



Summary of Recommendations

Recreation, Arts, and Culture Master Plan

April 2018

Parks, Open Spaces, and Trails Recommendations

Recommendations	Priority	Resource/ Considerations
Zorra's Supply of Parkland		
1. Provide parks within 800 metres of all residential areas (about a 10 minute walk), unobstructed by barriers such as major roads, railways, and waterbodies.	Ongoing	Staff Time
2. Continue to maximize parkland dedication requirements through the subdivision approval process to effectively service parkland needs during the planning period.	Ongoing	Staff Time
3. Prepare a new conceptual design plan for the Thamesford District Recreation Centre Park to serve as a vision for the park and to guide future development. The design should incorporate the recommended outdoor recreation facilities for this site including a full size soccer field, adult size ball diamond, basketball court, beach volleyball courts, trail routes, and outdoor fitness equipment. The placement and potential relocation of existing recreation facilities on site should also be considered. Should it be determined that some or all of the outdoor recreation facilities cannot be accommodated, alternative site locations should be identified as a part of the concept plan development process.	Short	Cost for Park Design Consultant
Enhancing Trails in Zorra		
4. Continue to implement Zorra-specific elements of the County of Oxford Trails Master Plan, with a priority on connecting existing parks, recreation facilities and other community destinations.	Ongoing	To be determined on a project-specific basis.
5. Through planning and detailed design, explore the feasibility of implementing the park-based trail routes recommended in the Recreation, Arts & Culture Master Plan in order to enhance walkability, connectivity and linkages throughout the Township.	Ongoing	To be determined on a project-specific basis.
6. As necessary, undertaken revisions to the proposed trail routes to respond to physical geography and constraints, new development, and gap areas.	Ongoing	Staff Time
7. Undertake a review of the Zorra Recreation Advisory Committee's capacity and Terms of Reference to include oversight of the Township's trails system (including coordinating with the Oxford County Trails Council) versus establishing a separate Trails Committee altogether. In any event, there should be a committee that provides trails-related advice to	Short	Staff Time

Recommendations	Priority	Resource/ Considerations
Township Council and is an advocate for Zorra's trails system.		
8. Utilize the trail design considerations contained in this Master Plan, augmented by design guidelines and standards described in the County of Oxford Trails Master Plan and other relevant documents in the planning, design, and construction of trail infrastructure in the Township.	Ongoing	Staff Time

Recreation Facilities Recommendations

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
Ice Pads		
9. In the near-term, explore strategies to bolster ice usage and optimize ice pad operations, which may include introducing new drop-in skating programs, working with user groups on strategies to optimize available ice, engaging local schools to use the arena, and continuing to promote usage to non-local users. Consideration may also be given to implementing blackout periods in coordination with ice users to minimize scheduling impacts which may require transferring ice bookings from one ice pad to the other to create blocks of ice that are unscheduled.	Short	Staff Time
10. Initiate a process to explore alternative uses for one of the Township's ice pads, including recreational use(s), other Township indoor space needs, development of a community hub, etc.	Medium to Long	Staff Time
11. Over the next 3 to 5 years, the Township should continue to monitor the Town of Ingersoll's plans and timing to construct a new Town arena. During this time, the Township should improve tracking/collection of accurate arena usage data (i.e. actual hours available and used), and track registration levels in local ice sport organizations to determine participation trends and their effect on arena needs.	Medium	Staff Time
Gymnasiums		
12. Continue to engage the Thames Valley District School Board to formalize a reciprocal use agreement in order to secure future access to gymnasium space (and other spaces as necessary).	Short	Staff Time

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
13. Explore opportunities to provide indoor recreation programs within existing underutilized municipal spaces.	Ongoing	Staff Time
Multi-Purpose and Meeting Rooms		
14. Continue to promote and encourage the use of the Township's multi-purpose and meeting rooms to facilitate a broad range of uses. Strategies to maximize the use of existing space include continuing to identify opportunities to modernize and update spaces, ensuring that facility users are fully aware of the opportunities that are available, working with community providers to develop programs within the Township's spaces, working with the business community to promote use for corporate functions and meetings, or other strategies identified by the Township.	Ongoing	Staff Time
Fitness Space		
15. Continue to accommodate light impact, studio-based active living programs within its existing spaces with its community partners. The Township should continue to work with its community providers to explore strategies to increase program participation.	Ongoing	Staff Time
16. Integrate small scale outdoor fitness equipment as part of an internal trail loop at the Thamesford District Recreation Centre or, alternatively at the Embro Zorra Community Centre pending confirmation through a concept planning process (per Recommendations 3 and 5).	Medium	To be determined on a project-specific basis.
17. Where possible, create walking loops/areas within existing community centres to accommodate walking for exercise. This should be investigated at the time any major capital works takes place (such as facility renewal or repurposing).	Ongoing	To be determined on a project-specific basis.
Dedicated Youth Space		
18. Engage the Fusion Youth Centre and the Town of Ingersoll to discuss strategies through which to increase opportunities to meet the needs of youth in Zorra (through transportation services, outreach programs, or other strategies).	Short	Staff Time
19. Create a Youth Council to ensure that youth are heard and considered as a part of future planning, facility and parkland design/renovations, and policy decisions.	Ongoing	Staff Time

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
Potential responsibilities may include regularly engaging youth to identify issues, encouraging the Township to become more Youth Friendly by meeting the criteria established by Play Works Partnership, and other responsibilities identified by the Township.		
Dedicated Older Adult Space		
20. Explore the potential to increase use of underutilized multi- purpose and meeting spaces at Embro Town Hall (or Embro Zorra Community Centre) and Harrington Town Hall to establish meeting space for older adults and seniors.	Ongoing	Staff Time
21. Engage the Ingersoll Services for Seniors to collaboratively explore strategies to meet the needs of older adults and seniors (e.g., transportation, outreach programs and services, etc.).	Short	Staff Time
22. Maintain regular dialogue with older adults and seniors to understand needs, challenges, and to collectively identify potential solutions. These discussions should also consider how to make the Township more “age friendly”, with consideration given to accessibility, comfort amenities, gaps in programs and services, and more.	Ongoing	Staff Time
Aquatics		
23. Establish a committee similar to the Zorra Water and Wheels Committee to lead fundraising efforts for a small scale spray pad in Embro. Consideration should be given to a funding structure similar to that of the Thamesford spray pad project. Potential locations include Embro Zorra Community Centre Park, Memorial Park, or another park to be determined through the planning process.	Medium	To be determined on a project-specific basis.
Soccer Fields		
24. Develop a new full size soccer field at the Thamesford District Recreation Centre. The design and location of this field should be incorporated through the renewed concept for the Thamesford District Recreation Centre (per Recommendation #3).	Medium to Long	\$200,000 per unlit soccer field
Ball Diamonds		
25. Maximize the use of existing ball diamonds by directing pent- up demand for an adult-size ball diamond to Matheson Park in Embro to relieve pressures of Thamesford Men’s Slo-Pitch. The Township should	Medium	Staff Time

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
<p>monitor ball diamond usage and participation. Should there be demonstrated demand for an additional ball diamond, the Thamesford District Recreation Centre would appear to be a suitable candidate for an adult-size ball diamond; the design of which should be guided by a concept plan for the site (per Recommendation #3).</p>		
Outdoor Basketball Courts		
<p>26. Construct a new outdoor basketball court at Thamesford District Recreation Centre. The new court should be designed to be multi-purpose to support a range of activities that require a hard surface. At a minimum, the new court (and future court renewal) should be full size with an asphalt surface, two basketball posts and nets, and painted markings that support basketball and other activities such as ball hockey.</p>	Medium	\$100,000 per full court
Playgrounds		
<p>27. Construct a playground at a future park in the proposed residential subdivision in the southwest corner of Thamesford, west of 15th Line.</p>	Medium	\$50,000 - \$100,000 per location
<p>28. Develop a playground replacement program to renew aging playground structures. The design of new and redeveloped playgrounds should be consistent with the A.O.D.A. (2005) by incorporating accessible playground features such as using a firm and stable surface. Unique playgrounds should also be considered as well as integrating risky and natural play features including ropes, higher heights, boulders, wood, stones, and more.</p>	Short	To be determined on a project-specific basis.
Skateboard Parks		
<p>29. Once the skateboard park at Terry Fox Park is completed, monitor usage over a five year period and evaluate the need for a small scale skateboard park in Embro. Should there be sufficient demand, a committee similar to the Zorra Water and Wheels Committee should be established to lead fundraising efforts. A funding strategy similar to the structure used for the Thamesford skateboard park is recommended.</p>	Medium	To be determined on a project-specific basis.
Beach Volleyball Courts		
<p>30. Working with the Thamesford Beach Volleyball League, explore the cost/benefit of the following options to</p>	Short	To be determined on

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
<p>enhance the supply of beach volleyball courts at the Thamesford District Recreation Complex:</p> <p>a. Install lighting at the existing beach volleyball courts.</p> <p>b. Construct one or more new beach volleyball courts.</p>		a project-specific basis.
Other Speciality Recreation Facilities		
31. Unsolicited proposals from established organizations shall be supported by a proponent-led assessment that demonstrates the risks and benefits of the Township, as well as a business plan and funding strategy.	Ongoing	Staff Time

Arts and Cultural Opportunities Recommendations

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
Strengthening Arts and Cultural Policy		
32. Create a Public Art Policy that outlines the benefits of public art, a process through which public art is selected, and the importance of recognizing local artists and cultural groups.	Medium	Staff Time
33. Examine strategies to strengthen appropriate areas of the Strategic Plan and Official Plan (in collaboration with Oxford County and area municipalities) during the next review period to further recognize the importance of the arts and culture sector.	Medium	Staff Time
Arts and Cultural Assets		
34. Inventory and map all local arts and cultural providers, programs, and services available in the Township with a view of promoting opportunities and addressing gaps in service provision. The information gleaned from this task should be used to identify potential partnerships, policies, and strategies to bolster the municipal arts and cultural sector.	Short to Medium	Staff Time
Arts and Cultural Space		
35. Engage local arts and cultural groups to explore opportunities to make use of municipal spaces once a cultural mapping exercise is completed.	Medium	Staff Time
36. Guided by consultation with the Township's arts and cultural groups, the planning and design of parks and recreation facility development, renewal, and rejuvenation should consider the integration of	Ongoing	Staff Time

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
appropriate arts and cultural infrastructure and amenities that can facilitate a range of structured and spontaneous activities and events.		
Greater Communication in Arts and Culture		
37. Convene regular roundtable meetings (at minimum once each year) with the arts and culture sector to identify discuss issues and gaps, strategies, solutions and other matters with a view of strengthening relationships and coordination of the arts and cultural offerings in the Township.	Ongoing	Staff Time
Marketing and Promoting Arts and Culture		
38. Guided by cultural mapping, work with the Township's stakeholders to explore strategies to enhance the marketing and promotion of local arts and cultural opportunities in Zorra, such as improving the online presence of providers of programs, special events, and festivals, or other strategies identified by the Township or community partners.	Ongoing	Staff Time
39. Undertake a Special Events and Festivals Strategy to establish the goals, objectives, and directions required to facilitate longevity, quality, and vitality of special events and festivals offered in Zorra.	Medium	Staff Time

Service Delivery Recommendations

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
Township's Role in Recreation, Arts, and Culture		
40. Adopt a mandate to guide the Recreation Department in providing quality facilities, while supporting community partners in the delivery of programs and services	Short	Staff Time
Organizational Structure		
41. Develop a Recreation Facilities & Services Manager position to oversee all aspects of the Recreation Department. The position should include existing responsibilities of the Recreation & Facilities Manager, and working closely with the Recreation & Facilities Program Coordinator to oversee and provide direction on the development of programs, services, and community development.	Short	Staff Time

Recreation, Arts & Culture Master Plan

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
42. Periodically review, revise, and update the roles and responsibilities of each staff member within the Department to maximize internal capacity and efficiency, and to eliminate duplication of duties.	Ongoing	Staff Time
Continuous Professional Development		
43. Prepare a staff development and training plan, with consideration given to proper succession planning to preserve knowledge and expertise as the staffing team changes.	Short	Staff Time
44. Regularly explore and invest in professional development opportunities to continually deliver high quality community services. This process should be incorporated through the annual budgeting process, as necessary.	Ongoing	Staff Time
Programs and Activities		
45. Either alone or in partnership with a local organization, explore opportunities to offer the parks, recreation, arts, and culture programs suggested by residents in this Master Plan on a trial basis to evaluate program demand. Participation levels should be monitored to identify programs that should be implemented on a regular basis.	Ongoing	Staff Time
46. Program duplication should be discouraged. Where possible, duplicated programs should be combined to enhance program efficiency and the use of resources.	Ongoing	Staff Time
Rates and Fees Scan		
47. The Township should identify the direct and indirect costs required to deliver each type of facility and/or program. From there, a desired level of cost recovery (and benchmarked comparison) can be determined for the Township's rates and fees.	Short	Staff Time
Pursuing Partnership Opportunities		
48. Pursue potential partnership opportunities that are consistent with the Department's mandate in order to reduce the reliance on municipal resources. A standardized partnership process or framework for evaluating and responding to requests should be developed, with a view of maximizing public interests.	Ongoing	Staff Time
Leveraging Technology		
49. Explore new technologies to enhance education, awareness, and promotion of the Township's parks, recreation, arts, and culture opportunities, including the	Ongoing	To be determined on

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
use of social media, recreation facility management software, and other technologies identified by the Township or as they become available.		a project-specific basis.
Enhancing Volunteer Opportunities		
50. Explore strategies to promote volunteer opportunities such as establishing a dedicated section on the Township’s website, volunteer recruitment fair, or other strategies identified by the Township.	Ongoing	Staff Time
51. Coordinate a workshop with community group representatives to disseminate resources to assist groups with training, coaching, recruitment, retention, and more. If necessary, the Township may also leverage the external expertise of professional training consultants to facilitate these sessions.	Ongoing	Staff Time, Professional Training Costs

Implementation Recommendations

Recommendations	Priority	Estimated Capital Cost / Resource Considerations
Monitoring and Updating the Master Plan		
52. Establish a system for regular implementation, monitoring, and review of the Master Plan, including the creation of an annual work plan.	Long	Staff Time
53. Undertake an annual review of the Master Plan, with a detailed update in 2028, to identify accomplishments and to identify priorities for the coming year.	Long	Staff Time, Professional Consulting Services (\$60,000)
Funding Considerations		
54. In addition to municipal funding sources, the Township should pursue external funding sources to implement the recommendations contained in the Master Plan. This may require working with community partners, regularly exploring grant opportunities as they become available, and other funding sources identified by the Township.	Ongoing	Staff Time