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**Report To:** General Government Committee

**Date of Meeting:** September 8, 2025      **Report Number:** CAO-015-25

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**Submitted By:** Mary-Anne Dempster, Chief Administrative Officer

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

**File Number:**

**Report Subject:** 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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Attachments:

Attachment 1 – Parks Plan Recommendations

Interested Parties:

List of Interested Parties available from Department.