

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	
<p>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:</p> <ul style="list-style-type: none"> 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. 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. 	<p>Cost for trail development</p> <p>Additional staff required</p>		Best Practice	

	Resource Implications	Short	Medium	Long
<ul style="list-style-type: none"> c. Establish active transportation routes within future residential areas, particularly in Secondary Plan Areas with connections to the existing network. 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.). e. Investigate trail development opportunities and connections to municipally owned lands such as cemeteries. 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. 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. 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. 				
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		● Best Practice	
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 +10	+10 +2	+4 +2
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 +2	+4 +2	
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		● Best Practice	

	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		Best Practice ●	
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"> a. The development of online training modules common to Parks Operations, Community Services, and CLMA; b. The development of Standardized Partnership Agreements; c. Streamlining one point of contact for community sport field users; and 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.) 	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	●		