vision, goals, and priorities are shaped by organizational needs, making feedback the foundation of a business-aligned strategy. This essential step establishes legitimacy, ensures transparency, and creates a functional strategy.

A series of listening and feedback gathering exercises started in November 2024 and completed in January 2025. These were based on three fundamental actions:

### 1. Outreach to stakeholder and leadership groups

- Chief Administrative Officer, and the **CAO's Office** delegates from Economic Development, Strategic Initiatives, and Communications.
- Deputy Chief Administrative Officer of **Public Services** and delegates from Emergency and Fire Services, **Public Works**, and Community Services.
- Deputy Chief Administrative Officer of **Legislative Services** including the Clerk, Deputy Clerk, and Human Resources.
- Deputy Chief Administrative Officer of **Finance and Technology** and delegates from Accounting, Financial Planning, Taxation Services, and Procurement.
- Deputy Chief Administrative Officer of **Planning and Infrastructure**, including delegates from Community Planning, Buildings, Parks, Development Review, Development Engineering, and Construction and Inspections.

### 2. Summary of departmental-wide exercises

Following five departmental-wide exercises, several key themes, trends, opportunities, risks, and pain points emerged across all departments. The feedback collected highlights critical areas for improvement and collaboration, providing a clear roadmap for addressing shared challenges and leveraging opportunities across the Municipality of Clarington.

#### a) Data-driven decision making and reporting

- **Challenge:** Departments face barriers in accessing and analyzing data effectively.
- **Needs:**
  - Advanced reporting tools for more insightful decision-making.
  - Targeted training programs to enhance data literacy among staff.
  - Expanded access to data expertise to support Municipal operations.
- **Strategic opportunity:** Establish a Municipal Decision Support Group to enhance analytics capabilities and drive informed decision-making across all departments.

#### b) Seamless system integration

- **Challenge:** Critical Municipal applications lack seamless communication, leading to inefficiencies.
- **Needs:**
  - Enhanced system integration solutions to streamline workflows.
  - Assessment and prioritization of key applications to ensure interoperability.
- **Strategic opportunity:** Develop a Centralized Integration Framework to ensure secure, efficient, and reliable interconnectivity between essential applications to improve service delivery.

### c) Technology lifecycle management and standardization

- **Challenge:** Inconsistent technology refresh cycles and non-standardized devices create inefficiencies.
- **Needs:**
  - Structured technology lifecycle management to ensure timely equipment updates.
  - Standardized IT provisioning for peripherals and work-from-home (WFH) equipment.
  - Expansion of device standardization for mobile, specialized, and fleet technology needs.
- **Strategic opportunity:** Implement a Lifecycle and Standardization Policy to optimize IT investments, extend asset longevity, and enhance productivity across departments.

### d) Technology training and adoption

- **Challenge:** Staff report uncertainty in effectively utilizing technology tools.
- **Needs:**
  - Standardized onboarding and training programs for Municipal technology tools.
  - A self-service knowledge base offering user-friendly resources for troubleshooting and learning.
- **Strategic opportunity:** Foster a Culture of Digital Empowerment through structured training, accessible support tools, and proactive technology engagement initiatives.

### e) Connectivity and network optimization

- **Challenge:** Geographic dispersion of sites and mobile workforce requirements create network reliability issues.
- **Needs:**
  - Enhanced network infrastructure to address connectivity gaps.
  - Reliable mobile access solutions for field staff and remote locations.
- **Strategic opportunity:** Invest in modern, scalable network solutions that align with Clarington's corporate strategy for enhanced cellular and internet coverage, ensuring uninterrupted service across all sites.

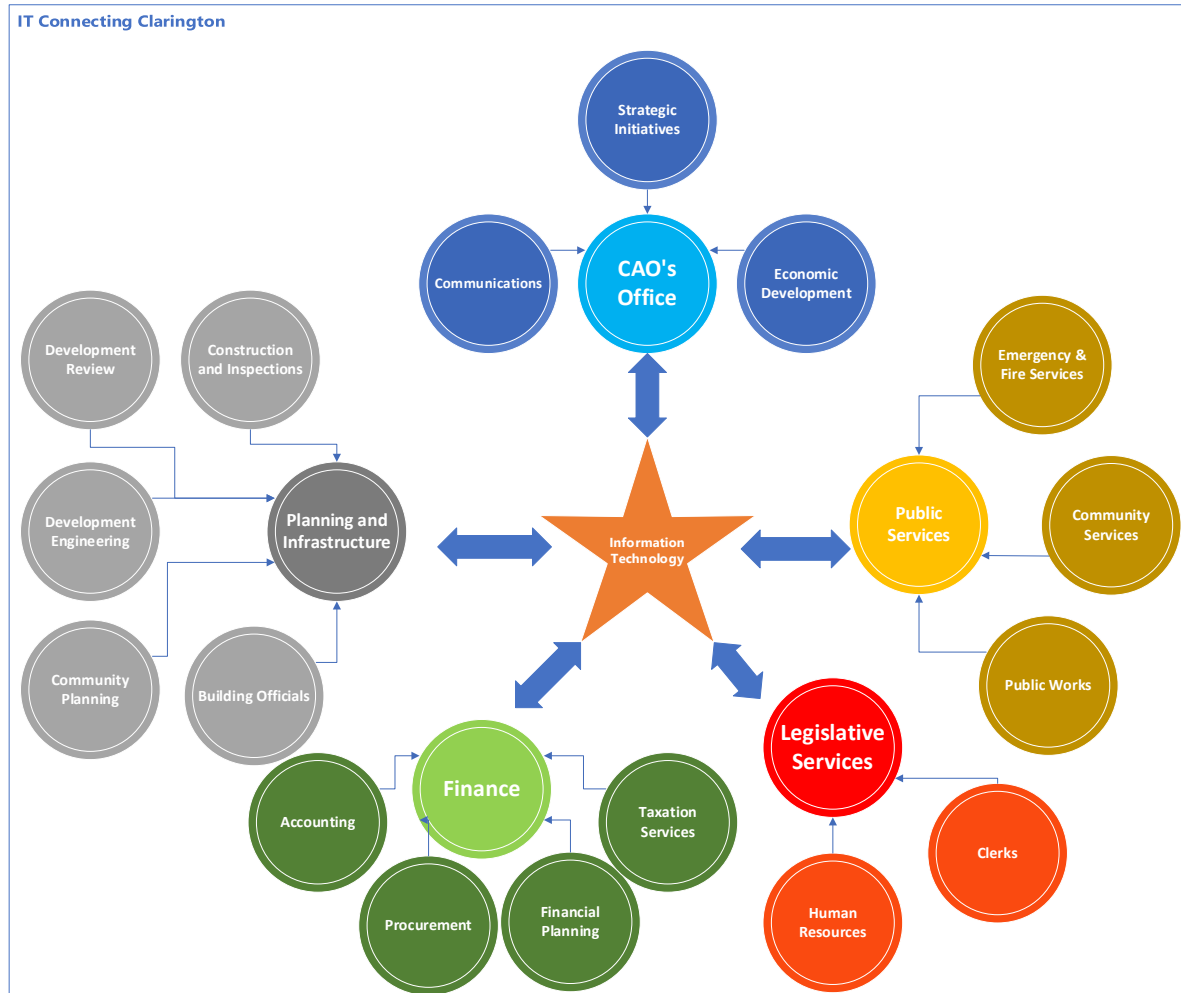
### f) Maximizing GIS potential

- **Challenge:** Limited governance and integration restrict the full utilization of GIS capabilities.
- **Needs:**
  - Advanced GIS automation tools for process efficiency.
  - A centralized governance model to clarify roles and enhance interdepartmental collaboration.
- **Strategic opportunity:** Establish a GIS Innovation Hub to integrate spatial data into Municipal decision-making to improve infrastructure planning and service delivery.



### g) Enhancing IT and business collaboration

- **Feedback:** Departments seek more structured IT engagement to align technology solutions with operational needs.
- **Strategic opportunity:** Introduce Regular IT Engagement Sessions to build stronger partnerships, facilitate two-way communication, and collaboratively address challenges and opportunities.



### 3. Outreach to All Staff (Staff Wide Survey)

- A staff-wide survey, conducted in December 2024, aimed to gather insights and feedback on the following areas of discussion: IT tools and systems
- IT support and services service improvements
- Communication and collaboration
- Training and skill development
- Future needs and innovation
- IT department performance
  - Perception of its role in achieving departmental goals
- Vision for technology use

#### 4. Results of all staff (Staff-wide survey)

The IT department conducted a two-week feedback campaign from January 13 to January 27, 2025, inviting input from all staff. A total of 97 employees participated out of approximately 500 full- and part-time staff. The following findings and observations have been gathered.

#### Key findings and observations:

##### 1. Strong preference for self-service model

- 44 per cent of respondents wish to empower themselves, wherever possible.
  - Presents opportunities and challenges (i.e. no support available after business hours).

##### 2. Teams chat usage for IT ticket engagement

- 29 per cent of respondents indicated that they use Teams for IT Support interactions.
- **Improvement opportunities:**
  - Integrate Teams with Fresh Service (ticketing system) for better live interaction tracking.
  - Current live interactions are not being tracked effectively.

##### 3. Resolution satisfaction

- **Feedback:** 80 per cent of respondents indicated that their issues and concerns were understood and addressed effectively
  - *Opportunity:* Review the remaining 20 per cent of respondents' tickets to identify and address recurring issues.

##### 4. Insufficient resources for self-resolution

- 31 per cent of respondents indicated that there are not enough resources (FAQ, Knowledge Base Articles, FAQs) available to help resolve simple IT issues independently
- **Challenges:**
  - Limited and inaccessible resources for solving simple IT issues.
  - Knowledge requires:
    - Cleaning and reorganization.
    - Adding meta-data to documents to improve discoverability during ticket creation.

##### 5. Fresh Service portal

- **Improvement plan:**
  - Complete a "2.0" redesign of the portal.
  - Increase awareness and usage of the redesigned portal.
  - Consider implementing integrations with Teams or offer a live chat support feature, ensuring it integrates seamlessly with the existing ticket system.

**6. Inadequate or dated technology and hardware:**

- Desktop and laptop fleet:
  - Increase resources (hardware is not sufficient).
  - Implement an evergreen strategy for frequent updates – some devices are well beyond their lifecycle.
- Phone system:
  - Significant dissatisfaction across the board; unresolved issues.

**7. Processes and coverage:**

- Onboarding and offboarding:
  - Requires a complete rebuild.
- Service gaps:
  - After-hours and weekend support are insufficient.
  - Library-specific challenges anticipated.

**8. Education and awareness:**

- Underutilization of tools due to lack of knowledge and training.
- Strong desire for Lunch and Learn sessions, comprehensive knowledge bases, and formal technology training (i.e. SharePoint).

**9. Artificial intelligence:**

- Strong desire to explore use of AI tools.
- IT to develop training, access, and frameworks to enable effective AI use.

**5. Elected Council Engagement:**

The CIO conducted a feedback exercise with Mayor Adrian Foster on February 11th, 2025. The Mayor and CIO discussed the need for the following:

**Increased IT education and training:** A stronger focus on user education, including best practices for IT tools, technology, and software.

**Artificial intelligence exploration:** Assessing AI's role in decision-making, automating manual processes, and enhancing meetings (e.g., committee meetings), along with establishing governance and deployment strategies.

**Cybersecurity and risk management:** Implementing risk registry, developing dashboards and heatmaps for better visibility, and introducing regular cybersecurity reporting to the Council.

**Business intelligence and data utilization:** Expanding data collection efforts, exploring monetization opportunities, and leveraging big data for strategic initiatives.

## Current State Summary

### People:

The IT department consists of 17 individuals and is represented by four teams:

#### 1. Information Technology Leaders

- 1 x Chief Information Officer
- 1 x IT Manager
- 3 x Supervisors

#### 2. Business Development

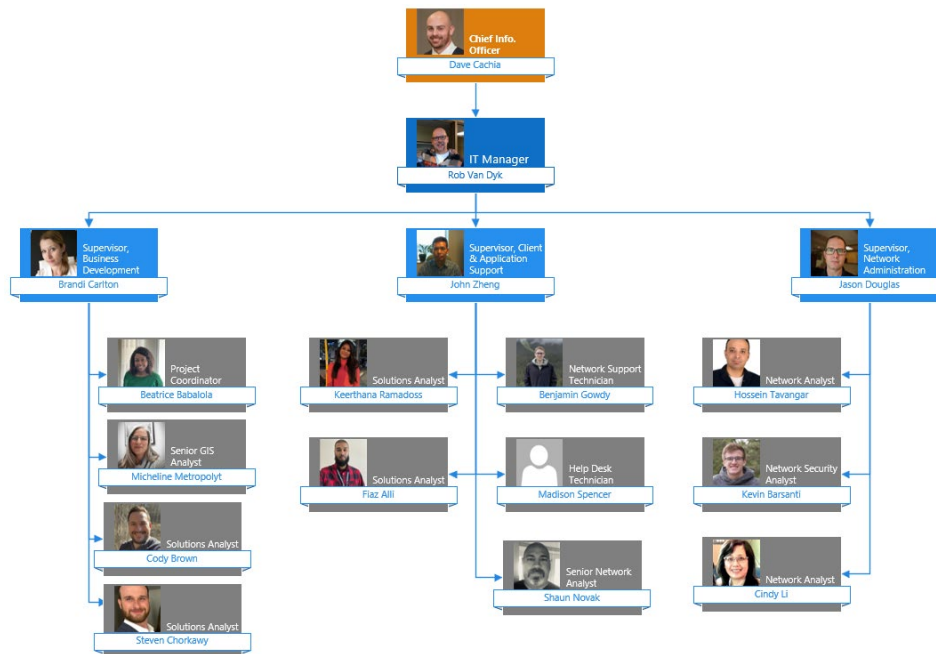
- 1 x Project Coordinator
- 1 x Senior GIS Analyst
- 2 x Solutions Analyst

#### 3. Client and Application Support

- 1 x Senior Network Analyst
- 3 x Solutions Analyst (\*1 new role vacant starting in 2025)
- 1 x Help Desk Technician
- 1 x Network Support Technician

#### 4. Network Administration

- 3 x Network Analyst (\*1 new role vacant starting in 2025)
- 1 x Network Security Analyst



**Team responsibilities:**

<b>Business Development</b>	<b>Client and Application Support</b>	<b>Network Administration</b>
<ul style="list-style-type: none"> <li>• Project management</li> <li>• Corporate business development</li> <li>• Geographic information systems (GIS) administration</li> </ul>	<ul style="list-style-type: none"> <li>• IT service management</li> <li>• IT Helpdesk</li> <li>• Applications support</li> </ul>	<ul style="list-style-type: none"> <li>• Network and infrastructure</li> <li>• Cyber security</li> <li>• Disaster recovery and auditing</li> </ul>

**Vision**

At the Municipality of Clarington's IT department, we envision a robust, adaptive, and forward-thinking digital environment that empowers our community and workforce. By strengthening our IT foundation, we ensure stability, security, and resilience in all our systems, safeguarding our assets and enabling reliable services. Through innovation, we embrace the power of emerging technologies, fostering an agile, efficient organization prepared to meet the future's challenges. With transformation as our guiding principle, we are committed to reimagining our digital landscape to support Clarington's strategic goals, harnessing data-driven insights to drive progress, and delivering impactful solutions for our citizens.

**Commitments****1. Deliver IT excellence: Aligning with Clarington's corporate mission**

- a. **Stakeholder-centric engagement:** Strengthen relationships through proactive communication and collaboration.
- b. **Service excellence:** Enhance user experience (UX) and IT service management (ITSM) to drive efficiency.
- c. **Empowered workforce:** Expand self-service capabilities, provide intuitive digital tools and technology training for staff.
- d. **Continuous learning and development:** Foster a culture of ongoing professional growth, ensuring staff remain adaptable to emerging technologies.

**2. Enhance operational resilience and business support**

- a. **Strategic IT partnership:** Position IT as a key enabler of Municipal success, aligning technology with business needs.
- b. **Optimized IT operations:** Drive process efficiency, automation, and performance improvements.
- c. **Risk mitigation and cyber resilience:** Strengthen cybersecurity frameworks, compliance measures, and proactive risk management.
- d. **Business continuity and disaster recovery:** Enhance IT resilience to ensure uninterrupted Municipal services and operational stability.

### 3. Foster innovation and digital transformation

- a. **Technology-enabled service delivery:** Leverage emerging technologies to modernize Municipal services and drive citizen engagement.
- b. **Smart city and data-driven governance:** Implement intelligent solutions that improve infrastructure, analytics, and decision-making.
- c. **AI and automation adoption:** Explore AI-driven efficiencies to optimize operations and reduce manual workloads.
- d. **Future-ready IT investments:** Ensure technology initiatives align with Clarington's strategic priorities and long-term sustainability goals.

## Information Technology Strategy 2025-27



**Strengthen:** Reinforcing Clarington's IT stability, security, and resilience by addressing technical debt, optimizing infrastructure, and securing critical applications. In addition to enhancing cybersecurity and infrastructure, the focus will be on integrating robust disaster recovery and business continuity strategies to ensure operational resilience.



**Innovate:** Enhancing efficiency and agility through the adoption of new technologies, modernization efforts, and a culture that encourages creative experimentation. By piloting emerging technologies, establishing strategic partnerships with other municipalities, educational institutions, and technology providers, we will foster a culture of innovation. The IT department will strive act as a business partner, ensuring that innovative priorities fuel creativity and inspire continuous improvement across the organization.



**Transform:** Reshaping the IT landscape to align with evolving business models, leveraging digital transformation and data-driven insights to support Clarington's strategic vision. IT will proactively identify technology solutions that directly contribute to corporate strategic pillars.

## Goals

Strengthen	Innovate	Transform
<b>S.1</b> Establish and operationalize a comprehensive disaster recovery and business continuity framework to ensure Clarington's resilience against disruptions.	<b>I.1</b> Enhance service delivery and resident engagement through the implementation of modern digital solutions (i.e. LMS, CRM, ERP).	<b>T.1</b> Foster continuous workforce development through an adaptive learning culture that supports digital proficiency and leadership growth.
<b>S.2</b> Implement evergreen lifecycle management for IT infrastructure, ensuring sustainable technology investments and proactive system refreshes.	<b>I.2</b> Optimize service delivery and process automation through modernization efforts, leveraging CI/CD and emerging technology frameworks.	<b>T.2</b> Enhance data governance, quality, and reporting by developing an Innovation Lab, Business Intelligence, and Decision Support program to inform strategic decision-making.
<b>S.3</b> Protect the Municipal information assets and infrastructure through a continuously improved cyber security program.	<b>I.3</b> Pilot and scale smart city initiatives, leveraging technology to drive sustainability, efficiency, and improved Municipal services.	<b>T.3</b> Replace manual and outdated digital processes with automated, intelligent systems that drive efficiency, reduce redundancy, and improve service delivery.
<b>S.4</b> Expand cross-sector IT partnerships with Municipal institutions, regional agencies, and public-private entities to enhance service integration and digital collaboration.	<b>I.4</b> Establish strategic partnerships with government agencies, academia, and industry leaders to drive technology innovation, knowledge-sharing, and collaborative solutions.	<b>T.4</b> Develop a responsible AI governance framework, identifying AI-driven opportunities to optimize Municipal operations while ensuring ethical and transparent AI adoption.

## 2025-27 Roadmap

The IT initiative roadmap outlines the activities, projects, and processes that serve as key components of Clarington's IT Strategy, ensuring alignment with the Municipality's corporate strategy.

The IT initiative roadmap outlines the activities, projects, and processes that serve as key components of Clarington's IT Strategy 2025-27, ensuring alignment with the Municipality's corporate strategy.

Each IT initiative is connected to a 'Strengthen', 'Innovation' or 'Transform' goal. Each of these goals reflect a broader corporate strategic goal to ensure alignment with the Corporate Strategy and Vision. Goals are assigned an estimated start and end date, along with a weight score, to aid in prioritization and execution.

Weighted scores are calculated by the following parameters:

- **Alignment with strategic goals:** Does this initiative have a clear connection with the Municipal corporate strategy?
- **Critical business need:** Is a deficiency critically detrimental to current or future operations?
- **Risk:** Is the potential for losses, disruptions, or negative outcomes significant if not remediated?
- **Urgency and time sensitivity:** Reflects the degree to which a delay could lead to adverse consequences, or, has a strict timeline that would have greater impact if delayed.

IT INITIATIVES															
#	IT Initiatives	INITIATIVE INFORMATION				Initiative Alignment with IT Strategy	INITIATIVE PRIORITIZATION						Project Team		
		(Optional)	(YYYY-MM-DD)	(YYYY-MM-DD)	IT Strategy Goal		Weight by Criteria				Priority				
		Organizational Strategic Goals	Start date	End Date			Alignment with Strategic Goals (30) High = 30 Medium = 20 Low = 10	Critical Business Need (30) High = 30 Medium = 20 Low = 10	Risk (25) High = 25 Medium = 16 Low = 8	Urgency / Time Sensitivity (15) High = 16 Medium = 10 Low = 5	Overall Priority (ranked score) Weighted score	Initiative Rank Lower the number, more important	Departmental Owner	Individual	IT Owner
1	Implement a IT Staff Development Program	L.1.1 (Attract, Retain and Develop Talented Staff)	2025-01-15	2025-04-01	T.1 Foster continuous workforce development through an adaptive learning culture that supports digital proficiency and leadership growth	Transform	High	Medium	Medium	Low	71	6	Information Technology	David Cachia	David Cachia
2	Procure and Deploy a Process Mapping Solution with Strategic Initiatives Department	L.2.2 (Use Technology & Process Improvement to Modernize)	2025-01-15	2025-09-01	I.2 Optimize service delivery and process automation through modernization efforts, leveraging CI/CD and emerging technology frameworks	Innovate	High	Medium	Low	High	68	11	Strategic Initiatives	Justin Maclean	David Cachia + Brandi Carlton
3	Procure and Deploy a Learning Management with Human Resources	L.1.2 (Promote a culture of corporate excellence)	2025-01-15	2025-09-01	I.1 Enhance service delivery and resident engagement through the implementation of modern digital solutions (i.e. LMS, CRM, ERP)	Innovate	High	High	Low	Low	73	4	Human Resources	Lisa Wheller / Rob Maciver	Brandi Carlton
4	Develop and Operationalize a Cyber Security Program (Cybersecurity Awareness, Cyber Strategy based on NIST, Risk Registry, Incident Response Plan, Disaster Recovery Plan)	L.2.5 (Maintain, protect, and invest in Municipal Infrastructure and Assets)	2025-01-01	2027-01-01	S.3 - Protect Municipal Information Assets and Infrastructure Through a Continuous Improved Cyber Security Program	Strengthen	Medium	High	Medium	Medium	75	3	Information Technology	Jason Douglas	Jason Douglas
5	Procure, Build, and Replace CRM	L.2.2 (Use Technology & Process Improvement to Modernize Services)	2025-02-01	2027-01-01	I.1 Enhance service delivery and resident engagement through the implementation of modern digital solutions (i.e. LMS, CRM, ERP)	Innovate	High	High	Low	Medium	78	2	Community Services and/or Executive Office	Lee-Ann Reck and/or Mary-Ann Dempster	David Cachia + Brandi Carlton
6	Procure, Build, and Replace ERP	L.2.2 (Use Technology & Process Improvement to Modernize Services)	2025-10-01	2027-01-01	I.1 Enhance service delivery and resident engagement through the implementation of modern digital solutions (i.e. LMS, CRM, ERP)	Innovate	Medium	Medium	Medium	High	71	6	Finance	Trevor Pinn / Michelle Pick	David Cachia + Brandi Carlton
7	Refine and Improve IT Service Management (ITSM)	L.3 (Exceptional Program and Service Delivery)	2025-01-01	2026-01-01	I.1 Enhance service delivery and resident engagement through the implementation of modern digital solutions (i.e. LMS, CRM, ERP)	Innovate	Medium	Low	Low	Low	43	17	Information Technology	John Zheng	John Zheng

*Snippet of part of the IT Initiatives List*



The full Strategy Workbook is a supplementary to this document. The initiatives, based on their initiative rank are as follows:

- **Develop and operationalize IT evergreen and device standardization program**
  - Continuous lifecycle management for IT hardware and software – leveraging ‘just-in-time’ deployments and replacement.
- **Procure, build and replace the CRM**
  - Evaluating organizational requirements, selection of a CRM tool, and deploying a solution to improve customer service at Clarington.
- **Develop and operationalize a cyber security program**
  - Develop a cyber security strategy.
  - Alignment with a known best-practice framework (NIST CSF v2, ISO 27001, COBIT, ITIL, PCI DSS).
  - Enhance cybersecurity awareness.
  - Operationalize Incident Response and a Risk Registry.
- **Procure and deploy a Learning Management System in conjunction with Human Resources**
  - Collaboration with Human Resources to implement and utilize a Learning Management System.
- **Telephony modernization**
  - Migrate fully to Microsoft Teams and implement a Contact Centre solution for front-line facing operations.
- **Implement an IT staff development program**
  - A structured framework to enhance technical, leadership, and soft skills through a 1-day-per-month development opportunity. At the end of each year, do a training showcase where each participant presents what they learned and how we could apply it at Clarington.
- **Explore artificial intelligence opportunities**
  - Build an AI Governance framework, and identify areas where AI can drive innovation, efficiency, or improved decision-making.
- **Procure, build, and replace Enterprise Resource Planning (ERP) Solution**
  - Selecting a suitable ERP solution through evaluation, procurement, and implementation.
- **Create and operationalize an IT Disaster Recovery Plan (DRP)**
  - A comprehensive strategy to ensure rapid restoration of IT systems, data, and operations after disruption or disaster.

- **Procure and deploy a process mapping solution with Strategic Initiatives department**
  - Collaborate with Strategic Initiatives to select a tool to implement, analyze and optimize business processes.
- **Explore integration of CLMA IT into Clarington IT**
  - Conduct a review of systems, resources and processes to investigate feasibility into consolidating infrastructure and resources where possible.
- **Review Password Vault (Secret) solution – change to best-in-breed.**
  - Evaluate best-in-breed alternatives and implement a tool that enhances security and user experience.
- **Support the development of the South Bowmanville Recreation Centre (SBRC) and the Operations, Fire Station and Training Center (CODEFS)**
  - Provide IT expertise in infrastructure architecture, design, network connectivity, and smart building integrations.
- **Improve data quality and reporting by developing an innovation lab, business intelligence, or decision support program**
  - Improve data quality and reporting by establishing an innovation lab or business intelligence program to foster data-driven decision-making. This involves implementing modern Business Intelligence (BI) tools, developing data governance policies, and training staff to generate actionable insights that drive operational and strategic improvements.
- **Improve network resilience to all Clarington facilities (using public or private infrastructure)**
  - Enhance network resilience by upgrading connectivity to Clarington facilities through public or private infrastructure, implementing redundancy measures, and optimizing network configurations. This ensures reliable and secure communication to support uninterrupted operations and service delivery.
- **Refine and improve IT service management (ITSM)**
  - Refine and improve ITSM by implementing enhancements and align ourselves with ITIL best practices. Implement change management, service-level-agreements, and enhance access to service.
- **Establish partnerships with municipalities and educational institutions**
  - Identify shared goals, fostering collaboration, and developing initiatives that leverage combined resources and expertise. This includes joint projects, knowledge sharing, and co-development opportunities to drive innovation and community impact.
- **Support smart city initiatives**
  - Support smart city initiatives by implementing technology solutions that enhance urban efficiency, sustainability, and citizen engagement. This includes deploying Internet-of-Things (IOT) infrastructure, improving data analytics, and integrating systems to support smart transportation, energy, and public services.

- **Initiate and complete a GIS strategy**

- Clarington has opportunities to leverage existing GIS technology to enhance outcomes in multiple areas within the Municipality (Planning, Public Works, Emergency Services).

## Risk Management

The Municipality of Clarington's IT Strategy 2025-27 faces several key risks that could impact implementation and service delivery. The risk management framework focuses on proactive identification, assessment, and mitigation strategies to minimize disruptions and ensure strategic objectives are met.

### Key risks and mitigation strategies:

#### 1. Cybersecurity threats:

- **Risk:** Increasing cyber threats such as ransomware, phishing attacks, and data breaches.
- **Mitigation:**
  1. Implement a comprehensive cybersecurity program aligned with industry frameworks (NIST CSF version 2).
  2. Conduct regular vulnerability assessments, implement best practice identity and access management, and enhance employee cybersecurity awareness training.
  3. Explore Security as a Service with the procurement of a Security Operations Centre (SOC).

#### 2. Funding constraints:

- **Risk:** Limited financial resources could hinder the execution of IT projects.
- **Mitigation:**
  1. Prioritize high-impact, cost-effective initiatives.
  2. Leverage grants, inter-municipal partnerships, and shared services to optimize budget utilization.

#### 3. Business continuity and disaster recovery (BC/DR) gaps:

- **Risk:** Inadequate resilience planning could lead to service disruptions during emergencies.
- **Mitigation:** Operationalize a robust Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP), incorporating regular testing and updates to ensure preparedness.

#### 4. Talent acquisition and retention:

- **Risk:** Difficulty in attracting and retaining skilled IT professionals.
- **Mitigation:** Implement an IT staff development program, offer competitive compensation, and create career growth opportunities to retain top talent.

## 5. Technology obsolescence:

- **Risk:** Outdated IT infrastructure and systems hinder efficiency, service efficiency, and pose a security risk.
- **Mitigation:** Establish an IT evergreen lifecycle management program to ensure timely upgrades and replacements of aging technology assets.

## Governance and Performance Measurement

Effective governance and performance measurement ensure that IT initiatives align with Clarington's strategic goals and deliver measurable benefits.

### Governance Structure:

- **IT business partners:** IT leadership, in collaboration with various departmental leadership groups, will meet regularly to ensure IT strategic alignment, investment priorities, and risk management.
- **Project governance:** Establish project management best practices, leveraging Information Technology Infrastructure Library (ITIL) and Project Management Body of Knowledge (PMBOK) methodologies for structured execution and accountability.
- **Policy and Compliance Framework:** Regularly update IT policies to ensure security, compliance, and operational effectiveness.

### Performance Measurement and KPIs:

To track progress and demonstrate the impact of the IT Strategy 2025-27, the following key performance indicators (KPIs) will be used:

#### 1. Cybersecurity and Compliance:

- Number of cybersecurity incidents reported and mitigated.
- Percentage of staff completing cybersecurity awareness training.
- Monthly phishing test results and remediations.

#### 2. Operational efficiency and service delivery:

- IT service request resolution time (average time to close tickets).
- User satisfaction scores from IT support surveys.
- Annual staff survey to inform qualitative indications on services provided, innovative activity, and conduct pulse checks.
- System uptime and availability metrics.

#### 3. Technology modernization and adoption:

- Percentage of IT infrastructure and applications refreshed per the evergreen strategy.
- Number of business processes automated or enhanced through technology.

#### 4. Innovation initiatives:

- Collaboration initiatives with departments, other municipalities and institutions.
- Impact assessment of new technology pilots.

## 5. IT talent and development:

- Employee engagement and retention rates in IT roles.
- Number of professional development initiatives completed.
- Percentage of IT workforce with updated certifications and training.

## Reporting and Continuous Improvement:

- IT performance reports will be presented to senior leadership and Council annually.
- Regular strategy reviews will be conducted to adapt to emerging trends and challenges.

By integrating strong risk management practices and a structured governance model, Clarington's IT Strategy will drive meaningful improvements in Municipal operations, service delivery, and community engagement, ensuring a sustainable and forward-thinking technology environment.

## Appendices

[IT Engagement - Departmental Meetings - Aggregate Questions and Answers.xlsx](#)

[IT Engagement - ALL User Feedback 2025.pdf](#)

[The NIST Cybersecurity Framework \(CSF\) 2.0](#)

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025 **Report Number:** PUB-011-25

**Authored By:** Julie Mitchell, Director, Community Services

**Submitted By:** Lee-Ann Reck, Deputy CAO, Public Services

**Reviewed By:** Mary-Anne Dempster, CAO

**By-law Number:** **Resolution Number:**

**File Number:**

**Report Subject:** Orono Town Hall Loan Repayment

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### Recommendations:

1. That Report PUB-011-25, and any related delegations or communication items, be received;
2. That the Deputy CAO/Treasurer, Finance and Technology, be delegated authority to amend the repayment terms on the balance (\$52,500) of the loan up to a maximum of 15 years; and
3. That all interested parties listed in Report PUB-011-25, be advised of Council's decision.

## Report Overview

This report responds to Council's direction regarding the Orono Town Hall Board's (OTHB) request for relief from the outstanding balance of the interest-free loan issued for accessibility improvements at the Hall. The project, initiated in 2018, was funded through a combination of municipal capital reserves, a federal grant, and a \$75,000 loan agreement with the OTHB. To date, the Board has repaid \$22,500, leaving a balance of \$52,500.

Staff have reviewed the request and considered options, including maintaining the current repayment schedule or amending the terms to extend the repayment period at a reduced annual rate. Extending the loan would have minimal impact on municipal reserves, and staff will continue to support the OTHB in seeking alternative funding opportunities.

The recommendation is to delegate authority to the Deputy CAO/Treasurer to amend repayment terms as appropriate, up to a maximum of 15 years.

## 1. Background

- 1.1 On June 2, 2025, representatives from the Orono Town Hall Board (OTHB) presented at GGC requesting consideration for a reduction of the outstanding debt from \$75,000 to \$35,000. Council passed Resolution #[GG-111-25](#):
  - 1.1.1. That the Delegation of Brad Smith and Deb Patrick, Orono Town Hall Board, Regarding a Request to Reduce Elevator Loan Repayment, be referred to Staff; and
  - 1.1.2. That the payment for the interest-free elevator installation loan be postponed, pending the outcome of the report back from Staff.
- 1.2 The accessibility improvements project at Orono Town Hall was initiated in 2018 at the request of OTHB. Capital funding in the amount of \$295,007 was approved in the 2019 municipal budget for this project. The municipality was successful in an Enabling Accessibility Fund (EAF) application in 2019, securing \$88,007 in federal funding for the project. The total municipal capital reserve funding, less the EAF grant was \$207,000.
- 1.3 Due to higher than anticipated estimates, an additional \$152,000 was approved as part of the 2020 capital budget program with agreement from the OTHB they would support the project through an interest-free loan in the amount of \$75,000 over 10 years.
- 1.4 Tender CL2020-2 was awarded in the amount of \$447,462 in April 2020.
- 1.5 Due to several unknown conditions, an additional \$50,000 was requested and approved in November 2020 fully funded through municipal capital budget.

- 1.6 OTHB submitted installment payments of \$7,500 in 2022, 2023 and 2024 totalling \$22,500. The current balance of the \$75,000 initial loan is \$52,500.
- 1.7 As part of the Hall Board Sustainability initiative, staff are working with all Community Hall Boards on updated Municipal Capital Facility Agreements. This includes free use of the halls by the municipality to provide community programs at underutilized times. Booking times will be negotiated with the individual community hall to ensure there is no impact to the board in terms of loss of revenue. If suitable times are not available, staff will look for alternative spaces to expand programming into rural areas.
- 1.8 As part of the Community Grant program, Community Hall Board receive an annual operating grant to help off-set operational costs. OTH receives \$4,800 annually.

## **2. Consideration/Comments**

- 2.1 In discussions with the OTHB, concerns were raised about making the annual loan repayments due to the added costs associated with becoming incorporated, as well as the municipal rental fees being removed.
- 2.2 Staff considered several options including reducing the remaining balance of the loan as requested. The municipality has several capital contribution agreements with similar organizations for interest-free loans. These funding agreements often contribute to the decision to proceed with the project and/or scope of the project.
  - 2.2.1. Option 1 – continue with the current loan repayment terms of \$7,500 per year (7x\$7,500 = \$52,500)
  - 2.2.2. Option 2 – amend the current terms of the loan repayment to a lower annual amount, that is to the satisfaction of the both the Treasurer and the OTHB, resulting in an extending the term of the loan. For example, reducing the annual amount to \$5,000 would result in 11 payments or reducing by 50% to \$3,750, would result in 14 payments.
- 2.3 Option 2 is the recommendation of staff to alleviate some of the financial pressures raised by OTHB.
- 2.4 Staff will also work with the OTHB to identify alternative funding options and support the OTHB with external funding applications.

## **3. Financial Considerations**

- 3.1 OTHB submitted installment payments of \$7,500 in 2022, 2023 and 2024 totalling \$22,500. The current balance of the \$75,000 initial loan \$52,500.



- 3.2 Amending the loan repayment terms to a longer repayment schedule will have minimal impact on the capital reserve forecast.
- 3.3 The history of the funding for the capital project is included in this chart for reference.

Project Funding History	Value	Funding source
2019 Capital Budget	\$207,000	Municipal Capital Reserve
EAF Grant	\$88,007	Federal Grant
2020 Capital Budget	\$77,000	Municipal Capital Reserve
Orono Town Hall Board	\$75,000	Interest free loan to Orono Town Hall (funded through capital reserve)
2020 Additional Capital	\$50,000	Municipal Capital Reserve
<b>Total Project Cost</b>	<b>\$497,007</b>	

## 4. Strategic Plan

- 4.1 The recommendation aligns with the Strategic Plan Objective: To be a leader in the delivery of effective and meaningful municipal services and expected result: Finances and Operations are efficiently and responsibly managed.

## 5. Climate Change

Not Applicable.

## 6. Concurrence

This report has been reviewed by the Deputy CAO/Treasurer, Finance and Technology, who concurs with the recommendations.

## 7. Conclusion

- 7.1 The capital project was approved based on the funding agreement with the OTHB as well as grant funding. This is type of agreement is in place with other organizations. After careful consideration, it is respectfully recommended that the terms of loan be extended to support the OTHB request.

---

Staff Contact: Julie Mitchell, Director, Community Services, 905-623-3379 ext. 2502 or [jmitchell@clarington.net](mailto:jmitchell@clarington.net).

Attachments:

Not Applicable

Interested Parties:

The following interested parties will be notified of Council's decision:

Orono Town Hall Board

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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<b>Report To:</b>	<b>General Government Committee</b>		
<b>Date of Meeting:</b>	September 8, 2025	<b>Report Number:</b>	PUB-014-25
<b>Authored By:</b>	Jennifer Stycuk, Manager, Facility Services Julie Mitchell, Director, Community Services – Public Services		
<b>Submitted By:</b>	Lee-Ann Reck, Deputy CAO, Public Services		
<b>Reviewed By:</b>	Mary-Anne Dempster, CAO		
<b>By-law Number:</b>		<b>Resolution Number:</b>	
<b>File Number:</b>			
<b>Report Subject:</b>	Camp 30 Cafeteria Building - Structural Update		

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### Recommendations:

1. That Report PUB-014-25, and any related delegations or communication items, be received;
2. That Council direct staff to immediately install expanded collapse area fencing and put in place additional security measures to mitigate risk;
3. That the remaining funds held in the General Capital Reserve for Camp 30 repairs and maintenance, approximately \$200,000 be made available for proposed risk mitigations; and
4. That all interested parties listed in Report PUB-014-25, be advised of Council's decision.

## Report Overview

Following a recent partial roof collapse of the Cafeteria Building, a new structural condition review was initiated. The report identifies continued deterioration, significant safety concerns, and recommends that the entire footprint of the building, as well as an expanded exterior area, not be occupied.

The report recommends that the roof structure and supporting walls of the clerestory, along with exterior brick masonry walls be deconstructed, utilizing a salvaging program for any materials that are found to be in good condition for re-use.

The Structural Condition Report has been shared with the Chief Building Official for review.

Despite best efforts, the building and property continue to be vandalized and damaged by individuals.

## 1. Background

- 1.1 In December 2021, the Municipality completed a land acquisition with Lamb Road School Property Ltd., for an approximately 2-acre property, including the Cafeteria Building, on the site of the former Camp 30.
- 1.2 A report was presented in Council in April of 2022 ([CSD-008-22](#)) requesting funds to put in place interim measures to secure the Cafeteria Building, mitigate risk and further deterioration of damage to the structure. As a result, perimeter fencing was installed, and a preliminary structural assessment was undertaken.
- 1.3 The Structural Condition Review was completed in July of 2022 by Barry Bryan and Associates, identifying the poor condition of the building. The report concluded that the building is in poor condition and must not be occupied without remedial repair and stabilization. The recommendations at that time included that the roof structure and supporting walls of the clerestory, along with exterior brick masonry walls be deconstructed, utilizing a salvaging program for any materials that are found to be in good condition for re-use.
- 1.4 In May 2025, a portion of the Cafeteria Building roof collapsed. The CBN dated June 24, 2025, informed Council of the occurrence and an updated structural condition review took place in June 2025. The new Structural Condition Review report from Barry Bryan and Associates is included in this report as Attachment #1. The conclusion of the report finds the building in very poor condition with areas of active collapse and recommends an expanded collapse perimeter be installed for safety reasons.
- 1.5 In June 2025, report [PDS-039-25](#) included a Heritage Impact Assessment for Alternatives to Full Restoration and Accompanying High-Level Costing of Options. This

report was referred to the October 20, 2025, Planning and Development Committee meeting.

## 2. Municipal Review

- 2.1 The Chief Building Official has received a copy of the independent structural condition report and is reviewing. The report will be referenced in any official orders.

## 3. Considerations / Recommendations

### Risk Mitigation

- 3.1 Expand fencing to include an additional 2 (two) meters of area around the Cafeteria Building. The structural condition report has deemed the entire interior, as well as a collapse zone on the exterior unsafe. The additional 2 (two) meters on the exterior will establish an appropriate safe zone. This will include a portion of the area currently being utilized as a community garden. This will need to be in-place until restoration or deconstruction.
- 3.2 Initiate on-site security with current vendor. Despite current fencing, signage and police presence, individuals continue to access the building. Occurrences have been noted to happen both during the day and overnight. Municipal employees have found discarded tools used to cut, break or saw through reinforced barriers on a frequent basis. It is recommended that this measure be in-place until restoration or deconstruction.

## 4. Financial Considerations

- 4.1 Council has previously approved funds for the security and stabilization of the building, up to \$400,000. There is approximately \$200,000 of these funds remaining. The request for funding from is based on estimated costs that include the following components:

Monthly Expenses		Estimated Cost
Security Services – 24 hours per day with vehicle		\$20,124
Perimeter Fencing – Additional fence 2m from existing		\$665
Total per month		\$20,789
One-time Expenses		Estimated Cost
Delivery and installation of fence		\$1,700

- 4.2 The remaining funds would provide approximately nine months of ongoing security to the building.

## **5. Strategic Plan**

- 5.1 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.

## **6. Climate Change**

Not Applicable.

## **7. Concurrence**

This report has been reviewed by Trevor Pinn, Deputy CAO/Treasurer, Finance and Technology who concurs with the recommendations.

## **8. Conclusion**

It is respectfully recommended that Council approve the risk mitigation solutions outlined in this report and authorize that the funds be drawn from the General Capital Reserve Fund.

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Staff Contact: Jennifer Stycuk, Acting Manager of Facilities, 905-623-3379 ext. 2925, or [jstycuk@clarington.net](mailto:jstycuk@clarington.net).

Attachments:

Attachment 1 – Camp 30 Structural Condition Report\_2025.pdf

Interested Parties:

The following interested parties will be notified of Council's decision:

Jury Lands Foundation  
Clarington Heritage Advisory Committee



**BARRY BRYAN  
ASSOCIATES**

Architects  
Engineers  
Project Managers



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[www.bba-archeng.com](http://www.bba-archeng.com)

# Transmittal

**To:** Municipality of Clarington

**Address:** 40 Temperance Street  
Bowmanville, ON L1C 3A6

**Attention:** Ms. Jennifer Stycuk

**Project Name:** Camp 30 Cafeteria Building 2020 Lambs Road, Municipality of Clarington

**Project No.:** 25120

**Date:** August 25, 2025

**Your No.:**

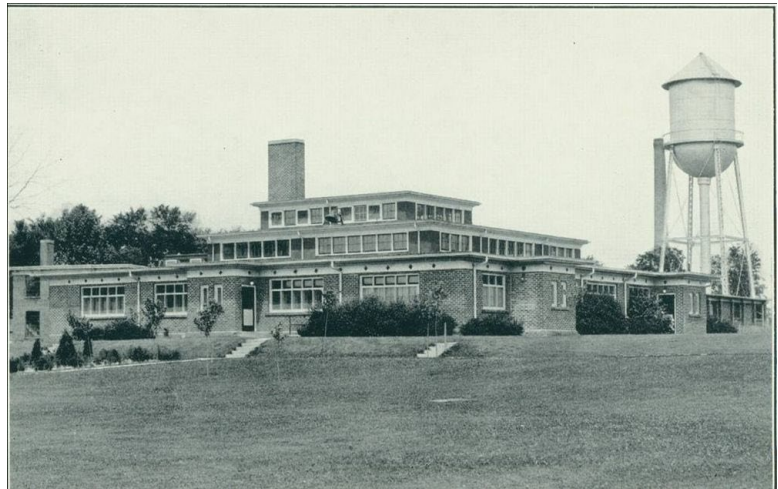
<b>For your:</b>	<input type="checkbox"/> Approval	<b>Via:</b>	<input type="checkbox"/> Mail
	<input type="checkbox"/> Distribution		<input type="checkbox"/> Courier
	<input checked="" type="checkbox"/> Information and use		<input type="checkbox"/> By hand
	<input type="checkbox"/> Review and comment		<input type="checkbox"/> To be picked up
<b>Action taken:</b>	<input type="checkbox"/> Reviewed		<input type="checkbox"/> Fax
	<input type="checkbox"/> Reviewed as modified		<input checked="" type="checkbox"/> E-mail
	<input type="checkbox"/> Revise and resubmit		
	<input type="checkbox"/> Not reviewed		

Qty.:	Drawing No.:	Issue No.:	Revision No.:	Description:
1	Copy	-	-	Structural Condition Review Report

cc: Matthew Ficara, Barry Bryan Associates  
Doug McLaughlin, Barry Bryan Associates  
Sarah Jaagumagi, Barry Bryan Associates

Shivanie Motielal

**Structural Condition Review**  
**Camp 30 Cafeteria Building**  
***2020 Lambs Road, Municipality of Clarington***  
**The Corporation of the Municipality of Clarington**



**BBA PROJECT NO. 25120**

**August 25, 2025**



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## PART 1 – INTRODUCTION

### 1.1 AUTHORIZATION

This structural condition assessment has been undertaken by Barry Bryan Associates, Architects, Engineers, and Project Managers (BBA), for the existing Cafeteria Building at the Camp 30 site in Bowmanville on behalf of the Municipality of Clarington. Authorization to undertake this study was received from Jennifer Stycuk, Acting Manager of Facilities, from the Municipality of Clarington.

### 1.2 OBJECTIVES

The objective of the structural assessment for this project was to complete a follow-up site visit, from BBA's previous review completed in 2022, to assess the structural condition of the Camp 30 Cafeteria Building, located at 2020 Lambs Rd in Bowmanville, ON., following the partial roof collapse of the structure. This report includes the assessment of the structure and provides next-step recommendations based on the reviewed conditions.

### 1.3 REVIEW METHODOLOGY

BBA completed a non-intrusive, non-destructive, visual inspection of the building structure on June 30, 2025. In addition to the review of the collapsed roof sections, the structural and non-structural elements were investigated for evidence of varying levels of deterioration, distress, and/or corrosion, and any areas of concern were documented.

In brief, the structural assessment included review of the following:

- Corrosion of structural steel framing.
- Deterioration of structural components, including, but not limited to, concrete, timber studs and joists, bearing walls, slabs, and roofing elements.
- Deterioration/cracking of external brick wall systems.
- Excessively deflected structural elements.

Reference drawings of the existing structure were not available at the time of review.

### 1.4 STATEMENT OF LIMITATION

All comments and observations in this report are based on visual observations made during the inspection on June 30, 2025.

No intrusive or destructive testing or opening of the building system was completed during the inspection. Further, a detailed structural review of the steel connections was not completed.

There are no comments on the components that were not exposed to view.

Any design and/or construction deficiencies not recorded were not evident at the time of the inspection.

## PART 2 – BUILDING BACKGROUND AND DESCRIPTION

### 2.1 BACKGROUND

The Dining Hall Building is located at the Camp 30 site, which is located at 2020 Lambs Road in Bowmanville. The 42.5 ha (105 acre) site was formerly owned by Darch Farm and was donated to the Ontario government in the early 1920s to establish The Boys Training School, later renamed the Ontario Training School for Boys. It is understood that the building originally operated as a cafeteria for the training school, which completed construction in 1925.

The school operated for a few years; however, the property was appropriated by the Government of Canada to convert the school into a prisoner of war camp, Camp 30, by 1941. In 1942, there was an uprising at Camp 30, known today as the “Battle of Bowmanville”. During this uprising, German officers barricaded themselves within the cafeteria; the uprising had only lasted three days. Occupation of Camp 30 had ended in 1945, with the end of WWII. The site resumed operation as a training school, which continued operation until 1979, when the then named Pine Ridge School, closed. At the time of closing, neither the municipality nor the province wanted to retain the site due to the high costs of ownership.

In the years to follow, 1983 to 2008, the property was primarily used as different schools by different owners. In 2007, Lambs Road School Property Ltd. purchased the property. However, shortly after, in 2009, the buildings were added to the Municipal Report due to the historic significance of this site. Around this time, a condition survey and structural assessment were completed, which concluded that the buildings were still in surprisingly good condition, despite significant vandalism, fires, and exposure to external elements.

It is understood that the Municipality of Clarington had recently gained ownership of the cafeteria building. The building is one of the remaining four structures on the overall Camp 30 Site Plan.

Due to the lack of maintenance and upkeep since closure in 2008, as well as the rampant vandalism that the site has experienced since the original site assessment in 2009, the building is showing evidence of severe deterioration and defacing of the exterior building elements.

In 2025, a portion of the South-East roof collapsed.

### 2.2 BUILDING DESCRIPTION

The building is single-storey in height with a partial atrium, a basement area, and approximately 10,000 square feet in building area. The building structure appeared to consist of flat roofs at varying elevations to suit the atrium and changes in the ceiling heights throughout the building. The roof construction appeared to consist of a wood plank decking supported on wood rafters spaced at approximately 24” on centre, where exposed. The wood roof rafters appeared to be supported by a combination of the exterior load-bearing brick masonry walls and interior structural wood and/or steel beams that are supported by concrete wrapped structural steel columns.

The interior of the building consisted of interior stud partition walls and perimeter double wythe brick masonry walls. Most of the wood framing on the interior of the building was partially concealed with the original lath and plaster ceiling and wall finish.

The exterior walls consisted of double wythe brick masonry walls. The interior of the walls were finished with lath and plaster. The perimeter walls included multiple window openings, which had the original wood window frames in place, and the majority were covered with plywood hoarding since the glazing had been broken or removed. The perimeter walls appeared to be supported on a multi-wythe brick masonry foundation wall system that was observed from the interior of the building in the basement.

The exterior perimeter walls at the clerestory areas consist of what appeared to be wood stud framing and wood siding with an interior lath and plaster ceiling. Windows at these clerestory locations were framed between the wood studs and mostly boarded with plywood since the glazing had been broken.

The ground floor consists of what appeared to be a reinforced concrete floor slab. The concrete slab systems span between a combination of reinforced concrete drop beams and concrete-encased steel beams that span 20'-0" between load-bearing brick masonry piers and are spaced at approximately 11'-0" on centre.

## PART 3 – OBSERVATIONS

BBA attended the Camp 30 Cafeteria Building on June 30, 2025, to visually review the area of the collapsed roof and the general condition of the structural building components. A summary of findings is itemized as follows:

### 1.1 ROOF STRUCTURE

There were three (3) elevations of roof: upper clerestory, mid clerestory, and low roof. Each of the roof areas were generally lightly sloped to promote positive drainage away from the building or to a previous collection system. The roofs generally consisted of wood plank decking supported by timber rafters that span between the external wall and internal wood and/or steel transfer beams. It was observed at the lower roof level that several of the wood rafters had been doubled up, though it could not be confirmed if this was an existing condition or reinforcing.

The roof framing at all levels was generally severely deteriorated at the time of the site visit.

Previous observations (2022):

- The roofing appears from drone footage to be fully comprised in most locations. There was excess water staining observed throughout the building.
- The wood decking was completely rotted in many locations as a result of prolonged exposure to the exterior elements.
- The wood roof decking and rafters showed excessive deterioration and/or deflected (sagging) showing evidence of localized failures likely resulting from prolonged exposure to moisture.
- The structural steel transfer beams, where exposed, were in poor condition and had evidence of severe surface corrosion resulting from exposure to the exterior elements.
- The roof beams were supported by concrete encased structural steel columns. The concrete encasing had locally been removed, however, in general the structural steel columns appeared in fair to good condition. We did not observe any excessive deterioration or evidence of structural distress at the time of the site visit.

The following observations were made at the time of visit (2025):

- At the North-West corner of the structure, where excessive deterioration and localized failure of the roof deck was previously observed, a larger portion of the roof deck and ceiling has collapsed (Photo 001).
- Along the South side of the structure, the ceiling along the low roof was actively failing (Photo 002).
- At the South-East corner of the structure, complete collapse of the roof system was observed (Photo 003, 004).
- At the North-East and South-West corners, deterioration and localized failure of the roof deck was observed, as well as active collapse of the ceiling below (Photo 005).

The roof structure was in very poor condition at the time of the site visit, with localized failure and roof collapse observed throughout the building. The structure, in its current condition, is at end of life and additional collapse under general loading is possible without immediate stabilization or replacement.

### 1.2 CLERESTORY WALLS

The upper-level framing between the elevation changes in the clerestory consisted of wood panel exterior façade supported by 2x4 timber stud infill. The stud walls were partially finished with lath and plaster that had failed throughout the interior of the space.

The visible clerestory framing and cladding showed severe deterioration at the time of the site visit.

Previous observations (2022):

- The exterior cladding had fully failed in many locations, leaving the interior of the building exposed to the exterior elements.
- Excessive moisture exposure was observed from the interior of the clerestory walls. Likely a result of water penetration through the open windows, exterior wall cladding, and deteriorated roof.
- The transfer beams supporting the clerestory walls were corroded (rusted) as a result of prolonged exposure to moisture.
- The wood window framing and glazing in the clerestory walls appeared deteriorated and had been boarded with plywood.
- We could not confirm the connection of the top and bottom of the wall; however, it is likely made with nail fasteners, which have deteriorated with exposure to prolonged moisture.

The following observations were made at the time of visit (2025):

- Continued deterioration of the clerestory walls was observed throughout (Photo 007).
- Additional damage and deterioration were observed around areas of vandalism and break-in (Photos 008 and 009).

The elevated clerestory walls were in poor condition at the time of the site visit. We believe that partial collapse of the wall system is possible with further exposure to the exterior elements and severe weather conditions. Full reinforcing and/or replacement of the clerestory wall system is required to structurally stabilize the building structure and continue operation.

### 1.3 GROUND LEVEL STRUCTURE

The ground floor slab and ground level walls were not reviewed from the interior of the structure at this time due to the low roof deterioration.

### 1.4 BASEMENT & FOUNDATION WALLS

Safe access to the basement was not possible and thus was not reviewed at this time.

### 1.5 EXTERIOR BRICK MASONRY WALLS & CHIMNEY

The exterior walls of the ground floor consisted of double wythe brick masonry walls finished with an interior lath and plaster finish. The walls appeared constructed with a conventional running bond pattern; we did not observe any stretcher coursings or tie joists between the two (2) wythes of wall during our site visit. The wall was in poor condition at the time of our site visit, with various areas where localized collapse had occurred, fully deteriorated mortar joints, and failing brick masonry units. The chimney was also included in the review of the exterior masonry walls.

The primary focus for the exterior walls was to review the structural integrity of the bearing wall where the localized roof collapse had occurred. Our observations are as follows:

- At the South-East corner where the roof collapse had occurred, the load-bearing exterior wall has cracked and deflected (Photos 010 and 011).
- From ground level, the chimney structure appeared to be heavily deteriorated and bulging at its upper-most section (Photo 012).

The exterior walls were in very poor condition at the time of review. We believe that partial collapse of the South-East corner and chimney structure is possible with further exposure to the exterior elements and severe weather conditions. Full reinforcing and/or replacement of these areas is required to structurally stabilize the building structure and continue operation.

## PART 4 – RECOMMENDATIONS

The structural components of the building, specifically those related to the roof collapse, were reviewed for evidence of further damage and deterioration. The comments and observations presented in this report are based on visual observations made during the site investigations completed on June 30, 2025.

The structure as is, at the time of visit, was in very poor condition, with localized failures and severe-to-advanced deterioration occurring on various structural elements of the building. It is the opinion of BBA that further collapse of the building structure is probable with further prolonged exposure to the exterior elements and high loading conditions (i.e. wind storms, and heavy snow loading).

We have summarized below our recommendations for each of the structural components as follows:

### ROOF STRUCTURE:

The roof structure was severely deteriorated at all levels of the building, with localized collapses throughout. It is the opinion of BBA that the roof structure is at the end of life; it is recommended that the following remedial repair and replacement work be completed:

- A collapse perimeter should be set up around all areas of heavy deterioration. No persons should enter these areas other than those permitted for remedial works. Should use of the building continue, complete engineered shoring for the roof structure and support structure should be installed.
  - Replacement of the deteriorated wood plank decking. Salvage decking in good condition where possible.
  - Replacement of the deteriorated wood rafters. Salvage wood rafters where possible.
- Conduct a closeup visual review of the interior structural steel transfer beams. Complete reinforcing as necessary. It is believed that reinforcing will be required on at least 75% of the structural components.
- Installation of a new roof with historic flashings, fascia, and soffits to match the original building condition.

It is BBA's recommendation that the access be fully removed, and collapse perimeters be installed around the areas of heavy deterioration and collapse. Should the municipality continue use of the structure, extensive temporary shoring and a complex demolition program will be required to complete the roof replacement and restoration work.

### GROUND-LEVEL & CLERESTORY WALLS:

The ground-level and clerestory walls were severely deteriorated. The wood panel exterior appeared rotted and/or damaged due to prolonged exposure to the external elements and the presence of moisture. Extreme deterioration and localized failure of the stud walls and double-wythe brick masonry walls were observed throughout. It is the opinion of BBA that the clerestory and ground-level walls are at the end of life and require the following repair and replacement work:

- All load-bearing walls shall be included in the roof structure collapse zone.
- A complete engineered shoring plan for the load-bearing walls shall be installed if access to the structure remains, or if remedial works are to commence.
  - Replacement of the deteriorated wood panelling. Salvage panels where possible. Re-introduction of moisture resisting membrane is recommended.
  - Replacement of the deteriorated wood studs. Salvage studs where possible.
  - Replacement of the deteriorated window frames and installation of new glazing.
  - Re-pointing and replacement of damaged and deteriorated masonry and masonry joints.
  - Re-finish internal walls with lath and plaster, or similar, to match the original building finish.

Extensive temporary shoring of the load-bearing walls and a complex demolition program will be required to complete the multi-level wall replacement and restoration work for the structure to remain accessible.

#### **EXTERIOR BRICK MASONRY WALLS:**

The double wythe exterior brick masonry was severely damaged and deteriorated, with localized failure and collapse observed. Generally, we observed significant cracking, separation of the wall wythes, and displacement of the mortar. It is the opinion of BBA that the exterior clay brick masonry walls and chimney are at the end of life in the current condition; it is recommended that due to the extensive amount of failures and unstable conditions of the existing brick masonry walls and chimney, a collapse perimeter should be set up around all areas of heavy deterioration. No persons should enter these areas other than those permitted for remedial works. The collapse area is to include a perimeter for the chimney. Due to the possible scale of collapse, it is recommended that the entire structural footprint be designated as a collapse perimeter.



## PART 5 – CONCLUSIONS

A structural condition review was completed on June 30, 2025, by Barry Bryan Associates, Architects, Engineers, and Project Managers, for the existing Cafeteria Building at the Camp 30 site in Bowmanville on behalf of the Municipality of Clarington. The purpose of this visit was to visually assess the structural condition of the building and provide a summary of the condition with recommendations for possible next steps.

The structural review, which was conducted from areas of the building that were safely accessible, included the following components: roof structure, clerestory and ground-level walls, and exterior brick masonry walls. All areas of the building at the time of the visit were not safely accessible for close-up visual inspection, resulting from excessive debris in the path of travel, unsafe suspended equipment/piping, and blocked paths of travel or possible structurally unstable conditions overhead.

The structure of the existing Cafeteria building is in very poor condition, with areas of active structural collapse occurring. All structural components above the finished ground floor elevation have severely deteriorated from exposure to the exterior elements. The building must NOT be occupied and requires appropriate collapse perimeters to be established.

The historic sensitivities of this building are understood, and preservation is the priority. However, stabilization and/or restoration of these severely deteriorated and failed components will be nearly impossible since most of the existing timber framing is rotted and has evidence of severe deterioration. Additionally, the multi-wythe brick masonry walls have fully separated, locally failed, and severely shifted. We are recommending that the wood roof structure and supporting walls at the clerestory, along with exterior brick masonry walls, be deconstructed, utilizing a salvaging program for any materials that are found to be in fair to good condition for re-use. The salvaged materials can be utilized into a possible reconstruction of the existing building from the ground floor up.

The existing ground floor structure, foundations, and basement slab require a comprehensive cleaning and structural restoration and stabilization of the remaining elements. It is our opinion that the ground floor slab, basement slab, and supporting foundations can be restored for re-use in the redevelopment or stabilization of the building, should collapse be avoided. However, we recommend that immediate action be taken to prevent further, more advanced, structural deterioration and additional collapse of the building structure.

### BUDGET

The budget for this type of project is extremely difficult to provide, including rough Orders of Magnitude costs due to the unprecedented nature of this type of project. Several considerations must be reviewed when providing a budget estimate:

1. Abatement work required prior to, or during any work.
2. Temporary stabilization program to safely access the building (i.e. temporary shoring program).
3. Salvage program with a deconstruction plan is far more complex in comparison to standard demolition since the existing building components must be protected for possible re-use.
4. Salvaged materials need to be inventoried, tagged, and stored.
5. There is additional intrusive review and testing required to confirm the adequacy of existing elements to remain (i.e., ground floor slab, basement foundations, basement slab, and building structural steel columns and steel beams).

We believe the costs to reconstruct a replica building without any salvage considerations will be far more economical in comparison to a partially salvaged and restored option. However, we understand the historic requirements for preservation of buildings that are designated as historically significant. We have outlined key itemized areas of pricing for the project; however, we do not have a precedent to provide budgets against for the work:

1. Temporary shoring / stabilization	\$ 450,000.00
2. Abatement	(Unknown)
3. Deconstruct / salvage structure (ground floor up)	\$1,500,000.00

4. Protection of existing columns and structural steel beams	\$ 250,000.00
5. Provide temporary heating	\$ 400,000.00
6. Provide positive drainage (basement sump)	\$ 150,000.00
7. Re-instate power	\$ 400,000.00
8. Restore basement foundation	\$ 750,000.00
9. Basement waterproofing	\$ 300,000.00
10. Restore basement slab	\$ 150,000.00
11. Restore ground floor slab (assuming existing slab properties are suitable)	\$ 450,000.00
12. Reinforce steel beams/columns salvaged in place.	\$ 350,000.00
13. Reinstate mechanical electrical systems	(Unknown)
14. Reconstruct replica from ground floor up	\$4,750,000.00

We trust the above information meets your requirements. Should you have any further questions, please do not hesitate to contact our office.

Yours very truly,

**BARRY BRYAN ASSOCIATES**

*Architects, Engineers, Project Managers*



Matthew Ficara, P. Eng., M.A.Sc.



Doug McLaughlin, P. Eng.



August 25, 2025

## PHOTOGRAPHS



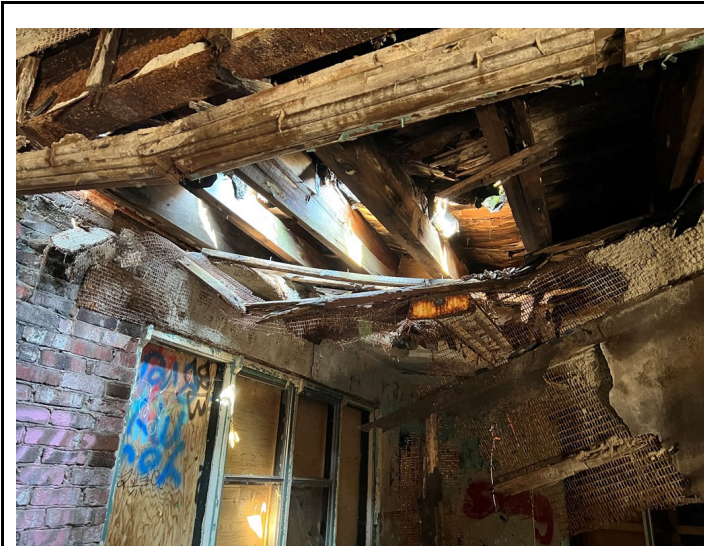


Photo 1

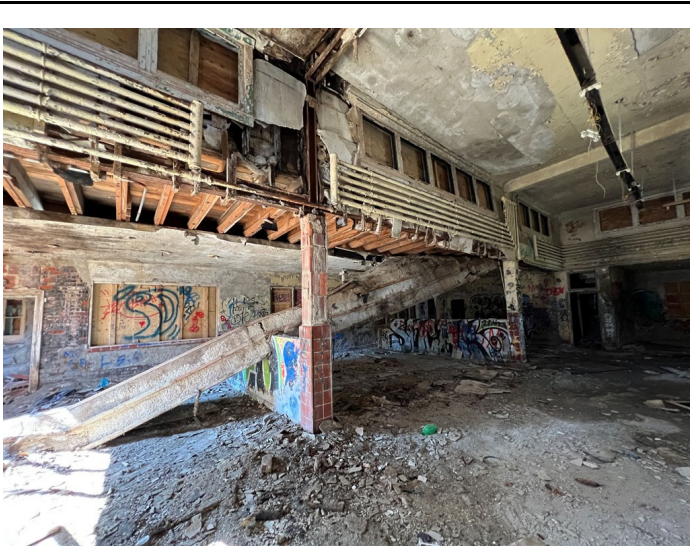


Photo 2



Photo 3



Photo 4







Photo 5



Photo 6



Photo 7



Photo 8





Photo 9



Photo 10



Photo 11



Photo 12

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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025 **Report Number:** CAO-014-25

**Authored By:** Mary-Anne Dempster, CAO

**Submitted By:** Mary-Anne Dempster, CAO

**By-law Number:** **Resolution Number:**

**File Number:**

**Report Subject:** Use of Corporate Resources for Election Purposes Policy Update

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### Recommendations:

1. That Report CAO-014-25, and any related delegations or communication items, be received;
2. That the By-law attached to Report CAO-014-25, as Attachment 1, to repeal and replace the existing by-law adopting Clarington's Use of Corporate Resources for Election Purposes Policy, be approved; and
3. That all interested parties listed in Report CAO-014-25, and any delegations be advised of Council's decision.

## Report Overview

On May 1, 2023 Council approved the Clarington Policy System Policy. This policy laid out the framework for the structure of Council policies and Management Directives. Over the past two years Staff have been reviewing all existing Council policies and Corporate policies to move them into the new framework, but also to recommend any changes required to the appropriate authority.

Staff have reviewed the Council approved policy, F110, the Use of Corporate Resources for Election Purposes and are suggesting updates to the policy template, as well as some substantive updates.

## 1. Background

- 1.1 Section 88.18 of the Municipal Elections Act stipulates that:

“Before May 1 in the year of a regular election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, as the case may be, during the election campaign period.”

- 1.2 After the above MEA change was introduced in 2016, Council passed an updated policy in 2018 for the 2018 election and a further update in 2021 for the 2022 election ([By-law 2021-091](#) arising out of [Report LGS-027-21.](#))
- 1.3 Although the policy has been established, it is best practice to review the policy prior to each regular municipal election so that any changes are completed well ahead of to the deadline and they can be included in the Candidate and Third-Party Advertiser information packages.

## 2. Proposal

### Review

- 2.1 Staff have reviewed the current policy and are recommending changes ranging from template changes to clarifying definitions to ensuring that the policy is in compliance with legislation and common practices of comparable municipalities.
- 2.2 Staff have reviewed policies from comparable municipalities and adopted relevant sections.
- 2.3 Due to the change to the template it is not possible to provide a red line version as it is too hard to follow. Both the existing Policy F110 and the proposed Policy are attached to this report. The next section provides a review by section.



### Analysis and Updates to Policy F110

- 2.4 Information contained within the Policy Statement and Purpose of Existing Policy F110 have been reconfigured under Legislative authority and Purpose in the proposed updated version as this is the new format used for all policies
- 2.5 Under the Scope section, the following underlined changes have been added to provide more clarity:
- 3.1 This policy applies to all Staff of the Municipality of Clarington, and authorizes Staff to impose the rules and procedures, stated within, on all Candidates, political parties, constituency associations, Registered Third Parties, and persons or groups supporting or opposing a question on a ballot, as well as anyone acting on their behalf.
- NEW 3.2 This Policy applies to Members, including a Member not seeking re-election, Staff, Candidates and Acclaimed Candidates.
- 2.6 The index section of Policy F110 has been removed as this format is not used in the new Policy structure.
- 2.7 Under the definition section, new definitions have been added, but none have been removed. However, some of the existing definitions have been updated for clarity.
- 2.8 Items within Section 3 of Policy F110 which have not changed but have been renumbered in the proposed policy:
- Section 3.1 is covered under sections 2.2 and 5.1
  - Section 3.2 is covered under section 3.2
  - Section 3.3 is covered under Section 11
  - Section 3.4 is covered under Section 2.2.2
  - Section 3.5 is covered under Section 14.1
  - Section 4.1 is covered under Section 6.1
  - Section 4.2 is covered under Section 6.3
  - Section 4.3 is covered under Section 6.3.2
  - Section 4.4 is covered under Section 7.1
  - Section 4.5 is covered under Section 6.4
  - Section 5.1 is covered under Section 7.2
  - Section 5.3 is covered under Section 7.4

- Section 5.5 is covered under Section 7.5
- Section 5.11 is covered under Section 7.10
- Section 5.12 is covered under Section 7.11
- Section 6.2 is covered under Section 8.1
- Section 6.4 is covered under Section 8.3
- Section 6.5 is covered under Section 8.4
- Section 6.6 is covered under Section 8.5
- Section 7.1 is covered under Section 9.1
- Section 9.1 is covered under Section 10.1

2.9 Some sections within Policy F110 have been expanded and some sections have been removed. Table 1 identifies the Sections, the changes and the rationale:

**Table 1**

Policy F110	Proposed Policy
5.2 Photographs produced for, and owned by, the Municipality may not be used for any election purposes.	<p>This section has been updated to include all forms of media that are produced and owned by the Municipality.</p> <p>This does not interfere with the ability to share information per section 7.9 and 7.10.</p> <p>7.3 Photographs, images, illustrations, or videos produced for, and owned by, the Municipality shall not be used in campaign materials.</p>

Policy F110	Proposed Policy
<p>5.4 The Clerk may develop and distribute information through various means for the purpose of advising and educating electors. Candidates or Registered Third Parties are permitted to promote and distribute election information provided by the Clerk, provided that such information is not modified in any way.</p>	<p>The first sentence is not required as the Clerk has this power under the MEA. The second sentence was rolled into 7.4.1.</p>
<p>5.6 Distribution lists or contact lists developed utilizing Corporate Resources and in the custody and control of the Municipality shall not be utilized for election purposes.</p>	<p>This section has been removed and replaced with Section 6.2 which reads:</p> <p>Corporate Information, with the exception of those specifically made for the use of candidates and registered third party advertisers, may not be used by any candidate, registered third party advertiser or political party, unless the database has already been released for public use.</p> <p>This definition is now broader and applies to more than distribution lists and contact lists which removes the need for a stand alone Section.</p>

Policy F110	Proposed Policy
<p>5.7 The following shall be discontinued for Members of Council from the day prior to Nomination Day in a municipal election year to Voting Day:</p> <p style="padding-left: 40px;">All printing, high speed photocopying and distribution, including printing and general distribution of newsletters unless so directed and approved by Council, and</p> <p style="padding-left: 40px;">The ordering of business cards and stationery.</p>	<p>The following two sections have been expanded and broken into two sections for clarity and consistency with other sections in this Policy.</p> <p>7.6 The following municipally funded services shall not be used for campaigning or campaign materials:</p> <p style="padding-left: 20px;">7.6.1 All printing, photocopying and distribution services, including but not limited to the printing and general distribution of newsletters and new resident letters; and</p> <p style="padding-left: 20px;">7.6.2 all forms of advertising, including advertising in any Clarington publication.</p> <p>7.7 The following shall be discontinued for Members during the election period:</p> <p style="padding-left: 20px;">7.7.1 The ordering of business cards and stationery; and</p> <p style="padding-left: 20px;">7.7.2 The ordering of technology or office furnishings, unless it is a replacement for technology or office furnishings that have ceased functioning or has been approved by Council either directly or as part of an adopted Budget.</p>

Policy F110	Proposed Policy
<p>5.8 Announcements and quotations by all Members of Council which normally may appear in all public communications from the Municipality as set forth in (i) to (iv) below shall be made by the CAO on behalf of the Municipality, and not a Member of Council, and none of the following shall include photographs of any Member of Council:</p> <ul style="list-style-type: none"> <li>(i) the quarterly update of local Municipal news containing Council decisions and major news stories;</li> <li>(ii) all municipally sponsored advertising;</li> <li>(iii) all news releases from the Municipality; unless same is required as part of Clarington's emergency bylaws.</li> </ul>	<p>This section has been removed as Council Policy does not supersede the authorities provided to the Mayor under the Municipal Act. Additionally, the sub items are either not applicable or covered elsewhere.</p>
<p>5.9 Any corporate editorial columns (i.e. Mayor's Column or Councillor's Column) prepared or assisted by corporate staff shall be discontinued as of January 1<sup>st</sup> in a regular municipal election year.</p>	<p>This section has been removed as Council Policy does not supersede the authorities provided to the Mayor under the Municipal Act. We could leave Councillor's in but it is not relevant as currently the service level does not involve support for Councillor's in this manner.</p>
<p>6.3 All Candidates and Registered Third Parties must adhere to the provisions set out in any other Municipal Policies pertaining to Municipal Facilities/Buildings.</p>	<p>Removed. This section is redundant and not required.</p>

Policy F110	Proposed Policy
<p>6.7 The rental, to candidates or Registered Third Parties of advertising space on arena boards and lobby monitors, or any other municipal social media site, is prohibited.</p> <p><b>Notwithstanding,</b></p> <ul style="list-style-type: none"> <li>• Section 6.5 does not prohibit the erection of a temporary election or campaign signs on municipal land in accordance with the Municipality's Election Sign By-law.</li> <li>• Campaigning on public sidewalks and highways is permitted, provided that it is in compliance with prevailing legislation and Municipal by-laws.</li> <li>• Sections 6.4 and 6.5 do not prohibit a candidate or external organization or Registered Third Party from renting space within a municipal facility/building (other than the Municipal Administrative Centre, Clarington Library facilities and the Museum Buildings) for election related purposes. If a municipal facility/building is rented, campaigning and the distribution or display of campaign materials is only permitted during the rental period and only within the rented area. This exception does not apply to Section 6.6.</li> </ul> <p>Vehicle and/or mobile signs may be displayed as per the Municipality's Election Sign By-law.</p>	<p>Sections 8.4.1, 8.4.2 and 8.6 with the exception of the following that have been removed:</p> <ul style="list-style-type: none"> <li>• Campaigning on public sidewalks and highways is permitted, provided that it is in compliance with prevailing legislation and Municipal by-laws.</li> </ul> <p>Vehicle and/or mobile signs may be displayed as per the Municipality's Election Sign By-law.</p>

Policy F110	Proposed Policy
8.1 The Municipality's appointed Integrity Commissioner is considered to be a Corporate Resource, under contract with the Municipality and may receive, from time to time, compensation from the Municipality in accordance with services provided.	This statement has been removed as it is not pertinent as the restrictions regarding the Integrity Commissioner are detailed in the Municipal Act.
8.2 Members of Council shall not use the services of the Municipality's Integrity Commissioner during the Election Period for the purposes of seeking advice related to their Campaign.	This section has been removed as it is not required as it is detailed in the MEA.

2.10 There are eight suggested additions to the Policy illustrated in Table 2 below with the rationale.

**Table 2**

Proposed Policy	Rationale
<p>Section 5.2:</p> <p>To ensure compliance with the MEA and the purpose of this Policy, the provisions of this Policy, as they pertain to any Member, shall supersede the provisions of any other Municipality of Clarington policy, procedure, practice or guideline applying to that Member.</p>	<p>This section has been added for clarity on expectations.</p>

Proposed Policy	Rationale
<p>Section 7.8:</p> <p>In any material printed or distributed by the Municipality of Clarington, Members are not permitted to:</p> <p>7.8.1. Illustrate that a person is a Candidate registered in any election;</p> <p>7.8.2. Identify where a person will be running for office; or</p> <p>7.8.3 Profile or refer to Candidates in any election.</p>	<p>This section has been added for clarity as it is already the practice during the election period, but this reiterates the expectation.</p>
<p>Section 8.7:</p> <p>A Candidate shall not rent a Municipal Facility to offer an unofficial Election Assistance Centre, including providing technology and/or assistance to voters in order to cast a ballot during the Voting Period.</p>	<p>This section is proposed to avoid any perception of interference in an election.</p>
<p>Section 8.8</p> <p>In the event of a public debate hosted by a third party, a Clarington Facility may be used as the venue at the discretion of the Clerk, provided that full-market rental fees and rates for use of such Clarington facility and any other policy pertaining to the use of such facility are complied with, all registered Candidates within a single electoral race must be invited to attend such debate, and that the event meets any other requisite criteria established by the Clerk.</p>	<p>This allows us to show support for debates within our facilities, while at the same time ensure that it is fair.</p>



Proposed Policy	Rationale
<p>Section 9.2</p> <p>No images that include Staff, in their professional capacity, shall be used in any Campaign Materials.</p>	<p>This section has been added to protect Staff from being unfairly accused of endorsing a candidate.</p>
<p>Section 9.3</p> <p>No statements that indicate endorsement/support by Staff, in their professional capacity, shall be used in any Campaign Materials.</p>	<p>This section has been added to protect Staff from inadvertently endorsing a Candidate in their “professional capacity”.</p>
<p>Section 10:</p> <p>Section 10.2. MEA, s. 88.8 (9) states “For greater certainty, if a municipality or local board makes information available to the public on a website or in another electronic format, the provision of the information does not constitute a contribution to a candidate.</p> <p>Section 10.3 MEA s. 88.8 (10) states “Without limiting the generality of subsection (9), the information referred to in that subsection includes the following:</p> <p>10.3.1 The phone number and email address provided by the candidate in the nomination filed under section 33.</p> <p>10.3.2 A hyperlink to the candidate’s website.</p>	<p>The Limitations section has been expanded to add Sections 10.2 and 10.3 for Clarity. This is in effect given the authority provided to the Clerk under the MEA.</p>

Proposed Policy	Rationale
Section 11 of the proposed policy articulates Remedies.	The existing policy does not have a section for remedies, it has a broad statement under Section 3.3. For clarity, the proposed policy has added this new section and is consistent with the authorities afforded to the Clerk under the MEA.

### 3. Financial Considerations

Not Applicable.

### 4. Strategic Plan

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

### 6. Climate Change

Not Applicable.

### 7. Concurrence

Not Applicable.

### 8. Conclusion

It is respectfully recommended that Council repeal Policy F110 and replace with the draft Policy attached.

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Staff Contact: Mary-Anne Dempster, Chief Administrative Officer [mdempster@clarington.net](mailto:mdempster@clarington.net)

Attachments:

Attachment 1 – Draft by-law containing an updated Use of Corporate Resources for Election Purposes Policy

Attachment 2 – Existing Policy F110

Interested Parties:

There are no interested parties to be notified of Council's decision.

Attachment 1 to Report CAO-014-25  
Use of Corporate Resources for Election Purposes Policy

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The Corporation of the Municipality of Clarington  
By-law **YYYY-NN**

Being a By-law to adopt the Use of Corporate Resources for Election Purposes Policy, and Repeal By-law 2021-091.

Whereas Sub-section 88.18 of the Municipal Elections Act, 1996, as amended, (the Act) states that, before May 1 in the year of a regular election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, as the case may be, during the election campaign period;

Whereas Sub-section 88.15 (1) of the Act states that money, goods and services given to and accepted by a person for his or her election campaign, or given to and accepted by another person who is acting under the person's direction, are contributions;

Whereas Section 88.8 (4) 5 of the Act states that a municipality or local board shall not make a contribution to the election campaign of a candidate;

Whereas Council had previously passed By-law 2021-091 adopting the "Use of Corporate Resources for Election Purposes Policy"; and

Whereas the Council of the Municipality of Clarington deems it necessary to update the "Use of Corporate Resources for Election Purposes Policy".

Now Therefore the Council of the Municipality of Clarington enacts as follows:

1. That the attached Policy Statement in respect to the Use of Corporate Resources for Election Purposes be adopted to replace the Policy Statement forming part of By-law 2021-091.
2. That Attachment 1, Policy CP-032, forms part of this By-law.
3. That By-law 2021-091 be repealed.
4. That this by-law shall come into force and effect on the date of passing.

Passed in Open Council this 22<sup>nd</sup> day of September, 2025.

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Adrian Foster, Mayor

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June Gallagher, Municipal Clerk



# Council Policy

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<b>Number:</b>	CP-032
<b>Title:</b>	<b>Use of Corporate Resources for Election Purposes</b>
<b>Type:</b>	<b>Elections</b>
<b>Sub-type:</b>	<b>Resources</b>
<b>Owner:</b>	<b>CAO Office</b>
<b>Approved By:</b>	<b>Council</b>
<b>Approval Date:</b>	<b>September 8, 2025</b>
<b>Effective Date:</b>	<b>September 8, 2025</b>
<b>Revised Date:</b>	<b>September 8, 2025</b>
<b>Applicable to:</b>	<b>All Staff and Members of Council</b>

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## 1. Legislative or Administrative Authority:

- 1.1. Subsection 88.8(4)(5) of the Municipal Elections Act (MEA) states that “the following persons and entities shall not make a contribution: The Crown in right of Canada or Ontario, a municipality or a local board.”
- 1.2. Section 88.18 of the MEA states that “before May 1 in the year of a regular election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, as the case may be, during the election campaign period.”

## 2. Purpose:

- 2.1. To create rules and procedures for the use of Corporate Resources for election-related purposes during the Election Period.
- 2.2. All provisions contained within this policy shall serve to ensure a fair and transparent election process, while maintaining that:
  - 2.2.1. Corporate Resources shall not be used during an Election Period to promote or provide an unfair advantage to any Candidate, political party, constituency association, Registered Third Party, or a person or group supporting or opposing a question on a ballot; and
  - 2.2.2. Members shall not be precluded from performing their duties as an elected Official, nor inhibited from representing the interests of their constituents.



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## 3. Scope:

- 3.1. This policy applies to all Staff of the Municipality of Clarington, and authorizes Staff to impose the rules and procedures, stated within, on all Candidates, political parties, constituency associations, Registered Third Parties, and persons or groups supporting or opposing a question on a ballot, as well as anyone acting on their behalf.
- 3.2. This Policy applies to Members, including a Member not seeking re-election, Staff, Candidates and Acclaimed Candidates.

## 4. Definitions:

- 4.1. **Acclaimed Candidate** means a candidate elected by acclamation pursuant to section 37 of the MEA.
- 4.2. **By-election** means an election held in accordance with section 65 of the MEA.
- 4.3. **Campaign(ing)** means any activity by, or on behalf of a Candidate, political party, constituency association, Registered Third Party, or question on a ballot that has the effect of advancing a Candidate's political objectives during an Election Period.
- 4.4. **Campaign Materials** means any materials used to solicit votes for a Candidate(s) or question during the Election Period including, but not limited to, literature, banners, posters, pictures, buttons, clothing, or other paraphernalia. Campaign Materials include materials in all media, for example, print, displays, electronic, radio or television, online including websites or social media.
- 4.5. **Candidate** means any person who has filed, and not withdrawn a nomination, in a municipal, school board, provincial or federal election or by-election, or a candidate seeking nomination for a political party. Where referred to in this Policy, the term Candidate can also be substituted to read political party, constituency association, Registered Third Party, or a person or group supporting or opposing a question on a ballot.
- 4.6. **Clerk** means the Municipal Clerk of the Municipality of Clarington, or their delegate.



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- 4.7. **Corporate Resource** means tangible and intangible goods and/or services owned, controlled, leased, acquired, or operated by Clarington including but not limited to furnishings, materials, equipment, monetary funds (including any budget allocated to a Member), staff resources, Corporate Information, Clarington facilities, Information Technology, or any other property of the Municipality of Clarington.
- 4.8. **Corporate Information** means any information in the custody and control of the Municipality, including databases that may be the repository of names, contact information, business records, financial information or other identifiers compiled and used by Municipal employees to conduct municipal business. Examples of municipal databases include: grant recipients, lists of event attendees, and resident association lists. Constituent information collected by Members is not under the custody and control of the Municipality and are not considered municipal information for the purposes of this Policy.
- 4.9. **Council** means the Council of the Municipality of Clarington.
- 4.10. **Election Assistance Centre (EAC)** means a building/property, location, structure, or grounds/part of a building/property, or other facility designated by the Municipal Clerk at which eligible voters may attend in-person to seek assistance with voting and/or to vote in the Municipal Elections. The boundaries of the EAC are the boundaries of the property where the EAC is located, and this includes the parking lot. EACs have the same meaning as "Voting Locations" as defined in the MEA.
- 4.11. **Election Period** means the official Campaign period of an election for:
- A municipal or school board election; the Election Period commences on the first day prescribed for the filing of nominations in accordance with the MEA and ends the day following Voting Day.
  - A provincial or federal election; the Election Period commences the day the writ for the election is issued and ends the day following Voting Day.
  - A nomination for a political party, the Election Period is the nomination contesting period as determined by the Party.
  - A question on the ballot; the period commences the day Council passes a by-law to put a question to the electorate and ends the day following Voting Day.



# Council Policy

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- A municipal or school board by-election; the period commences on the first day nominations may be filed and ends the day following Voting Day.
- 4.12. **Information Technology** means the systems, hardware, software, networks, and processes used to create, store, manage, and exchange information within the organization.
  - 4.13. **Local Board** has the same meaning as found in Section 1 of the MEA.
  - 4.14. **MEA** means the Municipal Elections Act, 1996, as amended, S.O. 1996, c. 32, Sched.
  - 4.15. **Member** means a person who has been elected or appointed to an Office on Council or local board and is in that position during the Election Period.
  - 4.16. **Member of Council** means a person who has been elected or appointed to the Council of the Municipality of Clarington.
  - 4.17. **Municipal Facility/Building** means all lands, buildings, and other structures owned, leased, operated or otherwise controlled by the Municipality of Clarington or Clarington local board, and things growing upon or affixed thereto, including, but not limited to, all Clarington administrative offices, operation centres, community centres, parks and sports fields, libraries and highways.
  - 4.18. **Newsletter** means a publication produced and distributed by or on behalf of a Member, using any Corporate Resources, to provide information to residents.
  - 4.19. **Office** means the authority and duties attached to the position of being an elected member of Council.
  - 4.20. **Policy** means this Use of Corporate Resources for Election Purposes Policy.
  - 4.21. **Registered Third Party** shall have the same meaning as "Registered Third Party" as found in the Municipal Elections Act, 1996 or the term "Third Party" as defined in section 1 of the Election Finances Act (Ontario) and Canada Elections Act, as the context requires.



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- 4.22. **Staff** means all full-time and part-time persons hired by the Municipality of Clarington, including union and non-union employees, administrative Staff, contract and temporary employees, students, secondments, co-op placement Staff, volunteers, hired contractors, members of Clarington Professional Fire Fighters Association.
- 4.23. **Voting Day** means the day on which the final vote is to be taken in an election as defined by the appropriate legislation.
- 5. General:**
- 5.1. No person shall use any Corporate Resources for Campaigning or Campaign Materials.
- 5.2. To ensure compliance with the MEA and the purpose of this Policy, the provisions of this Policy, as they pertain to any Member, shall supersede the provisions of any other Municipality of Clarington policy, procedure, practice or guideline applying to that Member.
- 6. Corporate Resources – Technology**
- 6.1. Members are provided access to corporate Information Technology assets to fulfill their duties and responsibilities as an elected official but shall not use those corporate Information Technology assets for Campaigning or the development of Campaign Materials
- 6.2. Corporate Information, with the exception of those specifically made for the use of candidates and registered third party advertisers, may not be used by any candidate, registered third party advertiser or political party, unless the database has already been released for public use.





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- 6.3. Websites or domain names or other social media sites that are, in whole or in part, funded by the Municipality of Clarington and/or maintained (including the posting of content) by the Municipality of Clarington Staff shall not be used for campaigning and shall not include any campaign material, nor provide links to websites, domains or social media that include campaign material. The Municipality's official election website or webpages will provide Candidate contact information, including a link to a Candidate's website, but shall in no way endorse any Candidate.
- 6.3.1. **Notwithstanding the foregoing**, a Candidate or Registered Third Party Advertiser may provide a link to the Municipality's official election website or webpages in their campaign materials for electors to access additional information about the election and the voting process.
- 6.4. Once a Member of Council registers to be a Candidate, any links from a Municipal website or social media account to the Member's website or social media pages will be removed from the Municipality's webpages.
- 6.4.1. **Notwithstanding the foregoing**, information contained on the "Personal Information Release Form - Candidate Consent", as part of the nomination process, may be included on the Clarington Elections webpage(s).
- 6.5. The Municipality's voicemail system shall not be used to record campaign-related messages and the computer network, including the email system, shall not be used to distribute Campaign Materials.

## 7. Corporate Resources – Communications

- 7.1. During the election period, Mayor and Council biographies on the Municipal website shall be reduced to council-related contact information only.
- 7.2. Members are responsible to ensure that they do not use Council portraits funded by the Municipality, either as a corporate or Member expense, in Campaign Materials.
- 7.3. Photographs, images, illustrations, or videos produced for, and owned by, the Municipality shall not be used in campaign materials.



# Council Policy

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- 7.4. Candidates or Registered Third Parties shall not print, distribute, or make reference to, any of the Municipality's email addresses, telephone numbers, or facility addresses on any Campaign Materials.
  - 7.4.1. **Notwithstanding the foregoing**, Candidates or Registered Third Parties may provide the election telephone number, election email address, or a link to the Municipality's official election website or webpages in Campaign Materials for electors to access additional information about the election and the voting process provided that such information is not modified in any way. References to municipal facilities may be used with regard to debates at Municipal Facilities or if the Municipal Facility has been rented in accordance with this and any other relevant Policy.
  - 7.5. The Municipality's logo, crest, coat of arms, slogan, and brand etc. owned or under the jurisdiction of the Municipality, shall not be used in any Campaign Materials.
  - 7.5.1. **Notwithstanding the foregoing**, Candidates or Registered Third Parties may capture their own photos of Municipal property for use in Campaign Materials, provided the photo is taken from a publicly accessible area, and does not contain a Municipal sign, logo, crest, coat of arms, slogan or brand.
  - 7.6. The following municipally funded services shall not be used for campaigning or campaign materials:
    - 7.6.1. All printing, photocopying and distribution services, including but not limited to the printing and general distribution of newsletters and new resident letters; and
    - 7.6.2. All forms of advertising, including advertising in any Clarington publication.
  - 7.7. The following shall be discontinued for Members during the election period:
    - 7.7.1. The ordering of business cards and stationery; and
    - 7.7.2. The ordering of technology or office furnishings, unless it is a replacement for technology or office furnishings that have ceased functioning or has been approved by Council either directly or as part of an adopted Budget.
  - 7.8. In any material printed or distributed by the Municipality of Clarington, Members are not permitted to:



# Council Policy

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- 7.8.1. Illustrate that a person is a Candidate registered in any election;
  - 7.8.2. Identify where a person will be running for office; or
  - 7.8.3. Profile or refer to Candidates in any election.
  - 7.9. Corporate Resources that have been published to the Municipal website may be linked on Candidate and Registered Third Parties' websites, but may not be housed on the candidate website, and may not be taken out of context/modified/reproduced for use in any campaign materials.
  - 7.10. Messages posted to the Municipal social media accounts may be shared by a candidate to their personal or campaign social media accounts using social media official channels and not partially reproduced.

## **8. Corporate Resources – Municipality Facilities / Buildings**

- 8.1. Candidates or Registered Third Parties are prohibited from renting space (e.g., a booth) as part of a Municipally organized event, during the election period.
- 8.2. Candidates, registered third party advertisers or political parties are permitted to attend Municipal events, or events held at Municipal facilities, in either their capacity as elected representatives or as private citizens, but shall not campaign. No campaign materials may be disseminated at Municipal events. Elected officials are permitted to attend Municipally-organized events or events held on Municipal facilities and act as ceremonial participants in their capacity as elected officials, including speaking at the event and partaking in ceremonial activities.
- 8.3. Members, Registered Third Parties, and Candidates shall not use their constituency office, municipal or any municipally provided facilities for any Campaigning, which includes the display of any campaign-related signs in the window or on the premises, as well as the display of Campaign material in the office.
- 8.4. Campaigning and the distribution or display of campaign material is not permitted in any municipal or local board facility, on municipal land, or at municipal or local board event including any municipal or board meeting.



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- 8.4.1. **Notwithstanding**, section 8.4 does not prohibit the erection of temporary election or campaign signs on municipal land in accordance with the Municipality's Election Sign By-law.
  - 8.4.2. Section 8.4 does not prohibit a candidate or external organization or Registered Third Party from renting space within a municipal facility/building (other than the Municipal Administrative Centre, Clarington Library facilities and the Museum Buildings) for a Campaign event provided they have paid full-market rental fees and rates for use of such Clarington facility, and have otherwise complied with any other policy pertaining to the use of such facility. If a municipal facility/building is rented, campaigning and the distribution or display of campaign materials is only permitted during the rental period and only within the rented area. This exception does not apply to Section 8.5.
  - 8.5. Candidates or Registered Third Parties are prohibited from using a Municipal Facility/Building as a campaign office.
  - 8.6. The rental, to candidates or Registered Third Parties of advertising space on arena boards and lobby monitors, or any municipal social media site, is prohibited.
  - 8.7. A Candidate shall not rent a Municipal Facility to offer an unofficial Election Assistance Centre, including providing technology and/or assistance to voters in order to cast a ballot during the Voting Period.
  - 8.8. In the event of a public debate hosted by a third party, a Clarington Facility may be used as the venue at the discretion of the Clerk, provided that full-market rental fees and rates for use of such Clarington facility and any other policy pertaining to the use of such facility are complied with, all registered Candidates within a single electoral race must be invited to attend such debate, and that the event meets any other requisite criteria established by the Clerk.

## 9. Municipality Staff

- 9.1. Municipal Staff are prohibited from using Corporate Resources and Information for the benefit of a Candidate or Campaign. The Employee Code of Ethics Policy also sets out the rules for participation in political activities by staff.
- 9.2. No images that include Staff, in their professional capacity, shall be used in any Campaign Materials.



# Council Policy

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- 9.3. No statements that indicate endorsement/support by Staff, in their professional capacity, shall be used in any Campaign Materials.

## 10. Limitation

- 10.1. Nothing in this Policy shall prohibit a Member from performing their job as a Member, nor inhibit them from representing the interests of the constituents who elected them.
- 10.2. Nothing in this Policy shall preclude Staff from exercising their civic right and duty to participate in an election process, including a municipal election process, as a private citizen, except as provided for in the Clarington Employee Code of Ethics Policy.
- 10.3. Nothing in this Policy shall prevent the Clerk from using Corporate Resources and Information for conducting an election in accordance with the MEA, including but not limited to, providing notices that are either required by legislation, or are to provide information to electors or Candidates, or the publishing of Candidate information on the Clarington Elections webpage(s).
- 10.4. MEA, s. 88.8 (9) states "For greater certainty, if a municipality or local board makes information available to the public on a website or in another electronic format, the provision of the information does not constitute a contribution to a candidate.
- 10.5. MEA s. 88.8 (10) states "Without limiting the generality of subsection (9), the information referred to in that subsection includes the following:
- 10.5.1. The phone number and email address provided by the candidate in the nomination filed under section 33.
- 10.5.2. A hyperlink to the candidate's website.

## 11. Remedies

- 11.1. The Clerk or any person authorized by the Clerk will remove any campaign materials from municipal property that are placed in contravention of this policy.
- 11.2. In accordance with section 12 of the MEA, the Clerk may provide for any matter, in the Clerk's opinion, is necessary or desirable for conducting the election.



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- 11.3. A Member of Council should be aware that non-compliance with this Policy may be contrary to the MEA, in particular section 88.8(7), "A contribution may be accepted only from a person or entity that is entitled to make a contribution." Contraventions may be subject to review by the compliance audit committee appointed pursuant to Section 88.37 of the MEA.

## **12. Roles and Responsibilities:**

### **12.1. Council is responsible for:**

- 12.1.1. Approving this policy.

### **12.2. A Member is responsible for:**

- 12.2.1. Complying with this Policy.
- 12.2.2. Ensuring that any Staff who supports the Member in the performance of their duties, or any such Staff whose work is directed by that Member, are complying with this Policy.

### **12.3. Municipal Clerk is responsible for:**

- 12.3.1. Interpreting and administering this policy and providing any related procedures deemed necessary or desirable for conducting an election.

### **12.4. All Staff are responsible for:**

- 12.4.1. Ensuring that Corporate Resources, as identified by this Policy, are not used for campaigning.

### **12.5. Candidates and Registered Third Parties are responsible for:**

- 12.5.1. Complying with this policy.

## **13. Related Documents:**

- 13.1. Council Code of Conduct Council Policy
- 13.2. Council-Staff Relations Council Policy
- 13.3. Display of Material in Municipal Buildings Management Directive
- 13.4. Employee Code of Ethics Council Policy



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13.5. Use of Corporate Logo by Members of Council Policy

## 14. Inquiries:

14.1. Municipal Clerk – [clerks@clarington.net](mailto:clerks@clarington.net).

## 15. Revision History:

Date	Description of Changes	Approved By
January 25, 2010	Initial Policy, as per <a href="#">Report CLD-002-10</a>	<a href="#">By-law 2010-010</a>
April 9, 2018	Revised, as per <a href="#">Addendum to Report CLD-008-18</a>	<a href="#">By-law 2018-028</a>
November 22, 2021	Revised, as per <a href="#">Report LGS-027-21</a> (mainly adding Registered Third Parties)	<a href="#">By-law 2021-091</a>
DATE	Revised, as per Report CAO-014-25	





# Corporate Policy

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<b>POLICY TYPE:</b>	<b>Operational</b>
<b>SUBSECTION:</b>	<b>Building / Grounds / Parking / Equipment - Access &amp; Use</b>
<b>POLICY TITLE:</b>	<b>Use of Corporate Resources for Election Purposes</b>
<b>POLICY #:</b>	<b>F110</b>
<b>POLICY APPROVED BY:</b>	<b>Council</b>
<b>EFFECTIVE DATE:</b>	<b>April 9, 2018</b>
<b>REVISED:</b>	<b>November 22, 2021</b>
<b>APPLICABLE TO:</b>	<b>All Employees, Candidates, Registered Third Parties, Council, Clarington Local Boards</b>

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## Policy Statement

The Municipal Elections Act (MEA), the Election Finances Act (Ontario), and the Canada Elections Act prohibit the Municipality from making contributions in any form to a Candidate or Registered Third Party.

All provisions contained within this policy shall serve to ensure the protection of freedom of expression while maintaining that:

- Corporate Resources shall not be used during an Election Period to promote or provide an unfair advantage to any Candidate, political party, constituency association, Registered Third Party, or a person or group supporting or opposing a question on a ballot;
- Members of Council shall not be precluded from performing their duties as an elected Official, nor inhibited from representing the interests of their constituents; and,
- Information and communication related to an election shall continue to be open and accessible to the public with content to be produced, and approved, by Clarington's Corporate Communications Division, in conjunction with the Clerk's Division.

## Purpose

The purpose of this policy is to create guidelines in the Municipality of Clarington for all Candidates running for an elected office and Registered Third Parties during the Election Period and to establish parameters on the use of Corporate Resources for election related purposes.





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## Scope

This policy applies to all employees of the Municipality, Candidates, political parties, constituency associations, Registered Third Parties, and persons or groups supporting or opposing a question on a ballot, as well as anyone acting on their behalf.

## Index

1. Definitions
2. Responsibilities
3. General Provisions
4. Corporate Resources – Technology
5. Corporate Resources – Communications
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7. Municipal Staff
8. Integrity Commissioner
9. Limitation

## 1 Definitions

- 1.1 **Campaign(ing)** means any activity by, or on behalf of a Candidate, political party, constituency association, Registered Third Party, or question on a ballot meant to elicit support during the Election Period. This does not include the appearance of elected officials, other candidates or their supporters, or registrants at an event in their personal capacity without the display of any signage or graphics which identify the individual as a candidate or registrant without the solicitation of votes.
- 1.2 **Campaign Materials** means any materials used to solicit votes for a Candidate(s) or question during the Election Period including, but not limited to, literature, banners, posters, pictures, buttons, clothing, or other paraphernalia. Campaign Materials include materials in all media, for example, print, displays, electronic radio or television, online including websites or social media.
- 1.3 **Candidate** means any person who has filed, and not withdrawn a nomination, in a municipal, school board, provincial or federal election or by-election, or a candidate seeking nomination for a political party. Where referred to in this Policy, the term Candidate can also be substituted to read political party, constituency association, Registered Third Party, or a person or group supporting or opposing a question on a ballot.



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**1.4 Corporate Resource** means items, staff, services, or resources which are the property of the Municipality of Clarington including, but not limited to: materials, equipment, vehicles, facilities, land, technology (computers, smartphones, tablets, etc.), intellectual property, images, logos, and supplies. Working hours, the time where the Municipality pays its employees to complete certain duties or tasks, is also considered to be a Corporate Resource.

**1.5 Election Period** means the official Campaign period of an election for:

- A municipal or school board election; the Election Period commences on the first day prescribed for the filing of nominations in accordance with the MEA and ends on voting day.
- A provincial or federal election; the Election Period commences the day the writ for the election is issued and ends on voting day.
- A nomination for a political party, the Election Period is the nomination contesting period as determined by the Party.
- A question on the ballot; the period commences the day Council passes a by-law to put a question to the electorate and ends on voting day.
- A municipal or school board by-election; the period commences on the first day nominations may be filed and ends on voting day.

**1.6 Local Board** has the same meaning as found in Section 1 of the Municipal Act, 2001.

**1.7 MEA** means the Municipal Elections Act, 1996, as amended, S.O. 1996, c. 32, Sched.

**1.8 Municipal Facility/Building** means any building or facility owned or operated by the Municipality of Clarington or Clarington local board.

**1.9 Registered Third Party** shall have the same meaning as "Registered Third Party" as found in section of the Municipal Elections Act, 1996 or the term "Third Party" as defined in section 1 of the Election Finances Act (Ontario) and Canada Elections Act, as the context requires.



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## **2 Responsibilities**

### **2.1 Candidates and Registered Third Parties to:**

- Adhere to the guidelines and parameters established by this policy.

### **2.2 Municipal Clerk to:**

- Administer this policy and provide any related procedures as deemed necessary or desirable for conducting an election.

### **2.3 Municipal Staff to:**

- Ensure that Corporate Resources, as identified by this Policy, are not used for campaigning.

## **3 General Provisions**

In accordance with the spirit and intent of the election related legislation,

### **3.1 Corporate Resources and funding shall not be used by a Candidate or Registered Third Party for Campaigning or election-related purposes.**

### **3.2 This Policy also applies to an acclaimed Member or a Member not seeking re-election.**

### **3.3 The Municipal Clerk is authorized, and directed to take the necessary action, to give effect to this Policy.**

### **3.4 This Policy does not preclude a Member of Council from performing their duties as a Councillor, nor inhibit a Member of Council from representing the interests of their constituents.**

### **3.5 Individuals who have questions about this Policy are encouraged to contact the Municipal Clerk to obtain further clarification.**



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## 4 Corporate Resources – Technology

Further to Section 3.1 above, the following is provided for greater clarity when considering the use of corporate technology resources:

**4.1** Members of Council are provided access to corporate information technology (I.T.) assets to fulfill their duties and responsibilities as an elected official but may not use those assets for Campaigning or the development of Campaign Materials. This includes, but is not limited to, functionality through municipally issued smartphones such as calendar, email, texts, etc.

**4.2** Websites or domain names that are funded by the Municipality of Clarington may not be used for campaigning. The Municipality's official election website or webpages will provide Candidate contact information, including a link to a Candidate's website, but shall in no way endorse any Candidate.

**Notwithstanding, a Candidate or Third Party Advertiser may** provide a link to the Municipality's official election website or webpages in their campaign materials for electors to access additional information about the election and the voting process.

**4.3** Once a Member of Council registers to be a Candidate, any links from a Municipal website or social media account to his or her website or social media pages will be removed from the Municipality's webpages if the Member's website or social media page contains or will contain Campaign Material.

**Notwithstanding the foregoing,** information contained on the "Personal Information Release Form - Candidate Consent", as part of the nomination process, may be included on the Clarington Elections webpage(s).

**4.4** During the election period, Mayor and Council biographies on the Municipal website shall be reduced to council-related contact information only.

**4.5** The Municipality's voicemail system shall not be used by Candidates to record campaign-related messages nor shall the computer network, including the email system, be used to distribute campaign-related correspondence.



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## 5 Corporate Resources - Communications

Further to Section 3.1 above, the following is provided for greater clarity when considering the use of corporate communication resources:

- 5.1 Members of Council may not use Council portraits funded by the Municipality, either as a corporate or Member expense, in Campaign Materials.
- 5.2 Photographs produced for, and owned by, the Municipality may not be used for any election purposes.
- 5.3 Candidates or Registered Third Parties may not print, distribute, or make reference to any of the Municipality's email addresses, telephone numbers, or facility addresses on any Campaign Materials.

**Notwithstanding the foregoing, Candidates or Registered Third Parties may** provide the election telephone number, election email address, or a link to the Municipality's official election website or webpages in Campaign Materials for electors to access additional information about the election and the voting process (see also Section 4.2).

- 5.4 The Clerk may develop and distribute information through various means for the purpose of advising and educating electors. Candidates or Registered Third Parties are permitted to promote and distribute election information provided by the Clerk, provided that such information is not modified in any way.
- 5.5 The Municipality's logo, crest, coat of arms, and slogans, or any other images or illustrations or videos owned or under the jurisdiction of the Municipality, may not be used in any Campaign Materials. As per the Use of Corporate Logo by Members of Council Policy (see Report COD-030-11), the logo or any related material shall not be available for use as of January 1<sup>st</sup> in a regular municipal election year.

**Notwithstanding the foregoing, Candidates or Registered Third Parties may** capture their own photos of Municipal property for use in Campaign Material, provided the photo is taken from a publicly accessible area, and does not contain a Municipal sign, logo, crest, coat of arms or slogan in the background.

- 5.6 Distribution lists or contact lists developed utilizing Corporate Resources and in the custody and control of the Municipality shall not be utilized for election purposes.



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**5.7** The following shall be discontinued for Members of Council from the day prior to Nomination Day in a municipal election year to Voting Day:

- All printing, high speed photocopying and distribution, including printing and general distribution of newsletters unless so directed and approved by Council, and
- The ordering of business cards and stationery.

**5.8** Announcements and quotations by all Members of Council which normally may appear in all public communications from the Municipality as set forth in (i) to (iv) below shall be made by the CAO on behalf of the Municipality, and not a Member of Council, and none of the following shall include photographs of any Member of Council:

- (i) the quarterly update of local Municipal news containing Council decisions and major news stories;
- (ii) all municipally sponsored advertising;
- (iii) all news releases from the Municipality; unless same is required as part of Clarington's emergency bylaws.

**5.9** Any corporate editorial columns (i.e. Mayor's Column or Councillor's Column) prepared or assisted by corporate staff shall be discontinued as of January 1<sup>st</sup> in a regular municipal election year.

**5.10** Members of Council may not:

- Print, post or distribute any material paid by municipal funds that illustrates that a Member of Council or any other individual is registered in any election or where they will be running for office,
- Profile (name or photograph), or make reference to, in any material paid by municipal funds, any individual who is registered as a candidate in any election,
- Print or distribute any material using municipal funds that makes reference to, or contains the names or photographs, or identifies registered candidates for municipal elections (minutes of Municipal Council and Committee meetings are exempt from this policy).





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- 5.11 Municipal resources that have been published to the Municipal website (e.g., strategic plans, staff reports, minutes, agendas, press releases) may be linked on Candidate and Registered Third Parties' websites, but may not be housed on the candidate website, and may not be taken out of context/modified/reproduced for use in any campaign related material.
- 5.12 Messages posted to the Municipal social media accounts (including Facebook and Twitter) may be shared in the case of Facebook or re-tweeted on Twitter by a candidate to their personal or campaign social media accounts using social media official channels and not partially reproduced.

## 6 Corporate Resources - Municipality Facilities/Buildings

Further to Section 3.1 above, the following is provided for greater clarity when considering the use of Municipal Facilities/Buildings, including Municipality owned or leased lands, as Corporate Resources:

- 6.1 Any Candidate may attend any public Standing Committee, Advisory Committee or Council meeting; however, they shall not use this forum to speak on, or address, any matter relating to their Campaign.
- 6.2 Candidates or Registered Third Parties are prohibited from renting space (e.g., a booth) as part of a Municipally organized event.
- 6.3 All Candidates and Registered Third Parties must adhere to the provisions set out in any other Municipal Policies pertaining to Municipal Facilities/Buildings.
- 6.4 Members of Council, Registered Third Parties, and Candidates may not use their constituency office, municipal or any municipally provided facilities for any election-related purpose, which includes the display of any campaign-related signs in the window or on the premises, as well as the display of election-related material in the office.
- 6.5 Campaigning and the distribution or display of campaign material is not permitted in any municipal or local board facility, on municipal land, or at municipal or local board event including any municipal or board meeting.
- 6.6 Candidates or Registered Third Parties are prohibited from using a Municipal Facility/Building as a campaign office.
- 6.7 The rental, to candidates or Registered Third Parties of advertising space on arena boards and lobby monitors, or any other municipal social media site, is prohibited.



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## **Notwithstanding,**

- Section 6.5 does not prohibit the erection of a temporary election or campaign signs on municipal land in accordance with the Municipality's Election Sign By-law.
- Campaigning on public sidewalks and highways is permitted, provided that it is in compliance with prevailing legislation and Municipal by-laws.
- Sections 6.4 and 6.5 do not prohibit a candidate or external organization or Registered Third Party from renting space within a municipal facility/building (other than the Municipal Administrative Centre, Clarington Library facilities and the Museum Buildings) for election related purposes. If a municipal facility/building is rented, campaigning and the distribution or display of campaign materials is only permitted during the rental period and only within the rented area. This exception does not apply to Section 6.6.
- Vehicle and/or mobile signs may be displayed as per the Municipality's Election Sign By-law.

## **7 Municipality Staff**

- 7.1** In accordance with the Policy E1 - Employee Code of Ethics, Municipal Staff are prohibited from using Corporate Resources for the benefit of a Candidate or Campaign. Policy E1 also sets out the rules for participation in political activities by staff.

## **8 Integrity Commissioner**

- 8.1** The Municipality's appointed Integrity Commissioner is considered to be a Corporate Resource, under contract with the Municipality and may receive, from time to time, compensation from the Municipality in accordance with services provided.
- 8.2** Members of Council shall not use the services of the Municipality's Integrity Commissioner during the Election Period for the purposes of seeking advice related to their Campaign.





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## **9 Limitation**

- 9.1** Nothing in this Policy shall prohibit a Member of Council from performing their job as a Councillor, nor inhibit them from representing the interests of the constituents who elected them. This policy is subject to the exception of Members' actions associated with fulfilling their normal and ongoing representative roles as Members of Council (such as attending annual or regular scheduled events, up until the official end of the term they are serving).

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<b>Report To:</b>	<b>General Government Committee</b>		
<b>Date of Meeting:</b>	September 8, 2025	<b>Report Number:</b>	CAO-015-25
<b>Authored By:</b>	Justin MacLean, Director - Strategic Initiatives		
<b>Submitted By:</b>	Mary-Anne Dempster, Chief Administrative Officer		
<b>By-law Number:</b>		<b>Resolution Number:</b>	
<b>File Number:</b>			
<b>Report Subject:</b>	Parks, Recreation and Culture Master Plan Five-Year Action Plan		

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### Recommendations:

1. That Report CAO-015-25, and any related delegations or communication items, be received;
2. That Council endorse the five-year action plan for short-term recommendations in the Parks, Recreation and Culture Master Plan;
3. That Council direct staff to bring forward capital and operating budget requests through the annual budget process to implement the five-year action plan outlined in this report;
4. That Council direct staff to identify staffing and equipment requirements along with requests for capital funds for design and construction of new parks and facilities to ensure Council has the full financial impact before approval is granted;
5. That Council direct staff to report back annually on implementation progress, and
6. That all interested parties listed in Report CAO-015-25, be advised of Council's decision.

## Report Overview

This action plan presents a structured approach to addressing the recommendations set out in Clarington's first Parks, Recreation and Culture Master Plan. The report focuses on short-term recommendations for the period 2024 to 2028 and outlines achievable outcomes during that time.

The recommendations cover a broad cross-section of critical areas such as policy considerations, land acquisition, amenity development (net-new and repair/replace), cultural initiatives and overall best practice.

The report further underscores the advancements made thus far, noting that multiple recommendations have already been addressed or are currently underway.

Overall, the implementation plan has been designed to ensure the municipality remains financially stable while making significant progress in enhancing community amenities and laying the groundwork for future developments.

## 1. Background

- 1.1 At the Council meeting held on Monday, October 28, 2024, Council passed [Resolution # C-124-24](#).

"That Report CAO-007-24, and any related delegations or communication items, be received;

*That the Parks, Recreation and Culture Master Plan, attached to Report CAO-007-24, as Attachment 1, be endorsed;*

*That the CAO be directed to develop a five-year action plan, inclusive of a financing strategy, to address top short-term priorities identified in the Parks, Recreation and Culture Master Plan, and report back to Council in Q1 2025;*

*That Council recognize and consider feedback received as part of the community survey related to special projects and prioritizing future investment;*

*That the CAO, on behalf of Council, explore opportunities that may present itself to meet the cultural needs of the community for a large field suitable for Ribfest, concerts, and cultural events; and*

*That all interested parties listed in Report CAO-007-24, and any delegations be advised of Council's decision."*

1.2 The Parks, Recreation and Culture Master Plan (PRCMP) included an implementation strategy that provides guidance on community priorities and sets a general course of action to meet the needs identified within the plan. The recommendations proposed are staggered, recognizing the need for a phased implementation. The timing of initiatives in the PRCMP is organized into three categories:

- Short-term (2024 to 2028)
- Medium-term (2029 to 2033)
- Long-term (2034 to 2036)

### Progress to Date

1.3 Council and staff are committed to enhancing the quality of life for residents today and for future generations who will call Clarington home. Significant progress has already been made to advance projects related to parkland/greenspace, recreational amenities and cultural activities and events, building on commitments made through the [2024-27 Clarington Strategic Plan](#). They include:

1.4 Approved the [Bowmanville Park Master Plan](#), with trail development to begin this fall. **Recommendation 66**.

1.5 Approved the [South Bowmanville Recreation Centre](#). Project construction begun in April 2025 – it will address:

- **Recommendation 21** (constructing an indoor aquatic centre)
- **Recommendation 24** (fitness studio space)
- **Recommendation 26** (convert the indoor turf to a double gymnasium)
- **Recommendation 28** (provide multi-purpose spaces in new or redeveloped community centres)
- **Recommendation 34** (development of a full size indoor artificial turf field)

1.6 Approved three outdoor [refrigerated skating rinks](#) in Courtice (completed and opened), Newcastle (opening December 2025) and Bowmanville (opening December 2026). These were noted as a priority, with three being sufficient to meet current and future needs. For reference, Municipalities with a smaller geographic span target at 1 per 100,000 residents, however, to provide this opportunity to our community 3 were approved to provide greater reach across the Municipality.

- 1.7 Opened the [Newcastle Community Park](#) at the Diane Hamre Recreation Complex, with new tennis and pickleball courts, a tournament-grade baseball diamond, skate park and walking paths.
- 1.8 Launched new [outdoor amenities at the South Courtice Arena](#), including Clarington's first outdoor accessible fitness area, two lit tennis courts, a multi-skill court including basketball and ball hockey, and walking paths to the outdoor dog park.
- 1.9 Completed the construction of [Middle Park](#), which includes a softball diamond, splash pad, playground, shade structure, and walking paths. **Recommendations 46a (splash pad), 37 (baseball), 57 (playground).**
- 1.10 Opened the [Bruce Cameron Park](#), including a playground, shade structure, and walking paths.
- 1.11 Opened the [Brookhill Parkette](#), including a playground, shade structure, and walking paths. **Recommendations 15f, 57 (playground).**
- 1.12 Completed the reconstruction of 9 playgrounds from 2023 to 2024, including enlarged play pods, new playground equipment, benches, waste receptacles and reconstructed park pathways. **Recommendations 12, 13, 15d.**
- 1.13 **Rose Parkette** completed in 2025. The PRCMP evaluated the Municipality's existing park hierarchy classification and recommends that parkettes remain in the hierarchy and be required wherever it is deemed necessary to augment or provide a good distribution of parks. Rose Parkette development aligns with the plan's recommendation to enhance distribution, covering an 800-metre service area and ensuring residents are within walking distance of a park. The park is 1ha in size. **Recommendations 12,13,15d,15f and 57.**
- 1.14 Realty team is actively pursuing an acquisition opportunity for a large parcel of parkland. The intent would be to provide space that has the potential to accommodate an outdoor event space, sanctioned toboggan hill and multiple sports fields addressing many recommendations in the PCRMP. **Recommendations 9, 38 and 66.**
- 1.15 Completed the design and tender for the reconstruction of four playgrounds and one splashpad in 2025, including enlarged play pods, new playground and splashpad equipment, benches and waste receptacles, refurbishing shade structures and reconstructing park pathways. **Recommendations 12, 13, 15d.**
- 1.16 Initiated the design for the reconstruction of the Avondale Park and Westside Park splashpads, expected to be complete in 2026. **Recommendations 12, 13.**

- 1.17 Completed the replacement of the baseball lighting system at Orono Park.  
**Recommendation 37b.**
- 1.18 Tendered for the reconstruction of the Solina Park Tennis Courts. Construction 2025.  
**Recommendations 39(d), 40.**
- 1.19 CLMA has undertaken a cultural mapping exercise. **Recommendation 61.**
- 1.20 Undertook a building condition assessment of the Camp 30 Cafeteria Building to understand the requirements to ensure that the structure is stable to allow for an evaluation of long-term opportunities. **Recommendation 62.**
- 1.21 Bowmanville Library renovation to address space and design considerations, part of a recently issued RFP. **Recommendation 68.**
- 1.22 Book Locker is operational in Hampton (Darlington Sports Complex). Another is scheduled for South Bowmanville. And CLMA is assessing location for a third.  
**Recommendation 69.**
- 1.23 Staff are working collaboratively to build a framework with other partners to assist in building meaningful relationships and engagement opportunities. **Recommendation 78.**
- 1.24 Staff are working to assemble quotes to help build a sponsorship plan.  
**Recommendation 95.**

## **Proposed PRCMP Five-year Action Plan**

- 1.25 The PRCMP provided a total of 113 recommendations, divided into short, medium and long-term categories.
- 1.26 Sections 2 through 7 of this report outline the recommendations that staff will action in the short term (2024 to 2028). Of note, section headings and exact wording within recommendations have been modified for ease of interpretation and overall readability. The full listing from Monteith Brown's report can be found in Attachment 1 for reference.
- 1.27 This action plan considers both resource and financial availability to ensure the municipality remains fiscally stable.

## **2. Parks Plan**

### **Official Plan and Policy Considerations**

- 2.1 Staff propose to address the following policy-related recommendations outlined in the PRCMP through the update of the Official Plan, including:

- **Recommendation 1:** Incorporate a new park hierarchy as part of the Municipality's Official Plan Review to ensure alignment with modern expectations and best practices in different park types, particularly in emerging intensification areas.
- **Recommendation 2:** Use the recommended park facilities and amenities framework contained in this Master Plan as the basis for developing a detailed design manual to establish standards for facilities and amenities for each park type according to the recommended park hierarchy.
- **Recommendation 3a:** Identify non-profit housing development, inclusionary zoning affordable units, and additional residential units (as defined in the Planning Act) are exempt from parkland dedication and developments with affordable and attainable residential units are subject to reduced parkland dedication amounts as identified by the Planning Act.
- **Recommendation 3b:** Update the alternative rate in Section 23.10.3(a), (c) and (e) to one hectare of parkland per 600 dwelling units.
- **Recommendation 3c:** For the alternative rate, reflect that the amount of parkland conveyed or required as a payment-in-lieu of parkland shall not exceed 10% of land or value of land where the land subject to the development is 5 hectares or less, or 15% of land or value of land where the land subject to the development is greater than 5 hectares.
- **Recommendation 3d:** Section 23.10.4 shall be updated to reflect that payment-in-lieu of parkland dedication will be calculated at a rate of one hectare per 1,000 dwelling units.
- **Recommendation 3e:** Identify the dedication of land suitable for the development of parkland should be maximized to achieve the recommended parkland service level and accommodate the outdoor recreation facility needs as identified by this Master Plan.
- **Recommendation 3f:** Identify parkland payment-in-lieu rates are frozen as of the date a zoning by-law or site plan application is filed and effective for two years after approval.
- **Recommendation 3g:** Identify the Municipality spend/allocate at least 60% of money collected from payment-in-lieu of parkland annually.
- **Recommendation 3h:** Develop policies guiding the acceptance of encumbered lands such as privately owned public space (POPS) and strata parks based on the guidance and best practices provided by this Master Plan, including Appendix A.

These policies should only be developed if changes to the Planning Act come into effect that obligate municipalities to accept encumbered lands as part of parkland dedication.

- **Recommendation 3i:** Establish location and development guidelines to constitute acceptable parkland dedication from developers.
- **Recommendation 3j:** Monitor Provincial announcements regarding new or updated legislation relevant to parkland and evaluate the impact on parkland dedication practices.
- **Recommendation 4:** Update the Municipality's Parkland and Open Space Dedication By-law to ensure that it aligns with the amended Planning Act.
- **Recommendation 5a-c:** Through the Official Plan Review, update the Municipality's parkland service target to 2.0 hectares per 1,000 residents.
  - 1.1 hectares per 1,000 residents for municipal-wide and community parks.
  - 0.75 per 1,000 residents for neighbourhood parks.
  - 0.15 hectares per 1,000 residents for parkettes and urban square.

## Parkland Acquisition

- 2.2 Staff continue to navigate ongoing legislative changes and other external factors, in an effort to meet short-term recommendations regarding parkland service targets. The successful progression of these recommendations is largely contingent on the Municipality receiving development applications within approved and planned secondary plan areas.
- 2.3 **Recommendation 6:** Acquire 105.3 hectares of parkland to achieve the recommended parkland service target. Notably, action will be taken against this in the short-term, but the full target will be planned to be addressed over the entire duration, out to 2036.



2.4 The following Parks are approved and in progress:

- **Bowmanville Municipal Park (former Zoo lands) - phase one.** The design and construction of 500m of trails commenced in 2025 and are projected to open to the public in Q2 2026. The trails will improve linkages and connect residents to existing parks and recreational trails. Structural and heritage assessments of the existing bridge structure are underway.
- **Timber Trails Subdivision Neighbourhood Park**, 1.12ha, will be funded and constructed by the developer. This park has pre-PRCMP approval agreements prescribing the required amenities and financial responsibilities.
- **Smooth Run Subdivision Neighbourhood Park**, 2.02ha, will be funded and constructed by the developer. This park has pre-PRCMP approval agreements prescribing the required amenities and financial responsibilities.
- **South Bowmanville Recreation Centre Community Park.** This park is planned to include a universally accessible playground with rubberized safety surface, splash pad, shade structure, walkways, and supporting comfort amenities, a first of its kind in Clarington. Data gathered during the background review phase of the PRCMP suggest there could be as much as 22% of residents that would benefit from a universally accessible park. Additionally, during the community engagement phase, playgrounds and splashpads ranked 7<sup>th</sup> and 11<sup>th</sup> out of 41 categories for support for additional investment. The development of this park is prioritized as it aligns with Public Services' established workplan for the construction of the SBRC project.
- **Foster Creek Neighbourhood Park**, 1.35ha. Land for Foster Creek Neighbourhood Park was received by the Municipality prior to the approval of the PRCMP. The developer has installed walkways, planted trees, and seeded the park in accordance with development agreements. Staff are working on the detailed design of the park. The neighbourhood park is planned to include a playground, shade structure, multi-skill court, and supporting comfort amenities.
- **Newcastle Waterfront Neighbourhood Park**, 1.25ha. The neighbourhood park is planned to include a playground, shade structure, walkways, and connections to the waterfront trail.

2.5 Outside of the parks approved and in progress, staff are actively working to maximize parkland opportunities, notably through Secondary Plans – addressing the following:

- **Recommendation 7:** Maximize parkland dedication opportunities, particularly in Secondary Plan Areas with an emphasis on acquiring Neighbourhood Parks of sufficient size; working with landowners to prepare a Master Parks Agreement is

encouraged; efforts to acquire a Community Park in the Soper Hills Secondary Plan Area continues to be supported.

- **Recommendation 8:** Explore alternative acquisition strategies to acquire larger Municipal Wide Parks or Community Parks to augment tools permitted by the Planning Act including, but not limited to, land purchase/lease, land swaps/exchanges, partnerships, reallocation of surplus land, etc. Accepting a combination of land and cash-in-lieu of parkland is also encouraged.

2.6 Given the prioritization of parkland, staff have worked to accelerate the following recommendation:

- **Recommendation 9:** Initiate a site selection process to identify and purchase a minimum of 30 hectares of land to create a sports complex to assist the Municipality in addressing longer-term sports field demand that cannot be accommodated in existing and future parks.

2.7 The following provides a current status of Clarington's approach to meeting the 105.3ha target:

- 79.22ha (estimated parkland in secondary plans – draft and recently approved – that would be obtained through development approvals)
- The remaining gap will depend on the final sizing of any acquisition against the 30ha recommendation. Once a property is secured a more precise estimate of the gap or exceedance will be provided.

### Enhancing and Leveraging our Assets

2.8 Park enhancements are crucial for fostering vibrant and inclusive communities. By focusing on safety, comfort amenities, and environmental sustainability, these improvements aim to create inviting and welcoming spaces for all residents:

- **Recommendation 10:** Parks Renewal Strategy to help guide investment in our existing assets.
- **Recommendations 11 and 12:** Include climate change and accessibility considerations, to create sustainable and inclusive park designs for all age groups and abilities.
- **Recommendation 13:** Develop and renew parks with focus on safety, providing comfort amenities, and other features to create inviting and welcoming spaces.

- **Recommendation 14:** Collaborate with conservation authorities, community groups and other corporate departments to develop and implement strategies that enhance and promote environmental sustainability initiatives and naturalization in Clarington's parks and open spaces. Evaluate opportunities to construct natural playgrounds in strategic locations.
- **Recommendation 15:** Use the conceptual network in the PCRMP to guide future development of recreational trail networks in Clarington through connecting existing trail systems, both publicly and privately owned where feasible.
- **Recommendation 16:** Update Clarington's Waterfront strategy with the input received and guidance provided in the PRCMP. This is underway and expected to be before Council by the end of 2025 or early 2026.
- **Recommendation 40:** Applying acrylic coatings during tennis court reconstruction.
- **Recommendation 45:** Enlarging basketball courts where space permits.
- **Recommendation 56:** Install outdoor fitness equipment at four parks to strengthen geographic distribution.
- **Recommendation 58:** Develop an Accessible Playground Distribution Strategy to identify geographic locations where enhanced and focused accessibility standards can be implemented to the highest level of service.
- **Recommendation 60:** Promote the use of the existing outdoor lacrosse box to increase utilization while maximizing the space for a variety of activities such as pickleball, ball hockey, etc.

### 3. Facilities Plan

- 3.1 The Facilities Plan is vital for ensuring that community facilities meet the evolving needs of residents. By focusing on enhancements and maintenance, the plan aims to create welcoming, safe, and accessible spaces that foster community engagement and long-term operational success.

#### Net-new Development

- 3.2 As the Municipality grows, so too must the offerings and amenities. The PRCMP identifies several net-new amenities to be prioritized in the short-term. The following are planned to be addressed through improvements of existing facilities or as land becomes available through development approvals:

- **Recommendation 35 (a,b,d):** Optimize/improve existing rectangular fields to maximize use and increase playing capacity.
- **Recommendation 37 (a, b):** Construct up to 17 unlit equivalent ball diamonds (equivalent to 11 lit ball diamonds) by 2036, by investigating suitable locations to add lighting and prioritize field enhancements of existing ball diamonds to increase playing capacity.
- **Recommendation 38:** Identify a suitable site for a full-size cricket field to be used as the primary location for rentals. Once a suitable site has been established, monitor usage (including other sports field demand) to determine the future of the cricket field at Courtice Memorial Park.
- **Recommendation 39:** Construct 17 new tennis courts by 2036.
- **Recommendation 42:** Develop multi-use courts for activities such as basketball and ball hockey in the following areas:
  - 1 court at Foster Creek Neighbourhood Park
  - 1 court at North Newcastle Neighbourhood Park 2
  - 1 court at Brookhill Parkette (Tonno/Dunbury)
- **Recommendation 46:** Construct 14 new splash pads by 2036. Within the five-year plan construct the following:
  - 1 at South Bowmanville Recreation Centre
  - 1 at Brookhill Neighbourhood Park 1
  - 1 Southwest Courtice Neighbourhood Park
  - 1 Port Darlington Neighbourhood Park
  - 1 at North Newcastle Neighbourhood Park
- **Recommendation 51:** A new dog park in North Bowmanville with consideration given to site criteria identified in the Master Plan. This will advance as land is acquired through the secondary plan process.

## 4. Studies, Assessments and Best Practices

- 4.1 This section sets out the key studies, assessments, and best practices that will underpin the advancement of the PRCMP. Focus areas include enhancing community partnerships, optimizing space utilization, and increasing access to programs and services. By implementing these best practices, the delivery of offerings will be strengthened, helping ensure that the community's diverse needs are met effectively.
- **Recommendation 18:** Continue engaging with independent Arena Boards in Newcastle and Orono to maximize ice use to the benefit of Clarington area organizations.
  - **Recommendation 19:** Engage the City of Oshawa and adjacent communities to negotiate access to arena time for local organizations to alleviate short-term demand for additional ice time.
  - **Recommendation 20:** Undertake a life cycle and building condition audit of the Darlington Sports Centre to determine its lifespan and investment requirements to guide decisions to maintain the facility for ice or repurpose for other uses.
  - **Recommendation 24:** Include fitness studio space or multi-purpose space to support group fitness activities designed with the appropriate amenities in new and redeveloped community centres. The new South Bowmanville Recreation Complex has included this programming space.
  - **Recommendation 27:** Continue to work with school boards to maintain and enhance access to school gymnasiums.
  - **Recommendation 28:** Provide multi-purpose spaces in new or redeveloped community centres that are flexibly designed in a variety of sizes and with supporting features to accommodate community programs, rentals, and arts and cultural activities, potential library use, as well as youth and older adult uses.
  - **Recommendation 29:** Continue to work with rural community hall partners, expanding recreation and leisure opportunities to ensure long-term operational success.
  - **Recommendation 30:** Monitor program space needs as population increases in intensification areas with consideration given to partnership opportunities with the development industry to incorporate multi-purpose programmable space within condominium buildings where a gap in the provision of programmable space is identified, which should have regard for public access, flexible, and sufficiently sized spaces, parking accommodations, and supporting amenities such as storage spaces and countertops.

- **Recommendation 31:** Provide youth and older adult programming to multi-purpose spaces and community halls to bolster facility utilization to complement existing youth and older adult program and service provides, including the future South Bowmanville Recreation Centre, potentially through satellite outreach programs in partnership with community organizations.
- **Recommendation 32:** Design indoor community facilities and outdoor parks with an age-friendly lens to create welcoming, attractive, safe, and accessible spaces for all residents, including youth and older adults. Consultation with youth and older adult residents is encouraged to guide design processes.
- **Recommendation 33:** Work with Clarington Squash Club to maintain interest in the sport.
- **Recommendation 36b:** Explore partnerships to meet field needs, such as working with school boards and OPG, as well as the private sector.
- **Recommendation 55:** Work with others to create/encourage the development of community gardens and private amenity spaces within intensification areas.
- **Recommendation 57:** Provide playgrounds within 800-metres of residential areas without crossing major barriers such as arterial roads, railways, and waterbodies.
- **Recommendation 60:** Promote the use of the existing outdoor lacrosse box to increase utilization while maximizing the space for a variety of activities such as pickleball, ball hockey, etc.
- **Recommendation 65:** Undertake a feasibility study to confirm the need for an indoor performing arts venue to consider space considerations (e.g., traditional main hall, community space, amenities, etc.) evaluate potential locations, partners, design, financial analysis, and consider public and community organization input.
- **Recommendation 70:** Monitor the effect on space utilization resulting from the implementation of the Space Use Policy.
- **Recommendation 75:** Prepare a Special Events and Festivals Strategy that defines the roles and responsibilities of the Municipality, community organizers, and the CLMA in delivering and facilitating special events. The Strategy should articulate funding and staffing requirements, promotional and awareness strategies targeted to residents and tourists, strategies to address relevant actions of the Municipality's Inclusion, Diversity, Equity and Anti-Racism (IDEA) Strategy, and identify how existing and future physical infrastructure can be incorporated as part of parks and facility designs to deliver quality experiences.

- **Recommendation 91:** Continue to complete Barrier Removal Accessibility Audits of all Municipal buildings and make strategic investments, through the capital budget, to improve access.

### Clarington Library, Museum and Archives

4.2 Clarington Library, Museum and Archives (CLMA) will be responsible for leading several initiatives within this phase of the PRCMP, and acting in a supporting role on others. Progress to date has been identified in the corresponding section above. For clarity, the actions to be led by CLMA include:

- **Recommendation 61:** Undertake a cultural mapping exercise to establish a full understanding of cultural resources that are available from the Municipality, CLMA, community providers, private businesses, etc. as a tool for bringing awareness and promoting what's available in Clarington.
- **Recommendation 68:** Lead space and design considerations for accessible, modern, and flexible library spaces that meet evolving needs and support all users.
- **Recommendation 69:** Enhance access to library resources in Clarington's rural areas by introducing a bookmobile service, installing two library lockers, and considering book vending machines

## 5. Culture Plan

5.1 A coordinated and strategic approach to fostering and cultivating culture across Clarington is a critical part of short-term implementation efforts. Steps include:

- **Recommendation 63:** Undertake a feasibility study to update the Visual Arts Centre.
- **Recommendation 64:** Continue to deliver and expand general arts and cultural programs within existing and future indoor and outdoor spaces and ensure that they are designed to accommodate such uses with consideration given to supporting amenities and features. Engaging the arts and cultural community to provide programming within municipal spaces is encouraged.
- **Recommendation 66:** Enhance opportunities to provide outdoor productions and performances, such as along the waterfront, Bowmanville Park on the former Zoo Lands, or other locations as they become available.
- **Recommendation 76:** Engage key groups like the Indigenous community and Aboriginal Sports Council to advance reconciliation through various services and inform related strategies.

## 6. Delivering Services Plan

- 6.1 Service delivery and operational impacts focus on ensuring that the expansion of public amenities is matched by careful planning and resource allocation. This includes analyzing operational and maintenance costs, determining appropriate staffing levels, and investing in necessary equipment. The approach emphasizes efficiency, accountability, and continuous improvement to support the evolving needs of the community. These generally involve bolstering and increasing community and private partnerships, negotiating reciprocal use agreements to offset space requirements and monitoring, identifying and promoting underutilized assets. Staff are currently engaged in assessing current practices in place and increasing the use of these best practices to strengthen the delivery of recreation, leisure and culture programming.
- 6.2 Municipal staff across various departments will have the responsibility of helping to support the delivery of the plan, including the Clarington Library, Museum, and Archives (CLMA), which will be a critical partner.
- **Recommendation 79:** Provide Municipal and CLMA staff with appropriate supports to deliver exceptional services to function as a high-performing organization – inclusive of appropriate staffing levels.
  - **Recommendation 80:** Municipality and CLMA should collaborate with community partners to enhance STEM, outdoor, and creative programs for all ages, addressing current gaps and future needs.
  - **Recommendation 82:** Municipality and CLMA should expand in-person and virtual programs to reach a wider audience, partnering with community and other program providers to share resources and space.
  - **Recommendation 85:** Regularly review and assess partnerships to share resources, deliver joint programs, and minimize service duplication for improved efficiency.
  - **Recommendation 86:** Work with community stakeholder groups and partners to enhance volunteer recruitment and retention strategies.
  - **Recommendation 88:** Work with secondary schools to offer courses to support staffing efforts (including aquatic leadership).
  - **Recommendation 93:** Regularly review CLMA collections, resources, and services to ensure that they reflect the needs and interests of a diversifying community.
  - **Recommendation 94:** Increase allowance under the Access Policy for residents experiencing low income as fees for services rise.



- **Recommendation 97:** Continue to work with community partners to provide social services and resources for at risk and marginalized populations.
- **Recommendation 98:** Continue to promote and raise awareness of the Municipality's Community Services Division and CLMA programs using various print and digital tactics. Encourage cross-promotion and collaboration.

## 7. Implementation Strategy

- 7.1 By regularly tracking progress, evaluating outcomes, and making necessary adjustments, we can ensure that the goals and objectives of the plan are met effectively. This process helps maintain accountability, transparency, and responsiveness to the evolving needs of the community.
- **Recommendation 30:** Monitor program pre needs as population increases in intensification areas with consideration given to partnership opportunities with the development industry.
  - **Recommendation 99:** Regularly monitor the implementation of the PRCMP.
  - **Recommendation 100:** Preparing annual reports to recognize achievements.
  - **Recommendation 101:** Undertake a five-year update to the Master Plan.
  - **Recommendation 102:** Partnership opportunities with community organizations, private sector, school boards, community groups.
  - **Recommendation 103:** Use the Financial Assessment Report prepared in support of this Master Plan to inform the Municipality's budget process, Development Charges Background Studies, Community Benefits Charges Strategy, and related resources. Where appropriate, alternative funding and cost-sharing approaches should be considered including (but not limited to), fundraising, grants, private-public partnerships, sponsorships, surcharges and user fees, capital reserve contributions, leasing space from others, and other strategies to provide the best value to residents.
  - **Recommendation 104:** Prior to facility development, or as part of a five-year review of this Master Plan, conduct a review to reconfirm recommended capital funding requirements for facilities and, at this time, assess associated operating impacts to inform the decision-making process.
  - **Recommendation 105:** Conduct feasibility studies and business plans (with public input and partnership considerations) prior to undertaking major capital projects to ensure that projects are aligned with community needs and financial capabilities.

- **Recommendation 106:** Articulate the levels of service for each discipline to identify public expectations and the resources and efficiencies needed to achieve them.
- **Recommendation 107:** Identify the current costs of providing programs and services, as well as the recommended cost recovery levels in setting a fair Pricing Policy.
- **Recommendation 108:** Identify service delivery targets in each discipline and report to the community for public information.
- **Recommendation 109:** Discuss and address the intersections between each department referenced in the Parks, Recreation and Culture Master Plan (training, opportunities for streamlining, etc.).
- **Recommendation 110:** Refine and approve the draft Organizational Design Principles provided in the Parks, Recreation, and Culture Master Plan so that they can be used consistently in future staffing opportunities throughout the Corporation.
- **Recommendation 111:** Further rationalize required staffing levels based on anticipated participation rates due to population growth, current participation rates, and the staffing implications in the Parks, Recreation and Culture Master Plan.
- **Recommendation 112:** Develop a Corporate Succession Plan to ensure organizational sustainability and the development of a pool of staff with the skills and competencies to compete for upcoming positions.
- **Recommendation 113:** Develop a Training and Development Plan summarizing the skills and competencies needed to provide quality services and leadership at all organizational levels and providing consistent training and development opportunities (possibly online).

### Implementation Plan Adjustments

- 7.2 After Staff's review, which balanced implementation feasibility, financial constraints and strategic direction – the following adjustments are proposed.
- 7.3 Three recommendations be pulled forward from the medium term (2029-2033) to the short term:
- **Recommendation 65:** Undertake a feasibility study to confirm the need for indoor performing arts venue.

- **Recommendation 75:** Prepare a Special Events and Festivals Strategy that defines the roles and responsibilities of the Municipality, community organizers, and the CLMA in delivering and facilitating special events.
- **Recommendation 101:** Undertake a five-year update to the Master Plan (2029).

7.4 Six recommendations be pushed out from the short term to the medium term:

- **Recommendation 36 b:** Explore partnership opportunities to meet field needs, such as working with school boards to enhance the quality of school fields (including adding lighting and other amenities), permit additional school fields, or partner with other landowners such as OPG and the private sector to construct new fields.
- **Recommendation 41:** Construct 12 of the 20 dedicated pickleball courts required by 2036 to address service gaps and population growth, particularly in emerging Secondary Plan Areas where they can feasibly be accommodated.
- **Recommendation 49:** Investigate opportunities to enhance skate park at Garnet B. Richard Recreation Complex to improve the user experience.
- **Recommendation 50a:** Construct six skate zones with introductory-level features at existing or future parks, potentially co-located with basketball (Bowmanville).
- **Recommendation 59:** Evaluate opportunities to construct natural playgrounds in strategic locations such as at Municipal Wide and Community Parks, along the waterfront, and parks serving MTSAs.
- **Recommendation 89:** Work with community partners to promote Canada's movement Guidelines for all age groups.

## 8. Financial Considerations

### Capital and Operating Costing – Park Enhancements and Renewal

- 8.1 The park enhancement projects identified over the short-term represent repair and replacement of existing facilities. The park enhancement projects have been forecasted for inclusion in the 2025 to 2028 future capital budget. No additional operating costs are anticipated as these are repair and replacement projects.

### Capital and Operating Costing – Net-new Park Development and Studies/Assessments

- 8.2 The estimated capital costs associated with the new park development projects are provided in Table 4 below. This will include 5.84 hectares of parkland, 500 meters of

trail, 2 soccer fields, 7 playgrounds, 4 splash pads, 7 shade structures, and 1 cricket pitch. The operating costs associated with the new amenities include general maintenance contracts, equipment, and utilities. The staffing costs include 2 FTEs and 2 summer students. The table does not include any projects from 2025 that already have approved funding. These estimates will be verified during the design phase of each Park.

	Estimated Capital Cost*	Estimated Operating Costs (including staffing)	Total
SBRC Park and Foster Creek Park	\$2,275,000		
Tribute King and Courtice, and Newbrook (design only)	225,000		
Timber Trails (Bowmanville) (developer funded)	0		
Smooth Run (Splashpad)	241,500		
New Cricket Pitch	500,000		
<b>Total</b>	<b>\$3,241,500</b>	<b>\$482,850</b>	<b>\$3,724,350</b>

**Table 1:** Estimated Costs of New Park Development Projects (\$2025)

\*The 2 FTEs would trigger need for added fleet – estimated at \$241,100 – not included in figure above.

### South Bowmanville Recreation Complex

- 8.3 The capital costs associated with the South Bowmanville Recreation Centre (not including the park) have been approved by Council and will be largely financed through development charge funded debt. The operating costs for the facility will begin to be incurred upon the opening of the facility in 2026. The table below provides the estimated operating costs for the SBRC facility. The costs in 2026 reflect an operating period of four months, while the 2027 costs represent a full year of operating expenditures including the aquatic centre. These do not include the financing costs.

	2026 (partial year)	2027 (full year) *
<b>Revenue</b>		
Rental Revenue	\$240,500	\$750,300
Programming Revenue	\$167,200	\$601,900
Aquatic Revenue	0	\$748,100
<b>Total Revenue</b>	<b>\$407,700</b>	<b>\$2,100,300</b>
<b>Expenses</b>		
Full Time Labour	\$443,379	\$1,481,528
Part Time Labour	\$280,050	\$1,257,080
Operating Expenses	\$258,500	\$963,750
<b>Total Expenses</b>	<b>\$981,936</b>	<b>\$3,702,358</b>
<b>Total Net Operating Cost</b>	<b>\$574,236</b>	<b>\$1,595,818</b>
<b>Less BIS Net Operating Costs</b>	<b>\$260,210</b>	<b>0</b>
<b>Net Impact (Tax Levy)</b>	<b>\$314,026</b>	<b>\$1,281,792</b>

**Table 2:** Estimated Operating Costs of SBRC 2026-2028

\*Detail of the 2027 operating impact will be included in the 2027 budget update put forward to Council.

## Outdoor Event Space

- 8.4 As per **Recommendation 9**, the realty team is actively pursuing this. Detail design will need to occur to be able to determine a cost to program any land acquired.
- 8.5 This pursuit of an acquisition has accelerated the need to undertake an Events Strategy (**Recommendation 101**). Staff are proposing to move this item into the short-term and allocating a budget of \$100,000 to complete the work.

**Estimated Development Charge Cash Flow and Financing Strategy**

- 8.6 Although the capital costs associated with new parks and recreation infrastructure are eligible for development charge financing, the ability to fund projects from development charges is subject to available cash flow.
- 8.7 The DC revenue forecast assumes that the current slowdown in DC revenue will continue through 2025 and 2026 because of the economic uncertainty stemming from interest rates and tariff threats. The forecast assumes that revenue will begin to transition towards a more normalized pattern beginning in 2027. Changes from Bill 17, including delayed DC payments, new exemptions, and possibly no interest on deferred payments, will have a significant impact.
- 8.8 The SBRC park has been included in the 2027 cash flow projections to align with the construction of the aquatic centre. The project was identified as a top priority for the Municipality. However, based on the revenue forecast, sufficient cash flow to finance the park from the Parks and Recreation DC reserve fund may not be available. An offsetting inter-fund transfer may be required from other sources. There is the option of borrowing funds from another DC reserve fund; however, the funds would be paid back, with interest, over time. Given the current trend of DC collection, this may take an extended period and push off other planned developments.
- 8.9 Given the unpredictability of DC revenue generation, staff have prioritized the list of short-term projects and are recommending that projects be prioritized according to the following schedule, should DC funding become available. DC revenue will be assessed during the annual budget process and projects would be pulled forward at such time.

Priority Ranking	Project	Estimated Capital Cost
1	SBRC Park	\$1,425,000
2	Foster Creek Park	850,000
3	Timber Trails (Bowmanville)	0
4	Smooth Run (Newcastle)	241,500
5	Tribute Courtice	75,000
6	Tribute King (Courtice)	75,000
7	Newbrook (Newcastle)	75,000
8	New Cricket Pitch	500,000
	Total	<b>\$3,241,500</b>

**Table 3:** New Park Development Priority Project List

8.10 Alternatively, if DC funds do not become available over the short to medium term, Council may decide to advance projects through the use of other reserve funds. However, the majority of alternative reserve funds are tax levy supported and, if no additional transfers are approved, any funds used on growth related projects would delay the repair and replacement of existing infrastructure.

8.11 Additionally, staff will continue to pursue grant opportunities as a means of advancing projects without the use of alternative reserve funds. Advancing design work on certain projects is beneficial as this would create a pool of shovel-ready projects that could advance if grant funding became available.

## 9. Strategic Plan

G.2.3: Develop and complete Parks, Recreation and Culture Master Plan, and Prioritize action items for implementation.

C.4.1: Promote and support local arts, culture, and heritage sectors, and Implement the Parks, Recreation and Culture Master Plan.

G.3: Unique community spaces are prioritized:

- G.3.1: Determine the future of the historic Camp 30 cafeteria building.
- G.3.2: Consider the creation of a community park on the former Bowmanville Zoo Lands.
- G.3.3: Enhance Clarington's waterfront.

## **10. Climate Change**

Many of the Recommendations and associated actions will have the opportunity through design and implementation to support climate change goals and objectives.

## **11. Concurrence**

This report has been reviewed by the Deputy CAO Finance and Technology, Deputy CAO Planning and Infrastructure and the Deputy CAO of Public Services who concur with the recommendations.

## **12. Conclusion**

It is respectfully recommended that the Staff recommendations be approved.

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Staff Contact: Justin MacLean, Director Strategic Initiatives, [jmaclean@clarington.net](mailto:jmaclean@clarington.net).

Attachments:

Attachment 1 – Parks Plan Recommendations

Interested Parties:

List of Interested Parties available from Department.



## Municipality of Clarington Parks, Recreation and Culture Master Plan

## Parks Plan Recommendations

Recommendation		Timing		
	Resource Implications	Short	Medium	Long
1. Guided by this Master Plan, incorporate a new park hierarchy as part of the Municipality's Official Plan Review to ensure that it reflects parks that exist or are planned in Clarington, as well as to align with modern expectations and best practices in different park types, particularly in emerging intensification areas. The Municipality should review and reclassify its park supply to align with the new hierarchy system.	Staff time	●		
2. Use the recommended park facilities and amenities framework contained in this Master Plan as the basis for developing a detailed design manual to establish standards for facilities and amenities for each park type according to the recommended park hierarchy. As a best practice, the development of indoor community and recreation facilities on parkland should be minimized to ensure that sufficient space is available to meet needs for outdoor recreation and cultural facilities and amenities.	Staff time	●		
3. As part of the Municipality's Official Plan Review, the following actions are recommended to be undertaken as it relates to Section 23.10 of the Official Plan (Parkland Dedication):  a. Identify that non-profit housing development, inclusionary zoning affordable units, and additional residential units (as defined in the Planning Act) are exempt from parkland dedication and developments with affordable and attainable residential units are subject to reduced parkland dedication amounts as identified by the Planning Act.  b. Update the alternative rate in Section 23.10.3(a), (c) and (e) to one hectare of parkland per 600 dwelling units.  c. For the alternative rate, reflect that the amount of parkland conveyed or required as a payment-in-lieu of parkland shall not exceed 10% of land or	Staff time	●		

	Resource Implications	Short	Medium	Long
<p>value of land where the land subject to the development is 5 hectares or less, or 15% of land or value of land where the land subject to the development is greater than 5 hectares.</p> <p>d. Section 23.10.4 shall be updated to reflect that payment-in-lieu of parkland dedication will be calculated at a rate of one hectare per 1,000 dwelling units.</p> <p>e. Identify that the dedication of land that is suitable for the development of parkland should be maximized to achieve the recommended parkland service level and accommodate the outdoor recreation facility needs as identified by this Master Plan.</p> <p>f. Identify that parkland payment-in-lieu rates are frozen as of the date that a zoning by-law or site plan application is filed. The freeze is effective for two years after approval.</p> <p>g. Identify that the Municipality spend or allocate at least 60% of money collected from payment-in-lieu of parkland dedication annually (based on the opening balance of the parkland reserve fund).</p> <p>h. Develop policies guiding the acceptance of encumbered lands such as privately owned public space (POPS) and strata parks based on the guidance and best practices provided by this Master Plan, including Appendix A. Appropriate legal agreements must be established to address park design and construction standards, public access, maintenance, etc. These policies should only be developed if changes to the Planning Act come into effect that obligate municipalities to accept encumbered lands as part of parkland dedication.</p> <p>i. Establish location and development guidelines describing what constitutes acceptable parkland dedication from developers. These guidelines should consider restrictions for encumbered lands such as hazard lands, steep slopes and unstable lands, environmentally protected lands, rights-of-ways and easements, contaminated lands, etc.</p>				

	Resource Implications	Short	Medium	Long
j. Monitor Provincial announcements regarding new or updated legislation relevant to parkland and evaluate the impact on parkland dedication practices in Clarington. Updates associated with the implementation of Bill 23 or to understand regulations/criteria guiding parkland conveyance as it relates to encumbered parkland, strata parks, and POPS or other matters, and evaluate its impact on the Municipality's Official Plan Review and Parkland Dedication By-law.				
4. Update the Municipality's Parkland and Open Space Dedication By-law to ensure that it aligns with the amended Planning Act. Refer to Recommendation #3 for applicable changes as part of the update process.	Staff time	●		
5. Through the Official Plan Review, update the Municipality's parkland service target to 2.0 hectares per 1,000 residents, including: a. 1.1 hectares per 1,000 residents for Municipal Wide Parks and Community Parks. b. 0.75 hectares per 1,000 residents for Neighbourhood Parks. c. 0.15 hectares per 1,000 residents of Parkettes, and Urban Squares and Parks.	Staff time	●		
6. Acquire 105.3 hectares of parkland to achieve the recommended parkland service target including: a. 52.6 hectares of Municipal Wide Parks and Community Parks b. 48.7 hectares of Neighbourhood Parks c. 4.0 hectares of Parkettes, and Urban Squares and Parks.	Staff time	Best Practice		
7. Maximize parkland dedication opportunities, particularly in Secondary Plan Areas with an emphasis on acquiring Neighbourhood Parks of sufficient size; working with landowners to prepare a Master Parks Agreement is encouraged;	Staff time	Best Practice		

	Resource Implications	Short	Medium	Long
efforts to acquire a Community Park in the Soper Hills Secondary Plan Area continues to be supported.				
8. Explore alternative acquisition strategies to acquire larger Municipal Wide Parks or Community Parks to augment tools permitted by the Planning Act including, but not limited to, land purchase/lease (e.g., land banking, surplus school sites, etc.), land swaps/exchanges, partnerships, reallocation of surplus land, etc. Accepting a combination of land and cash-in-lieu of parkland is also encouraged.	Staff time	Best Practice		
9. Initiate a site selection process to identify and purchase a minimum of 30 hectares of land to create a sports complex to assist the Municipality in addressing longer-term sports field demand that cannot be accommodated in existing and future parks. Site criteria should include, but not be limited to, location and access, development potential and constraints, land compatibility, expansion opportunities, and user group support and partnership potential.	Staff time	●		
10. Prepare a Park Renewal Strategy to identify opportunities to: renew parks to replace aging components (e.g., like for like), redevelop to replace and/or repurpose amenities ensure they serve evolving community needs, and plan for park enhancements to add new amenities. Candidate parks should consider the age and condition of the park and components, changing demographics, opportunities to minimize service duplication, proximity to intensification areas serving MTSAs, opportunities to be repurposed under-utilized facilities to address other in-demand outdoor recreation opportunities, and other variables. Park renewal should be supported by community consultation.	Staff time and/or cost for further study	●		
11. Work with the Clarington Diversity Advisory Committee, Clarington Accessibility Advisory Committee, and other relevant groups to actively identify and implement inclusive park design for all age groups and abilities, including development of an Accessible Playground Distribution Strategy as outlined in this Master Plan.	Staff time	Best Practice		

	Resource Implications	Short	Medium	Long
12. Design new and redeveloped parks (and facilities) with a climate change lens with regard for guiding frameworks such as the Clarington Corporate Climate Action Plan to achieve the Municipality's goal of reducing greenhouse gas emissions by 35% by 2030 and net-zero emissions by 2050.	Staff time		Best Practice	
13. Develop and renew parks with a focus on safety, incorporating Crime Prevention Through Environmental Design principles, enhancing naturalization efforts and including comfort amenities like shade, seating, signage, and other features to create inviting and welcoming spaces.	Staff time		Best Practice	
14. Collaborate with regional conservation authorities (e.g., CLOCA and GRCA), community groups, and other corporate departments to develop and implement strategies that enhance and promote environmental sustainability initiatives and naturalization in Clarington's parks and open spaces.	Staff time		Best Practice	
15. Use the conceptual network in this Master Plan to guide the future development of recreational trails in Clarington. Key strategies to strengthen the trail network and to promote active movement within the Municipality include: <ul style="list-style-type: none"> <li>a. Work with community partners (e.g., conservation authorities), landowners, agencies, and other levels of government to improve connectivity within and between settlement areas, and to the rural area, including north-south connections between the Waterfront Trail, Greenbelt Trail, Oak Ridges Moraine Trail, and Bowmanville Valley Trail to encourage active transportation and expand the trail network. Leveraging the use of hydro corridors should be explored, as well as strategies to connect to trail systems in adjacent municipalities, such as the future Durham Meadoway.</li> <li>b. Continue to create a "circle of green" trail around Bowmanville, including developing solutions to overcome barriers, including crossing transportation corridors, including Highway 401 and Highway 418, as well as other roadways.</li> </ul>	Cost for trail development Additional staff required		Best Practice	

	Resource Implications	Short	Medium	Long
<ul style="list-style-type: none"> <li>c. Establish active transportation routes within future residential areas, particularly in Secondary Plan Areas with connections to the existing network.</li> <li>d. Design new and redeveloped parks with designated circulation areas to guide users through parks and public spaces and connect to on-site amenities (e.g., playgrounds, sports fields, etc.).</li> <li>e. Investigate trail development opportunities and connections to municipally owned lands such as cemeteries.</li> <li>f. Incorporate trail design features and comfort amenities in appropriate areas to enhance comfort including, but not limited to, signage, seating, shade, drinking fountains/bottle filling stations, bicycle parking, and accessibility features.</li> <li>g. Increase winter snow clearing in strategic areas to encourage year-round physical activity. Appropriate staffing levels will be required to support this initiative as well as training, such as being Smart About Salt Certified, as directed by the Municipality's Corporate Climate Action Plan. Evaluating the feasibility of using salt alternatives is also recommended.</li> <li>h. Have regard for the Municipality's Active Transportation Master Plan and Wayfinding System Strategy to ensure seamless connectivity between off-road and on-road routes and bring greater awareness and promote the use of Clarington's trail system.</li> </ul>				
16. Update Clarington's Waterfront Strategy to have regard for the input received and the guidance put forward through this Master Plan, including preserving environmentally sensitive areas such as along the Lake Ontario Shoreline and the Samuel Wilmot Nature Area and undertaking enhancements to encourage greater passive uses along the waterfront, including economic development opportunities, comfort features, and supporting amenities, while maintaining wildlife corridor connections along the waterfront.	Staff time	●		

## Facilities Plan Recommendations

Recommendation		Timing		
	Resource Implications	Short	Medium	Long
17. Develop 2 new ice pads as an expansion to the Courtice Arena. Confirmation of the timing and associated amenities should align with the five-year update to the Master Plan and be based on user group participation, ice pad utilization, sport trends, and population growth, including changes in socio-demographic characteristics. Community user groups should be engaged to guide the design process.	Cost for development Additional staff required		●	
18. Continue to engage independent Arena Boards in Newcastle and Orono to maximize ice use to the benefit of Clarington arena organizations. As part of these discussions, explore the possibility of aligning allocation practices of the Arena Boards with the Municipality to ensure that ice time is permitted in a fair and transparent manner.	Staff time	Best Practice		
19. Engage adjacent communities such as the City of Oshawa to negotiate access to arena time for local organizations to alleviate short-term demand for additional ice time.	Cost for negotiated access Staff time	●		
20. Undertake a life cycle and building condition audit of the Darlington Sports Centre to determine its lifespan and investment requirements to guide decisions to maintain the facility for ice or repurpose to other uses.	Cost for further study	●		
21. Explore the feasibility of constructing an indoor aquatic centre concurrently with the first phase of the South Bowmanville Recreation Centre, which should be designed to support both community programming and competitions (although this should not delay the current process). Engage community user groups as part of the design process.	Cost for further study and development	●		

	Resource Implications	Short	Medium	Long
	Additional staff required			
22. Assess the future of the Alan Strike Aquatic Centre and Squash Centre, with consideration given to reinvestment to extend the life of the facility, adaptive re-use opportunities for community programs, or other uses. Decisions regarding the future of the Alan Strike Aquatic and Squash Centre over the longer-term could require an alternative site for another indoor aquatic centre (beyond the time frame of this Master Plan).	Cost for further study		●	
23. Undertake a feasibility study to guide enhancements to the indoor aquatic centre at the Courtice Community Complex to address a broader range of community programming and uses, which may require expanding the facility to the west. Enhancements include reconfiguring and redesigning the teaching pool to reflect what is currently offered at the Diane Hamre Recreation Complex, constructing a warm water therapy pool, and enlarging changerooms.	Cost for further study and development Additional staff required			●
24. Include fitness studio space (or multi-purpose spaces) to support group fitness activities designed with appropriate amenities in new and redeveloped community centres.	Cost for development Additional staff required		●	
25. As part of a twin-pad arena expansion to the South Courtice Arena, assess the feasibility of incorporating an indoor walking track as part of the design, which should have a minimum of three lanes with a rubberized or coated surface.	Cost for development Additional staff required		●	
26. Move forward with converting the indoor artificial turf field at the Bowmanville Indoor Soccer Facility with a double gymnasium.	Cost for development	●		



	Resource Implications	Short	Medium	Long
27. Continue to work with school boards to maintain and negotiate enhanced access municipal and community access to school gymnasiums.	Cost for negotiated access Staff time		Best Practice	
28. Provide multi-purpose spaces in new or redeveloped community centres that are flexibly designed in a variety of sizes and with supporting features to accommodate community programs, rentals, and arts and cultural activities, potential library use, as well as youth and older adult uses.	Cost for development Additional staff required		Best Practice	
29. Continue to work with rural community hall partners explore expanding recreation and leisure opportunities for the rural community and to ensure long-term operational success. Facility enhancements and upgrades should be informed by building condition audits and based on maintaining a state of good repair and facility usage trends.	Cost for facility enhancements Staff time		Best Practice	
30. Monitor program space needs as population increases in intensification areas with consideration given to partnership opportunities with the development industry to incorporate multi-purpose programmable space within condominium buildings where a gap in the provision of programmable space is identified, which should have regard for public access, flexible, and sufficiently sized spaces, parking accommodations, and supporting amenities such as storage spaces and countertops.	Staff time		Best Practice	
31. Direct youth and older adult programming to multi-purpose spaces and community halls to bolster facility utilization to complement existing youth and older adult program and service providers, including at the future South Bowmanville Recreation Centre, potentially through satellite outreach programs in partnership with community organizations.	Additional staff required		Best Practice	



	Resource Implications	Short	Medium	Long
32. Design indoor community facilities and outdoor parks with an age-friendly lens to create welcoming, attractive, safe, and accessible spaces for all residents, including youth and older adults. Consultation with youth and older adult residents is encouraged to guide design processes.	Staff time	Best Practice		
33. Work with the Clarington Squash Club to maintain interest in the sport, potentially increasing memberships, pay as you go users, and court bookings. Municipal support may be required to assist with court bookings, promoting club programming, and attracting new players. Monitoring court use will inform future assessments associated with the Alan Strike Aquatic and Squash Centre.	Staff time	●		
34. Proceed with the development of a new full size indoor artificial turf field as part of the South Bowmanville Recreation Centre to replace the existing facility at the Bowmanville Indoor Soccer Facility. While no additional facilities are recommended during this planning period, the Municipality should monitor the use of the new facility to inform future needs.	Cost for development Additional staff required	●		
35. A total of 31.5 unlit equivalent outdoor rectangular fields (equivalent to 21 lit outdoor rectangular fields) are required by 2036. Emphasis should be placed on short-term solutions to optimize the use of existing rectangular fields and replacing the four Clarington Fields through the following strategy.				
a. Undertake strategic improvements to outdoor rectangular fields to maximize the use of existing outdoor rectangular fields, which may include, but not be limited to, enhanced drainage and turf management practices, and adding irrigation, as well as modernizing features such as paved pathways, temporary or permanent washrooms, player and spectator seating, parking, and more. Working with the Darlington Soccer Club and other field users to identify and prioritize field improvements is recommended and to maximize the use of the field supply.	Cost for development	●		

	Resource Implications	Short	Medium	Long
b. Identify suitable locations to install lighting at existing outdoor rectangular fields to increase playing capacity. Candidate sites should have regard for minimum setback distances to adjacent land uses and the use of LED lighting that produces sharp lighting cutoff.	Cost for development	●		
c. Provide a minimum of two lit outdoor rectangular fields with supporting amenities at a future Community Park.	Staff time		●	
d. Engage the Darlington Soccer Club to investigate opportunities to use the Darlington Hydro Fields to accommodate other renters during available time when the fields are not being used by the organization.	Staff time	●		
36. As part of a five-year review of the Master Plan, re-evaluate outdoor rectangular field needs with consideration given to field usage levels, participation rates, and the success of short-term strategies to address field needs. The following strategy is recommended to meet medium to long-term needs:				
a. Direct new outdoor rectangular fields to future parks where opportunities exist, such as at a future sports complex.	Cost for development		●	●
b. Explore partnership opportunities to meet field needs such as working with school boards to enhance the quality of school fields (including adding lighting and other amenities), permit additional school fields, or partner with other landowners such as OPG and the private sector to construct new fields.	Cost for development Staff time		● <del>Best Practice</del>	
37. Construct up to 17 unlit equivalent ball diamonds (equivalent to 11 lit ball diamonds) by 2036 in the following manner:				
a. Investigate suitable locations to add lighting to existing ball diamonds to increase playing capacity. Candidate sites should have regard for minimum setback distances from adjacent land uses and the use LED lighting that produces sharp lighting cutoff.	Cost for development	●		

	Resource Implications	Short	Medium	Long
b. Identify and prioritize enhancements to existing ball diamonds to improve utilization including, but not limited to, addressing drainage and grading, irrigating outfields, and adding, replacing, or modernizing amenities to support ball diamond use such as paved pathways, lighting, fencing, spectator seating, washrooms, parking, sunscreens, and lining. Consultation with ball diamond users is recommended.	Cost for development	●		
c. Direct the majority of new ball diamonds to future Municipal Wide Parks (such as at a sports complex) or Community Parks to create multi-diamond sites with amenities to support use such as field lighting and parking; new Neighbourhood Parks of sufficient size acquired in Secondary Plan Areas through parkland dedication, purchase of lands, and or a combination of these, should also be pursued to support localized playing opportunities.	Cost for development	Best Practice		
d. Pursue partnerships to construct new diamonds, or secure access to existing diamonds, to meet needs, including school boards, OPG, private landowners, etc.	Staff time	Best Practice		
38. Identify a suitable site for a full-size cricket field to be used as the primary location for rentals. Once a suitable site has been established, monitor usage (including other sports field demand) to determine the future of the cricket field at Courtice Memorial Park.	Cost for development Staff time	●		
39. Construct 17 new outdoor tennis courts by 2036 to address service gaps and population growth, particularly in emerging Secondary Plan Areas where they can feasibly be accommodated, in the following manner:				
a. Construct 10 tennis courts at five parks in Bowmanville (+10). The Municipality should engage the Bowmanville Tennis club to monitor membership levels to determine if/when additional club-courts are required; club-courts should be provided at a rate of one per 50 to 75 members.	Cost for development	+6	+2	+2

	Resource Implications	Short	Medium	Long
b. Construct four tennis courts at two parks in Courtice (+4).	Cost for development	+2	+2	
c. Construct two tennis courts at a park in Newcastle (+2).	Cost for development		+2	
d. Construct one tennis court in the rural area (+1). Recognizing that there is a need to serve the rural area, but the level of use may be lower compared to urban areas, consideration could be given to multi-lining courts for tennis and pickleball.	Cost for development	+1		
40. Establish a plan to resurface aging tennis courts with acrylic coating.	Staff time	●		
41. Construct 20 dedicated pickleball courts by 2036 to address service gaps and population growth, particularly in emerging Secondary Plan Areas where they can feasibly be accommodated, in the following manner:				
a. Construct 14 dedicated pickleball courts in Bowmanville, including six to eight courts at a Municipal Wide or Community Park to create a pickleball complex (potentially operated with a sports organization). Remaining courts should be located at existing and future parks, potentially at parks serving secondary plan areas (+14).	Cost for development	0 <del>+10</del>	+10 <del>+2</del>	+4 <del>+2</del>
b. Construct four dedicated pickleball courts in Courtice, potentially two courts at a neighbourhood park in the north end and two courts at a neighbourhood park in the south end (+4).	Cost for development	0 <del>+2</del>	+4 <del>+2</del>	
c. Construct one dedicated pickleball court at a neighborhood park in Newcastle. A second court may be considered to support simultaneous play (+1 to +2).	Cost for development			+1 to +2

	Resource Implications	Short	Medium	Long
d. Construct one dedicated pickleball court at a park in the rural area. A second court may be considered to support simultaneous play (+1 to +2). Recognizing that there is a need to serve the rural area, but the level of use may be lower compared to urban areas, consideration could be given to multi-lining courts for tennis and pickleball.	Cost for development	+1 to +2		
42. Provide eight multi-use courts for activities such as basketball and ball hockey in the following manner, preferably at parks in emerging Secondary Plan Areas where they can be feasibly accommodated:				
a. Construct five multi-use courts in Bowmanville (+5).	Cost for development	+1	+2	+2
b. Construct one multi-use court in Newcastle (+1).	Cost for development			+1
c. Construct two multi-use courts in the rural area (+2).	Cost for development	+2		
43. Investigate opportunities to provide one multi-use court in the north end of Courtice (north of Nash Road) to address a service gap and strengthen geographic distribution.	Cost for development		●	
44. To accommodate two new ice pads at the South Courtice Arena, relocate the existing multi-use court to another location within the site or to another park in Courtice.	Cost for development			●
45. At the time of basketball court replacement, investigate the feasibility of enlarging half courts or undersized shooting pads to full-size multi-use courts.	Cost for development	Best Practice		
46. Construct 14 new splash pads by 2036 in the following manner at parks in areas serving households with children, including in emerging Secondary Plan Areas:				

	Resource Implications	Short	Medium	Long
a. Construct six splash pads in Bowmanville, with a minimum of one serving the central area of the community (+6).	Cost for development	+2	+2	+2
b. Construct four splash pads in Courtice, with a minimum of one serving the west or north area of the community (+4).	Cost for development	+3	+1	
c. Construct one splash pad in Newcastle (+1).	Cost for development			+1
d. Explore the feasibility of constructing up to three small-scale splash pads in the rural area (+3).	Cost for development	+1	+1	+1
47. To complement the splash pad supply, provide a minimum of one cooling station at a park in or near Clarington's two MTSAs, which could feature a limited number of spray nozzles integrated into the hardscape or as posts, or incorporated as part of a public art display, water fountains, boulders, or other feature.	Cost for development			●
48. Create a capital renewal plan for the outdoor pool and associated amenities at Orono Park. A cost benefit analysis should be undertaken prior to making any future capital decisions.	Cost for development		●	
49. Investigate, at the time of renewal, opportunities to enhance the skate park at Garnet B. Rickard Recreation Complex to improve the user experience, including, but not be limited to, improving visibility and supporting amenities.	Cost for development			
50. Construct six skate zones with introductory-level features at existing or future parks, potentially co-located with basketball courts, in the following manner:				
a. Construct three skate zones in Bowmanville, with some potentially at future Secondary Plan Areas (+3).	Cost for development			+1

	Resource Implications	Short	Medium	Long
b. Construct two skate zones in Courtice, with one serving the north end and one serving the south end (+2).	Cost for development		+1	+1
c. Construct one skate zone on the east side of Newcastle (+1).	Cost for development			+1
51. Continue with establishing a new dog park in north Bowmanville with consideration given to the site criteria identified in this Master Plan, including property ownership, minimum size, public access, site condition, appropriate setbacks, and parking. The design should be similar to what is available at Clarington's other locations, including a fenced enclosure with separate areas for large and small dogs and supporting amenities such as shade, lighting and seating.	Cost for development Staff time	●		
52. Construct two compact leash-free dog parks in the Courtice and Bowmanville MTSA's. The Municipality is also encouraged to work with the development sector to create pet-friendly amenity spaces within all future developments.	Cost for development			●
53. Identify a permanent site to relocate the Bowmanville Allotment Gardens. Site criteria for selecting a community garden location should include (but not be limited to), soil quality, grade, sun exposure, drainage, access to amenities, free of hazards, and proximity to medium and high-density residential areas. Inclusive design should also be considered including pathways and raised garden beds.	Cost for development Staff time			●
54. Establish a community garden in Courtice, which should be contingent on working with a community partner to oversee daily operations. Site criteria for selecting a community garden location should include (but not be limited to), soil quality, grade, sun exposure, drainage, access to amenities, free of hazards, and proximity to medium and high-density residential areas. Inclusive design should also be considered including pathways and raised garden beds.	Cost for development Staff time			●



	Resource Implications	Short	Medium	Long
55. Work with others to create and/or encourage the use of existing non-public community gardens (e.g., churches) and with the development sector to create private amenity space, including rooftop gardens in Clarington's MTSA's.	Staff time	●		
56. Install outdoor fitness equipment at four parks to strengthen geographic distribution. New installations should be at parks in high traffic areas such as along the waterfront trail in Newcastle and Bowmanville (to be reconfirmed through the Waterfront Strategy), Municipal Wide or Community Parks, or in gap areas including at two parks in Courtice's Secondary Plan Areas. Long-term opportunities to provide outdoor fitness equipment in MTSA's should also be explored.	Cost for development	●	●	●
57. Provide playgrounds within 800-metres of residential areas without crossing major barriers such as arterial roads, railways, and waterbodies. New and redeveloped playgrounds should feature high quality design with accessible features. An emphasis should be placed on locating new playgrounds in future parks serving Secondary Plan Areas, which could result in approximately 30 new playground sites by 2036.	Cost for development Staff time	Best Practice		
58. Develop an Accessible Playground Distribution Strategy to identify geographic locations where enhanced and focused accessibility standards can be implemented to the highest level of service.	Cost for further study and development	●		
59. Evaluate opportunities to construct natural playgrounds in strategic locations such as at Municipal Wide and Community Parks, along the waterfront, and parks serving MTSA's. Incorporating natural playgrounds in strategic open greenspaces and natural areas may also be considered to complement the surrounding area.	Cost for development		● <del>Best Practice</del>	

	Resource Implications	Short	Medium	Long
60. Promote the use of the existing outdoor lacrosse box to increase utilization while maximizing the space for a variety of activities such as pickleball, ball hockey, etc.	Staff time	Best Practice		
61. Undertake a cultural mapping exercise to establish a full understanding of cultural resources that are available from the Municipality, CLMA, community providers, private businesses, etc. as a tool for bringing awareness and promoting what's available in Clarington.	Staff time	●		
62. Undertake a building condition assessment of the Camp 30 Cafeteria Building to understand the requirements to ensure that the structure is stable to allow for an evaluation of long-term opportunities.	Cost for further study	●		
63. Undertake a feasibility study to update the Visual Arts Centre, including enhancing accessibility and modernizing the building to support programming opportunities and achieve long-term success. Enhancements to the outdoor gathering space should also be explored to support programs and small-scale events such as shows and performances.	Cost for further study	●		
64. Continue to deliver and expand general arts and cultural programs within existing and future indoor and outdoor spaces and ensure that they are designed to accommodate such uses with consideration given to supporting amenities and features. Engaging the arts and cultural community to provide programming within municipal spaces is encouraged.	Staff time	Best Practice		
65. Undertake a feasibility study to confirm the need for an indoor performing arts venue to consider space considerations (e.g., traditional main hall, community space, amenities, etc.), evaluate potential locations, partners, design, financial analysis, and consider public and community organization input.	Cost for further study	● ←	●	

	Resource Implications	Short	Medium	Long
66. Enhance opportunities to provide outdoor productions and performances such as along the waterfront, Bowmanville Park on the former Zoo Lands, or other locations as they become available.	Staff time	Best Practice		
<p>67. Undertake feasibility studies to implement the recommended library facility strategy outlined in this Master Plan.</p> <p>a. Add approximately 20,000 square feet of library space in Bowmanville. A portion of library space needs should be met through a future expansion of the South Bowmanville Recreation Centre. A facility fit exercise should be undertaken to confirm the square footage of library space that can be accommodated (preferably in the 12,000 square foot range). The remaining balance should be provided at another location, preferably in the north end of Bowmanville with consideration given to site criteria identified in this Master Plan.</p> <p>b. Expand the Courtice Library Branch to add approximately 10,200 square feet of space, potentially by extending the existing building footprint to the west, which could be undertaken in conjunction with expanding the aquatic facility, as recommended in this Master Plan. Should it be determined that this location cannot be expanded, undertake a feasibility study to determine alternatives to providing library branch space in Courtice.</p> <p>c. Add approximately 2,100 square feet to the west, south or east side of the Newcastle Library Branch.</p>	Cost for further studies		●	●
68. As part of library space development and redevelopment, consider leading space and design considerations to provide accessible, fresh, and modern spaces that are relevant and responsive to all users, and are inclusive and flexible to support evolving needs, services, and programming.	Staff time	Best Practice		

	Resource Implications	Short	Medium	Long
69. Increase access to library resources in smaller hamlets and the rural areas of Clarington through alternative service delivery models by providing a bookmobile service for rural residents and installing two library lockers for pick-up and drop-offs. Library book vending machines should also be considered.	Costs to establish library bookmobile and two library lockers	●		
70. Monitor the effect on space utilization resulting from the implementation of the Use of Space Policy and, if necessary, undertake policy revisions.	Staff time	●		
71. Explore alternative historical and/or cultural uses for the Sarah Jane Williams Heritage Centre following completion of renovations to the Bowmanville Branch Library, which will absorb museum artifacts and exhibits, and archives.	Staff time		●	
72. Proceed with co-locating Clarington's heritage buildings in Bowmanville to create a centralized hub, in alignment with CLMA's Strategic Plan.	Cost for development			●
73. Create a plan to bolster museum programming and use of archives with a focus on maximize the use of enhancing CLMA spaces to celebrate and better connect residents to Clarington's past.	Staff time			●

## Culture Plan Recommendations

Recommendation	Timing			
	Resource Implications	Short	Medium	Long
74. Create a Public Art Policy to provide guidance on evaluating and approving public art installations to animate spaces, spark creativity and imagination, showcase historical and cultural values, and recognize Indigenous Peoples. A Public Art Reserve Fund should also be created to assist with acquisition, development, installation, and maintenance; funding which could be made through gifts, bequests, fundraising, levy, or other funding source.	Staff time		●	
75. Prepare a Special Events and Festivals Strategy that defines the roles and responsibilities of the Municipality, community organizers, and the CLMA in delivering and facilitating special events. The Strategy should articulate funding and staffing requirements, promotional and awareness strategies targeted to residents and tourists, strategies to address relevant actions of the Municipality's Inclusion, Diversity, Equity and Anti-Racism (IDEA) Strategy, and identify how existing and future physical infrastructure can be incorporated as part of parks and facility designs to deliver quality experiences. This Strategy should ensure that the Municipality meets legislative requirements and relevant approvals for public events and festivals that do not restrict Indigenous and cultural expression.	Costs for further study	● ←	●	
76. Regularly engage key groups such as the Indigenous community and Aboriginal Sports Council to identify ways to advance reconciliation through parks, recreation, culture, and library services, as well as to inform the Municipality's Engagement and Relationship Building Strategy, actions articulated in Clarington's IDEA Strategy, and CLMA's Repatriation and Decolonization Strategy; there may be synergies in working collaboratively to develop strategies and programs aimed at engaging Indigenous Peoples.	Costs for further study Staff time	●		

	Resource Implications	Short	Medium	Long
77. Undertake a review of all internal and public-facing documents, information, and programming to ensure that an Indigenous presence is reflected in Clarington's Community Services and CLMA's materials.	Staff time		●	
78. Engage Indigenous Peoples, including Mississaugas of Scugog Island First Nation and other Williams Treaties First Nations as part of site selection for future parks and community facilities to ensure that Traditional Knowledge and areas of significance (e.g., cultural heritage, environmental, etc.) are recognized, preserved, protected, and avoided.	Staff time	Best Practice		

### Delivering Services Plan

Recommendation	Timing			
	Resource Implications	Short	Medium	Long
79. Provide Municipal and CLMA staff with appropriate supports to deliver exceptional services, which may include, but not be limited to, technology and equipment, professional development and training, and other supports to function as a high performing organization. Appropriate staffing levels must also be considered to implement the recommendations of this Master Plan and should be guided by the organizational and staffing review provided under a separate cover.	Additional staff required	Best Practice		
80. Collectively, the Municipality and CLMA should engage with community partners to expand STEM program opportunities, outdoor programming, and creative programming for all age groups to address current gaps and plan for meeting future needs. As part of this, evaluate potential interest in programs oriented towards Indigenous heritage and culture to break down barriers and foster inclusion; providing pilot programs may be a strategy to test demand.	Additional staff required	●		

	Resource Implications	Short	Medium	Long
Clarington's Community Funding Program should continue to recognize the value community partners provide in providing community-based programs.				
81. Expand municipal data collection to determine the penetration and retention rates of the various age cohorts in recreation, culture, library, and sport activities including programs offered in all municipal, school and library facilities (registered and drop-in opportunities).	Staff time		●	
82. The Municipality and CLMA should continue to offer and expand its range of in-person and virtual programs to reach a wider audience, which may be done in partnership with community partners and other program providers to share resources and space.	Additional staff required	●		
83. Expand the CLMA's StoryWalk program within Clarington's parks system, particularly along trails and pathways.	Staff time		●	
84. Undertake an update to the Older Adult Strategy by engaging older adults and all related partners to ensure services are inclusive of an aging and increasingly diverse older adult population.	Costs for further study		●	
85. Regularly review, identify, and assess partnerships or collaborations as programs and services are planned to share resources, deliver joint-programs and services, cross program, and minimize service duplication with the view of improving efficiencies.	Staff time	●		
86. Work with community stakeholder groups and partners to enhance volunteer recruitment and retention strategies.	Staff time	Best Practice		
87. Audit participation among females and those who identify as females to identify strategies to increase participation, in partnership with Canadian Women in Sport Association.	Staff time			●

	Resource Implications	Short	Medium	Long
88. Work with secondary schools to offer leadership courses for a credit toward a high school diploma and look to subsidize leadership courses (including aquatic leadership) until adequate staff numbers are achieved.	Staff time	●		
89. Work with community partners to promote Canada's Movement Guidelines for all age groups.	Staff time		<del>Best Practice</del> ●	
90. Create a technology strategy for CLMA, potentially in partnership with the Municipality, to guide infrastructure investment and modernization of the CLMA, including in-branch hardware and software, makerspaces, and other technology-related space requirements, as well as equipment for the Library of Things. Exploring the role of artificial intelligence in the library system and in the Municipality should also be an on-going initiative.	Staff time and/or costs for further study		●	
91. Continue to complete Barrier Removal Accessibility Audits of all Municipal buildings and make strategic investments, through the capital budget, to improve access.	Costs for accessibility retrofits Staff time	Best Practice		
92. Develop a resource to assist the Community Services Division and CLMA in identifying and engaging underrepresented populations to increase participation and ensure that opportunities are inclusive of all residents. Having regard for relevant actions contained in the Municipality's Inclusion, Diversity, Equity and Anti-Racism (IDEA) Strategy is recommended.	Staff time		●	
93. Regularly review CLMA collections, resources, and services to ensure that they reflect the needs and interests of a diversifying community.	Staff time	Best Practice		
94. Increase the allowance under the Access Policy for residents experiencing low income as fees for services rise to ensure that the number of opportunities remains similar on an annual basis. The program should be reviewed regularly to	Staff time	●		



	Resource Implications	Short	Medium	Long
ensure the funding provided and eligibility requirements continue to achieve the objectives of the program.				
95. Create a sponsorship program to offer free Municipal programming for residents.	Staff time	●		
96. Ensure all staff and volunteers are trained to ensure that Municipality and CLMA facilities are safe spaces for all through Safe Spaces Canada.	Staff time		●	
97. Continue to work with community partners to provide social services and resources for at risk and marginalized populations, while balancing the need to provide safe and welcoming spaces for all.	Staff time	Best Practice		
98. Continue to promote and raise awareness about the programs and services provided by the Municipality's Community Services Division and CLMA using a range of print and digital tactics. Opportunities for cross promotion and collaboration between the Municipality and CLMA is encouraged.	Staff time	Best Practice		

## Implementation Strategy

Recommendation	Timing			
	Resource Implications	Short	Medium	Long
99. Regularly monitor implementation of the Master Plan, including tracking population growth and trends, development of intensification areas, monitoring facility use and program participation, group registration, and regular dialogue with the community.	Staff time	Best Practice		
100. Prepare annual reports to recognize achievements and work plans to identify recommendations to be implemented over the coming year.	Staff time	●	●	●
101. Undertake a five-year update to the Master Plan (2029). Timing may be adjusted depending on the pace of implementation or changes to the community.	Costs for further study	● ←	●	
102. Partnership opportunities with community organizations, private sector, school boards, community groups, and others should be explored as part of implementing the Master Plan, taking into consideration the benefits and risks of the partnership, which may be supported by feasibility studies and the development of standardized partnership agreements.	Staff time	Best Practice		
103. Use the Financial Assessment Report prepared in support of this Master Plan to inform the Municipality's budget process, Development Charges Background Studies, Community Benefits Charges Strategy, and related resources. Where appropriate, alternative funding and cost-sharing approaches should be considered including (but not limited to), fundraising, grants, private-public partnerships, sponsorships, surcharges and user fees, capital reserve contributions, leasing space from others, and other strategies to provide the best value to residents.	Staff time	Best Practice		
104. Prior to facility development, or as part of a five-year review of this Master Plan, conduct a review to reconfirm recommended capital funding requirements	Staff time	Best Practice		

	Resource Implications	Short	Medium	Long
for facilities and, at this time, assess associated operating impacts to inform the decision-making process.				
105. Conduct feasibility studies and business plans (with public input and partnership considerations) prior to undertaking major capital projects to ensure that projects are aligned with community needs and financial capabilities.	Costs for further study	Best Practice		
106. Articulate the levels of service for each discipline to identify public expectations and the resources and efficiencies needed to achieve them.	Staff time	Best Practice		
107. Identify the current costs of providing programs and services, as well as the recommended cost recovery levels in setting a fair Pricing Policy.	Staff time	●		
108. Identify service delivery targets in each discipline and report to the community for public information.	Staff time	●		
109. Discuss and address the intersections between each department referenced in the Parks, Recreation and Culture Master Plan, including but not limited to: <ul style="list-style-type: none"> <li>a. The development of online training modules common to Parks Operations, Community Services, and CLMA;</li> <li>b. The development of Standardized Partnership Agreements;</li> <li>c. Streamlining one point of contact for community sport field users; and</li> <li>d. The viability development of a Service Level Agreement between the Corporation and the CLMA to outline the provision of common services (IT, Human Resources, Legal Counsel, etc.)</li> </ul>	Staff time	Best Practice		
110. Refine and approve the draft Organizational Design Principles provided in the Parks, Recreation, and Culture Master Plan so that they can be used consistently in future staffing opportunities throughout the Corporation.	Staff time	●		

	Resource Implications	Short	Medium	Long
111. Further rationalize required staffing levels based on anticipated participation rates due to population growth, current participation rates, and the staffing implications in the Parks, Recreation and Culture Master Plan.	Staff time	●		
112. Develop a Corporate Succession Plan to ensure organizational sustainability and the development of a pool of staff with the skills and competencies to compete for upcoming positions.	Staff time	●		
113. Develop a Training and Development Plan summarizing the skills and competencies needed to provide quality services and leadership at all organizational levels and providing consistent training and development opportunities (possibly online).	Staff time	●		

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** Council

**Date of Meeting:** September 8, 2025 **Report Number:** PUB-010-25

**Authored By:** Mariano Perini, Director, Public Works

**Submitted By:** Lee-Ann Reck, Deputy CAO, Public Services

**Reviewed By:** Mary-Anne Dempster, CAO

**By-law Number:** **Resolution Number:**

**File Number:**

**Report Subject:** Commemoration of Marie Hubbard

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### Recommendations:

1. That Report PUB-010-25, and any related delegations or communication items, be received.
2. That Council approve the budget from the rate stabilization reserve and provide direction to staff to undertake one of the following commemoration plans:
  - a. Staff continue to collaborate with VAC staff to undertake a commemorative garden as presented in May 2025 report and approve \$10,000 to facilitate its design and construction.
  - b. That Soper Creek Park be renamed to Marie Hubbard Park, or alternatively, the Soper Creek Trail to Marie Hubbard Trail; and that \$12,000 be allocated for updated signage in the newly designated areas.
  - c. That, as part of expanding visual arts programming, staff collaborate with the Visual Arts Centre (VAC) on the design and construction of a deck to support summer theatre and related activities; and that the deck be named in recognition of Marie Hubbard as part of the 50<sup>th</sup> anniversary in summer of 2026. The estimated cost of construction is \$73,500 to \$120,750 depending on materials selected.
3. That all interested parties listed in Report PUB-010-25, be advised of Council's decision.

## Report Overview

This report outlines design and construction options for commemorating the former Mayor of the Town of Newcastle and past Chair of the Visual Arts Centre. In May 2025, Council directed staff to identify a means to formally recognize Marie Hubbard's significant contributions to Clarington, particularly within the arts community. The report evaluates several options and presents four potential approaches for Council's consideration.

## 1. Background

### Previous Report and Motion

- 1.1 PUB-006-25 was presented to General Government Committee on May 5, 2025, recommending a commemorative green space on the grounds of the Visual Arts site to commemorate Marie Hubbard's contribution to the arts community in Clarington and was referred to staff with an amendment and resolution.
- 1.2 From the report, resolution GG-101-25 was passed. The resolution suggested consideration for renaming the building after Marie Hubbard. It was recommended that staff consult with the Visual Arts Centre of Clarington (VAC) regarding the renaming proposal.
- 1.3 With the recommendation of renaming the building for commemoration, it is important to note that Council approved Naming Rights and Naming of Facilities Policy in March 2023. Section 4.2 of this policy specifically addresses Dedication, indicating that it is restricted to amenities within municipal facilities or a feature in a park, such as bench, or gazebo.

## 2. Consideration for Renaming Facility

### Consultation with VAC

- 2.1 Staff met with the VAC board on June 11, 2025, at the direction of Council. During the board meeting, the board suggested that they rebrand to Visual Arts Clarington, as they are not simply the building, they can provide services anywhere in the Municipality. While they currently operate at the historic building at 143 Simpson Avenue, they could operate anywhere. The Board outlined considerations for Council (Attachment 1).
- 2.2 The board was not explicitly opposed to renaming the facility, and did identify that often in gallery spaces, naming rights often provide monetary compensation/support to the gallery for the renaming of the space. This is seen at a variety of locations such the Robert McLaughlin Gallery in Oshawa. VAC also identified that in any agreement, there

would need to be a clause that explicitly identified VAC's cultural and artistic freedom of expression, and that it remained separate from any means for the family to influence the program of the gallery.

- 2.3 The VAC Board also identified the Heritage constraints be given considerations given the designation of the building.

### **Heritage Considerations**

- 2.4 The historic building at 143 Simpson Avenue is currently named the Cream of Barley Mill after the function it performed in producing cream of barley when it was in operation.
- 2.5 The property was designated as a heritage property in 1979 through By-Law 79-033.
- 2.6 To rename the building the "Marie Hubbard Visual Arts Centre" would require an update to the by-law and to change the name from Cream of Barley Mill, which could remove the site's historical significance as it relates to the production of Cream of Barley cereal and its role in the economic and social development of Bowmanville during the late 19<sup>th</sup> and early 20<sup>th</sup> centuries.
- 2.7 The proposition would need to be reviewed by the Heritage Committee before proceeding.
- 2.8 Currently, staff do not recommend proceeding with this option.

### **Other Forms of Commemoration Considered**

- 2.9 Staff explored the option of reclassifying the existing laneway leading to the VAC as a municipal roadway accompanied by a new civic address. Currently, both the VAC and Soper Creek Park share Simpson Avenue addresses. Establishing a new roadway would require the passage of a By-Law. Furthermore, when the municipality initiates a street name change, nominal compensation is typically provided to affected parties to offset associated costs. This change would necessitate updating the addresses for both the Cream of Barley Mill Building and Soper Creek Park, as well as revising the 911 directory and Computer-Aided Dispatch (CAD) systems.
- 2.10 Renaming the laneway while retaining the existing Simpson Avenue address introduces a risk of confusion during emergency situations and may hinder timely response efforts.
- 2.11 The existing laneway is currently maintained by Public Works but is not classified as a roadway nor subject Minimum Maintenance Standards (MMS). If the laneway were designated as a municipal road, it would become subject to MMS requirements, including routine inspections, maintenance obligations, and associated operational costs. These costs would vary based on factors such as the surface's age and current

condition. Public Works currently provides snow removal services to the laneway and Soper Creek parking lot. Both services can be absorbed through existing operating budgets.

- 2.12 If renaming was directed, a comprehensive assessment of the roadway surface will be required to determine its current condition and to schedule appropriate rehabilitation in the capital forecast. Any upgrades or rehabilitation work must comply with current construction standards and would be incorporated into the existing rehabilitation program.
- 2.13 Given the cost and complexity of the required changes to rename the laneway to roadway, staff do not recommend proceeding with this commemoration option.
- 2.14 As an alternative to renaming the Laneway, a meaningful option for commemoration could involve renaming Soper Creek Park or specific features within the park. If renaming the park is preferred, this should ideally align with its reopening after construction is complete. It is important to note that any renaming of parks is governed by the Naming Rights and Naming of Facilities Policy and would require an exception by Council to the policy.
- 2.15 Renaming the park or one of its features, such as the trail running through it would be a feasible and less complex option to consider. This change would involve costs for updating signage, estimated at up to \$12,000 depending on the design and installation requirements.
- 2.16 VAC has included in its capital improvement plans the construction of a deck to support theatre performances and other social events. The draft proposal outlines a structure approximately 30 by 35 feet (1,050 sq. ft.), which could be built using either pressure-treated lumber or composite materials. Estimated costs range from \$73,500 to \$120,750, depending on the materials selected. The construction and dedication of the deck would coincide with the VAC's 50th anniversary celebration, scheduled for the summer of 2026.

### **3. Financial Considerations**

- 3.1 Staff's original proposal for developing a commemorative garden and seating area was estimated to cost \$10,000.
- 3.2 If renaming the facility was contemplated the estimated cost would be between \$7,000 and \$10,000.
- 3.3 Renaming of the Laneway to a municipal roadway will incur costs to the VAC, estimated costs would be between \$3000 to \$5000 should be allocated.



- 3.4 Renaming of Soper Creek park or attributes, such as the trail is estimated to be \$12,000 for proper signage.
- 3.5 The construction of a deck, depending on materials is estimated to at \$73,500 to \$120,750, with potential grant opportunities that could be pursued by VAC to offset construction costs.
- 3.6 Renaming the laneway and designating it as a municipal roadway will require staff resources for scheduled inspections to identify deficiencies and perform patch repairs as needed, these costs will be absorbed through existing budgets. Future capital costs for rehabilitation and related improvements will be based on prevailing market conditions at the time of implementation.

## **4. Strategic Plan**

- 4.1 The recommendation within this report aligns with Council's objectives to recognize and celebrate our community and support for the local arts and heritage sectors.

## **5. Climate Change**

Not Applicable.

## **6. Concurrence**

- 6.1 The Deputy CAO of Planning and Infrastructure and the Deputy CAO/Treasurer have reviewed the report.

## **7. Conclusion**

- 7.1 It is respectfully recommended that Council review and consider the options presented in this report and approve their preferred course of action along with appropriate allocation of funds for implementation.

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Staff Contact: Mariano Perini, Director, Public Works, [mperini@clarington.net](mailto:mperini@clarington.net).

Attachments:

Attachment 1 – Visual Arts Centre proposal to renaming the VAC building.

Interested Parties:

Dionne Powlenzuk, Executive Director, Visual Arts Centre of Clarington

[director@vac.ca](mailto:director@vac.ca)



143 Simpson Ave, Bowmanville, ON L1C 2H9 ☎ (905) 623-5831

## **Visual Arts Centre of Clarington – Formal Position on the Proposed Renaming of the VAC Building in Honour of Marie Hubbard**

To: Mayor Adrian Foster, Members of Clarington Council, and Municipal Staff

From: Board of Directors, Visual Arts Centre of Clarington (VAC)

Date: June 12, 2025

Subject: Formal Position on Proposed Building Renaming

The Board of Directors of the Visual Arts Centre of Clarington (VAC) has reviewed the proposal to rename the VAC building in honour of Marie Hubbard and is pleased to provide the following formal response for consideration by the Municipality of Clarington.

The VAC Board supports the recognition of Marie Hubbard's legacy and contributions to the community and is open to participating in discussions about an appropriate and meaningful form of commemoration.

### **Key Considerations from the VAC Board Discussion:**

#### **1. Naming Clarification:**

We understand, based on discussions with Lee Ann Reck (Deputy CAO, Public Services Department) and Mariano Perini (Director, Public Works), that the intent is to rename the municipally owned building only—not the VAC organization itself.

#### **2. Legal and Administrative Implications:**

Should the building name be changed to incorporate Marie Hubbard's name, we request support in understanding the legal and administrative implications, including any costs associated with filing or updating signage, public communications, or collateral materials.

#### **3. Organizational Identity:**

Should the building name change, the VAC could be renamed Visual Arts Clarington in the Marie Hubbard Centre/Building. This would preserve the VAC's current logo, and its public identity could remain unchanged. However, should a full renaming of the organization ever be considered, we note that this would require legal consultation and review of our governance documents.

#### **4. Family Involvement and Artistic Autonomy:**

In light of conversations regarding the Hubbard family's potential involvement in

artistic decisions, the Board recommends that any role be clearly outlined in writing to ensure alignment with VAC's curatorial independence and our longstanding commitments to public funders such as the Ontario Arts Council (OAC) and Canada Council for the Arts (CCA).

**5. Funding Considerations:**

We request information regarding whether any municipal funding would be available to offset renaming-related expenses, including legal, administrative, or communications costs.

**6. Alternative Recognition Options:**

The Board explored additional or complementary options for honouring Marie Hubbard, such as naming a dedicated performance/outdoor deck, a dedicated seating area and installing commemorative signage or plaques.

**7. Strategic Relationship with the Municipality:**

The VAC wishes to explore a strengthened long-term economic relationship with the Municipality and requests a meeting with Mary-Anne Dempster (CAO Municipality of Clarington) or Justin MacLean (Justin MacLean, Director - Strategic Initiatives) to discuss future planning, sustainability, and mutual goals.

**8. Heritage Committee Consultation:**

We ask whether the Heritage Committee has been consulted and, if not, recommend that they be included in the process, given the historical significance of the VAC building and its existing name, Cream of Barley Mill.

**9. Timing Opportunity – VAC 50th Anniversary:**

The VAC's upcoming 50th anniversary presents an ideal opportunity to unveil the renaming at a public event or exhibition opening. We welcome collaboration to align the timing with this milestone, pending Council's decision and implementation planning.

The VAC Board affirms its support for a respectful and thoughtful commemoration of Marie Hubbard's legacy and looks forward to working with the Municipality to determine the most appropriate and meaningful path forward.

Sincerely,  
Dionne Powlenzuk  
Executive Director  
On behalf of the Board of Directors  
Visual Arts Centre of Clarington

## Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025 **Report Number:** LGS-030-25

**Authored By:** Lindsey Turcotte, Committee Coordinator

**Submitted By:** Rob Maciver, Deputy CAO/Solicitor, Legislative Services

**Reviewed By:** Mary-Anne Dempster, CAO

**Resolution#:**

**File Number:**

**By-law Number:**

**Report Subject:** Appointment to the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee.

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### Recommendations:

1. That Report LGS-030-25, and any related delegations or communication items, be received;
2. That the resignation of Michael Kamstra, from the Accessibility Advisory Committee, Rochelle Thomas and Dione Valentine from the Anti-Black Racism Advisory, Jennifer Bheem Singh and Dory Strikwerda from the Bowmanville Santa Claus Parade Committee, and Rochelle Thomas from the Diversity Advisory Committee, be received with thanks;
3. That Sandra Kearns be appointed to the Bowmanville Santa Claus Parade Committee for a term ending December 31, 2026, or until a successor is appointed;
4. That the Committee consider the applications, in accordance with the Board/Committee Management Policy, for appointments to the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, and Diversity Advisory Committee, and that the vote be conducted to appoint the citizen representatives for a term ending December 31, 2025, or until a successor is appointed; and
5. That all interested parties listed in Report LGS-030-25 and any delegations be advised of Council's decision.

## Report Overview

This report is intended to provide background information regarding the vacancies on the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee to assist in the appointment process.

### 1. Accessibility Advisory Committee (AAC)

- 1.1 The Accessibility Advisory Committee advises and helps the Municipality develop strategies toward a barrier-free Clarington for people with disabilities. The goal is to review Municipal policies, programs, and services to ensure they comply with provincial accessibility standards. The Committee works to identify, prevent, and remove any barriers faced by people with disabilities.
- 1.2 The Accessibility Advisory Committee is comprised of nine voting members appointed by Council, including:
  - Eight citizen members; and
  - One member of Council.
- 1.3 The Committee requirements are as follows:
  - The majority of Committee members (at least 50 per cent) shall be persons with disabilities. If this requirement is not met, the Committee can still meet while vacancies are being advertised.
  - Members must be residents of Clarington.
  - Members must have awareness and knowledge of the *Accessibility for Ontarians with Disabilities Act (AODA)* and its standards.
  - Members must have awareness and knowledge of disability and accessibility issues.
  - Members must be familiar with Clarington's goods, services, and facilities.
- 1.4 Personal support workers are welcome to attend meetings to provide support to a person with a disability. However, personal support workers may not participate in discussions independently and do not have voting rights.
- 1.5 Michael Kamstra was appointed to the AAC in February 2025, for a term ending December 31, 2026, or until a successor is appointed. In May 2025, the Clerk's Division received notification of their resignation.

- 1.6 Currently, the AAC has 8 voting members; therefore Committee may appoint 1 citizen for a term ending December 31, 2026, or until a successor is appointed. The following have put forward an application for consideration:

- Jagmeet Kohli
- Valda Christian

## **2. Anti-Black Racism Advisory Committee (ABRAC)**

- 2.1 The role of the Clarington Anti-Black Racism Advisory Committee (ABRAC) is to provide advice to Council on issues related to anti-Black racism in Clarington. ABRAC Members are responsible for providing strategic advice, feedback, and insight to Council about the needs of the Black community, including businesses in Clarington, with a lens to enhance access and inclusion for the Black community, contribute to the dismantling of anti-Black racism, and support the unique needs of diverse Black communities in Clarington.
- 2.2 The Committee shall be comprised of the following 12 voting members, appointed by Council:
- 8 citizen members who self-identify as part of the Black community;
  - 1 Youth member, between the ages of 16-24 years who self-identifies as part of the Black community;
  - 1 Member of Council; and
  - 2 representatives from local organizations.
- 2.3 Membership will be sought on the basis of broad interest, understanding, and commitment to identifying and addressing anti-Black racism in the Municipality. Additional qualifications include:
- Citizen and Youth Members shall be residents of Clarington.
  - Skills, knowledge, and lived experience needed to contribute effectively to the purpose, mandate and scope of activity for the ABRAC.
  - Specific expertise and interests related to Black business, culture, education, employment, health, heritage, and psychological and community safety, among other areas.
- 2.4 Rochelle Thomas was appointed to the ABRAC in January 2025, for a term ending December 31, 2026, or until a successor is appointed. In June 2025, the Clerk's Division received notification of their resignation.

- 2.5 Dione Valentine was appointed to the ABRAC in January 2025, for a term ending December 31, 2026, or until a successor is appointed. In July 2025, the Clerk's Division received notification of their resignation.
- 2.6 Currently, the ABRAC has 10 voting members; therefore, the Committee may appoint 2 citizens for a term ending December 31, 2026, or until a successor is appointed. The following have put forward an application for consideration:
- Angola Phillips
  - Dione LaFleur
  - Olajide Oni
  - Tosin Soremekun

### **3. Bowmanville Santa Claus Parade Committee (BSCP)**

- 3.1 The Bowmanville Santa Claus Parade Committee is a Committee of Council, responsible for organizing and conducting the annual Bowmanville Santa Claus Parade and ensuring that an inclusive and safe parade event is planned and presented for the community. The mission of the Committee will be accomplished through the provision of advice and recommendations on Christmas parade matters, as well as hands-on work.
- 3.2 The Committee shall be comprised of the following 11 voting members, appointed by Council:
- 10 citizen members; and
  - 1 Member(s) of Council
- 3.3 Members appointed to the Committee shall demonstrate commitment to, and interest in, the Clarington community; and be residents of the Municipality of Clarington, work in the Municipality of Clarington, or have a place of business in the Municipality.
- 3.4 Jennifer Bheem Singh was appointed to the BSCP Committee in February 2025, for a term ending December 31, 2026, or until a successor is appointed. In May 2025, the Clerk's Division received notification of their resignation.
- 3.5 Dory Strikwerda was appointed to the BSCP Committee in March 2024, for a term ending December 31, 2026, or until a successor is appointed. In July 2025, the Clerk's Division received notification of their resignation.
- 3.6 Mia Mansi was removed from the BSCP Committee at the June 23, 2025, Council meeting ([Resolution #C-153-25](#)).

- 3.7 Currently, the BSCP Committee has 8 voting members (of 11 required); therefore, the BSCP Committee has 3 vacancies for a term ending December 31, 2026. The Committee may appoint the following applicant or direct Staff to continue to advertise for all three vacancies. If the Committee chooses to appoint the following applicant, Staff will re-advertise for the two remaining vacancies.

- Sandra Kearns

- 3.8 Staff received an additional application; however, they do not meet the age requirement of 18 years old as outlined in Section 5.9 of the Board/Committee Management Policy. The applicant is 14 years old, and as a result, the applicant is not being recommended for appointment.

#### **4. Diversity Advisory Committee (DAC)**

- 4.1 The role of the Clarington Diversity Advisory Committee (DAC) is to provide advice to Council on issues related to Inclusion, Diversity, Equity and Anti-Racism (IDEA), specifically looking at ways to foster awareness, reduce barriers, promote inclusion and engage residents.
- 4.2 DAC Members are responsible for providing strategic advice, feedback, and insight to Council about the unique and diverse needs of the community, including businesses in Clarington, with a lens to enhance access and inclusion and contribute to the dismantling of discrimination and racism in Clarington.
- 4.3 The Committee shall be comprised of 13 voting members, appointed by Council:
- 9 citizen members;
  - 1 youth member (16 to 24 years);
  - 1 Member of Council; and
  - 2 representatives from organizations
- 4.4 The Committee aims to represent a broad cross-section of underserved and equity-deserving groups. This includes but is not limited to Indigenous Peoples; racialized people; Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual (2SLGBTQQIA+), and additional ways in which people choose to identify; people of diverse ethnic or cultural origin; newcomers, or new Canadians.
- 4.5 Membership will be sought on the basis of broad interest, understanding, and commitment to identifying and addressing inclusion, diversity, equity, and anti-racism issues. Additional qualifications include:
- Citizen and Youth Members shall be residents of Clarington.



- Skills, knowledge, and lived experience needed to contribute effectively to the purpose, mandate, and scope of activity for the DAC.
- Commitment as a change-agent in inclusion, diversity, equity, and anti-racism matters in the community.

4.6 Rochelle Thomas was appointed to the DAC in March 2024, for a term ending December 31, 2026, or until a successor is appointed. In June 2025, the Clerk's Division received notification of their resignation.

4.7 Currently, the DAC has 12 voting members therefore, Committee may appoint 1 citizen for a term ending December 31, 2026, or until a successor is appointed. The following have put forward an application for consideration:

- Ann Michelle Tesluk
- Babajide Oresanya
- Georgia Young
- Kathy Lashley
- Latanya Farquharson
- Matthew McCready
- Pankaj Panchal
- Sienna Ragbar

## **5. Advertising and Applications**

- 5.1 The Municipal Clerk's Division placed an advertisement in local papers and on the Municipality's website, [www.clarington.net/Committees](http://www.clarington.net/Committees), to fill the vacancy on the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee.
- 5.2 To extend the reach of our advertisements for vacancies, the Clerk's Division has created a profile on the [www.claringtonvolunteers.ca](http://www.claringtonvolunteers.ca) website. Vacancies on the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee were listed on the Clarington Volunteers website.
- 5.3 In accordance with the "Board/Committee Management Policy", a confidential application package has been attached as Attachment 1.

## **6. Financial Considerations**

Not Applicable.

## **7. Strategic Plan**

L.4.1: Increase opportunities for civic engagement and public participation.

## **8. Concurrence**

Not Applicable.

## **9. Conclusion**

It is respectfully recommended that Committee consider the vote to make the appointments to the Accessibility Advisory Committee, Anti-Black Racism Advisory Committee, Bowmanville Santa Claus Parade Committee, and Diversity Advisory Committee, for a term ending December 31, 2026, or until a successor is appointed.

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Staff Contact: Lindsey Turcotte, Committee Coordinator, 905-623-3379 ext. 2106 or LTurcotte@clarington.net.

Attachments:

Attachment 1 – Confidential Application Package (Distributed Under Separate Cover)

Interested Parties:

The following interested parties will be notified of Council's decision:

All Applicants

Accessibility Advisory Committee

Anti-Black Racism Advisory Committee

Bowmanville Santa Claus Parade Committee

Diversity Advisory Committee

# Municipality of Clarington

## General Government Committee Meeting Resolution

DATE: September 8, 2025

MOVED BY Mayor Foster

SECONDED BY Councillor Elhajjeh

Whereas democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

And whereas we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

And whereas Ontario's municipally elected officials are dealing with increasingly hostile, unsafe work environments, facing threats and harassment;

And whereas social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement, which disincentivize individuals, especially women and candidates from diverse backgrounds, from running for office;

And whereas better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientations, ages and abilities are heard and represented around municipal council tables;

And whereas the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office;

And whereas, in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives), which pledged to speak out against harassment and negativity in politics and call on elected officials to uphold the highest standards of conduct;

And whereas H.E.R. Halton has launched a campaign called "Elect Respect" to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials, which encourages individuals to participate in the political process;

And whereas, on June 5, 2025, the Canadian Association of Feminist Parliamentarians launched a non-partisan “Parliamentary Civility Pledge” to encourage all parliamentarians to commit to ending workplace harassment and increasing civility on Parliament Hill, modelled after the pledge developed in Halton by representatives of H.E.R.;

Now therefore be it resolved:

1. That the Council of the Municipality of Clarington supports the Elect Respect pledge and commits to:
  - a) Treat each other, and others, with respect in all spaces—public, private, and online,
  - b) Reject and call out harassment, abuse, and personal attacks,
  - c) Focus debate on ideas and policies, not personal attacks,
  - d) Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
  - e) Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
  - f) Model integrity and respect by holding one another to the highest standards of conduct.
2. That the Council of the Municipality of Clarington calls on elected officials, organizations and community members to support the Elect Respect campaign and sign the online pledge at [www.electrespect.ca](http://www.electrespect.ca).
3. That a copy of this resolution be sent to Durham Region Municipalities, Durham Region, the Association of Municipalities of Ontario, Ontario’s Big City Mayors, the Federation of Canadian Municipalities, MPs Jamil Javani and Phillip Lawrence, and Minister Todd McCarthy and Minister David Picinni.

Municipality of Clarington  
General Government Committee

Resolution #

Date: September 8, 2025

Moved By: Mayor Foster

Seconded By: Councillor

That staff investigate and report back on practices in peer municipalities of reporting on expenses of elected representatives, and provide options for Clarington Council to consider.