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ACKNOWLEDGMENTS

Parks and Recreation in East Zorra-Tavistock is the product of passionate people. Community champions and practitioners generously shared their expertise throughout the regional recreation planning process. We would like to thank the following groups for their contributions of time, knowledge, and experience:

- East Zorra-Tavistock Township Council
- Tavistock & District Recreation & Facilities Board
- Innerkip Community Centre Board
- Hickson & District Lions Club
- Hickson Recreation Committee
- 4-H Club
- Innerkip & District Lions Club
- Innerkip Lawn Bowling & Drop In Centre
- Innerkip Minor Ball
- Tavistock & District Historical Society
- Tavistock Figure Skating Club
- Tavistock Men's Club
- Tavistock Minor Ball
- Tavistock Minor Hockey
- Tavistock Optimist Club
- Tavistock Optimist Youth Soccer
- Tavistock Opti-Mrs.
- Tavistock Rotary Club
- Tavistock Royal Canadian Legion
- Tavistock Curling Club
- Oxford County Library Services
- Tavistock Braves - Provincial Junior C Hockey League
- Tavistock Royals - W.O.A.A. Sr. AA Hockey League

- Minor Hockey
- Oxford County Trails Council
- UTRCA
- Oxford County Library Board
- Hickson Trail Committee
- Tavistock Agricultural Society
- The Oxford School
- Innerkip Presbyterian Church
- Oxford Baptist Church
- Tavistock Missionary Church
- Tavistock Mennonite Church
- Thames Valley District School Board
- Craigowan Golf Club
- Innerkip Highlands Golf Club
- Canada's Outdoor Farm Show
- Tourism Oxford
- Oxford County Planning
- Tavistock Public School
- Tavistock & District Rod & Gun Club

We would like to extend our special thanks to the Project Steering Committee, who shared invaluable guidance, information, ideas, and support.

- Karen Deprest, Chief Administrative Officer/Treasurer
- Meaghan Vader, Corporate Initiatives Officer
- Tom Lightfoot, Public Works Manager/Volunteer Firefighter
- Will Jaques, Clerk/Manager of Corporate Services



EXECUTIVE SUMMARY

Purpose of the Plan

Park and Recreation Services have the opportunity to contribute positively to a higher quality of life. Quality of life can be improved with the right mix of infrastructure, programs, and services for both the local community and tourists. The Parks and Recreation Master Plan plays a pivotal role in setting the course for service delivery of the recreational fields in the Township over the next 10 years. This Master Plan provides the direction for managing and developing parks and recreational facilities and programs within East Zorra and Tavistock by providing information on general benefits and trends; identifying local considerations in service provision; identifying needs through community input and assessments; providing recommendations for improvements; and studying the service delivery viability of the identified priorities.

During the master planning process, a Needs Assessment was prepared that summarized the background research done in the first phase, providing analysis and input to the Parks and Recreation Master Plan and its constituent strategies. The Needs Assessment also presented a review of the issues and opportunities facing parks and recreation in East Zorra-Tavistock. Some of the concepts and alternatives presented in the Needs Assessment were further refined, revised, or changed in the master plan as a result of more detailed financial or operational analysis and stakeholder input.

The Parks and Recreation Master Plan will establish directions that are built out of the Needs Assessment and stakeholder feedback that will help the Township become a more current and effective government provider of parks and recreation services and create a foundation for a more informed capital plan and a better foundation for land use planning for parks and recreation. It will serve as a living, breathing Plan for East Zorra-Tavistock's future.

Structure of the Plan

The process of preparing the master plan which in turn formed the structure of the plan is best communicated and summarized in the following graphic:



Providing more detail, the overall Parks and Recreation Master Plan has been structured in the following manner:

- Master Plan Overview
- Parks and Recreation Master Plan Building Blocks (including public consultation)
- East Zorra-Tavistock Today
- Parks and Recreation Systems Overview
- Needs Analysis
- Recreational Facilities and Services
- Financing, Management and Staff Strategies
- Recommendations and Implementation Strategy

Appended at the end of the Master Plan are the Needs Assessment and Service Delivery Review Background Report and the Phase I and II Survey Results

Engagement

The Township of East Zorra-Tavistock Parks & Recreation Master Plan was based on several inputs and was developed using a tested three-phased systems approach in which stakeholder engagement/input was critical to the thoroughness and relevancy of the recommendations of the master plan.

The first phase involved background research and the completion of site/amenity assessments, as well as a review of initial public feedback. The next stage focused on the strategic directions for improvements, which were guided by phase one and initial public feedback. Following staff and public input on the initial strategic directions, the master plan, inclusive of action plans, was drafted and taken back to the public and staff for their review. Implementation and monitoring plans that will manage and direct the desired strategic directions were also prepared, as these form the components of the final master plan. Consolidating all the steps into one comprehensive master plan for Council consideration was the final step in the plan's development. The graphic on the following page summarizes all of the inputs included within this master plan process.

The overall engagement process is summarized in the graphic below:



Vision

The following 3 vision statements were crafted to incorporate not just the findings of the investigation, public engagement, needs and assessment and service delivery phases of the master plan, but a vision that also supports community vision found in provincial and local policy statements. The Planning Principles found in the County Official Plan supports this Master Plan vision and its pillars and are meant to complement one another.

Our vision statements have been structured to represent the three key components of the Parks and Recreation Master Plan:

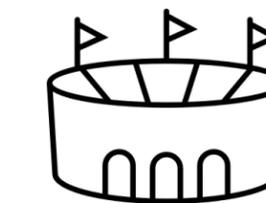
1 Parks, Trails and Open Space

To continue to provide a target of 4.0 hectares of open spaces and parks for every 1,000 residents, as the Township's population grows, while incorporating the small-scale integration of trails into Neighbourhood Parks and the larger scale integration of trails into the County's master planning for the overall trail system.

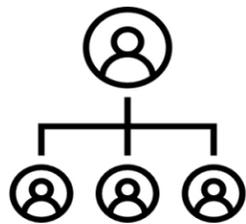


2 Recreational Facilities and Services

To enhance the indoor municipal recreational facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences with the municipality progressively increasing its leadership role in the coordination of services and standardized partnerships with external providers.



3 Finance, Management and Staff Strategies



Begin to monitor the Township's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as the overseeing of each of the services provided within those facilities.

Summary of Recommendations

The recommendations outlined in this master plan result from public and staff feedback, municipal comparators, parks and recreation trends analysis, and the assessment of needs and gaps within the services provided in the communities of EZT. They cover actions related to local parks and recreation governance; capacity-building; collaboration; communications; indoor and outdoor sports and recreation facilities and amenities; seasonality; trails, parks, and open spaces; and active transportation. Some recommendations will have greater relevance and importance for certain recreation communities or urban areas over others. The recommendations work together through the short, mid, and long-term to achieve the following Master Plan visions:

1. Provide a target of 4.0 hectares of open spaces and parks for every 1,000 residents, as the Township's population grows, while incorporating the small-scale integration of trails into Neighbourhood Parks and the larger scale integration of trails into the County's master planning for the overall trail system.

2. Enhance the indoor municipal recreational facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences with the municipality progressively increasing its leadership role in the coordination of services and standardized partnerships with external providers.

3. Monitor the Township's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as the overseeing of each of the services provided within those facilities.

Overall there were **93** recommendations broken into the following categories.

- Legislation and Policy
- Parks and Open Space
- Trails
- Outdoor Recreation
- Indoor Recreation
- Recreational Programming
- Strategic/Organizational Service Delivery
- Planning Service Delivery
- Policy Service Delivery
- Monitoring

Legend	
	Short Term Priority: 1-3 years
	Mid-Term Priority: 4-6 years
	Long-Term Priority: 7-10+ years

In terms of priority, the individual recommendations were broken into short, medium, and long-term goals, which will assist the Township with implementation of the recommendations throughout the lifespan of this plan.





1 MASTER PLAN OVERVIEW

1.1 INTRODUCTION

The Parks and Recreation Master Plan is a document that will guide the actions of the Township of East Zorra-Tavistock in the development of future parks, recreational, and cultural services, amenities, and infrastructure for the next 10 years and beyond.

During the master planning process, a Needs Assessment was prepared that summarized the background research done in the first phase, providing analysis and input to the Parks and Recreation Master Plan and its constituent strategies. The Needs Assessment also presented a review of the issues and opportunities facing parks and recreation in East Zorra-Tavistock. Some of the concepts and alternatives presented in the Needs Assessment were further refined, revised, or changed in the master plan as a result of more detailed financial or operational analysis and stakeholder input.

The Parks and Recreation Master Plan will establish directions that are built out of the Needs Assessment and stakeholder feedback that will help the Township become a more current and effective government provider of parks and recreation services and create a foundation for a more informed capital plan and a better foundation for land use planning for parks and recreation. It will serve as a living, breathing Plan for East Zorra-Tavistock's future.

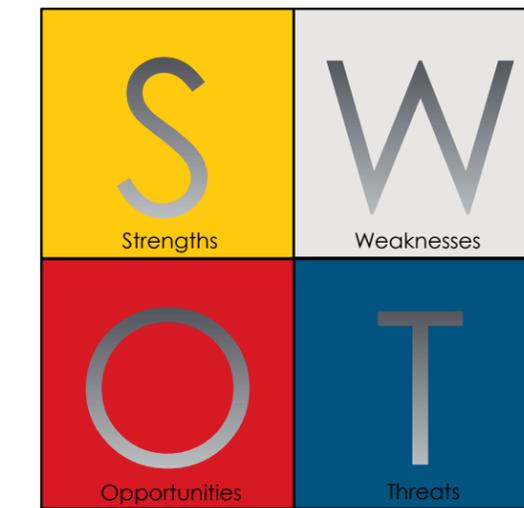
1.1.1 Purpose of the Plan

The Provincial Policy Statement (2020) now indicates that healthy, active communities should be promoted in policy, providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation. Furthermore, the concept of achieving Complete Communities that expand convenient access to an appropriate supply of safe, publicly accessible open spaces, parks, trails, and other recreational and cultural facilities is receiving attention, as integrated approaches to transportation planning, land use planning, and community design are becoming the norm across Ontario.



The Province has passed legislation in Bill 108 and Bill 197 that replaces/modifies certain development charges, parkland dedication and density bonusing revenue requirements and established a new Community Benefit Charge (CBC). These are significant revenue streams for the Township which are used to fund growth-related park acquisition and development and recreation facilities and equipment. The new Parks and Recreation Master Plan will need to recognize the future challenges and opportunities that this legislation may create in the delivery of parks and recreation services and amenities.

In addition to the provincial policy updates, the Township of East Zorra Tavistock does not have an existing plan approved by the current Council to guide the future development and provision of parks and recreation. This comprehensive Parks and Recreation Master Plan will provide the Township with an opportunity to determine service level targets, provide a basis for policy updates, such as Official Plan policies with respect to the needs and priorities of parks and recreation, and will also be necessary in assisting the Township with other strategic efforts, such as the forthcoming Secondary Planning exercise.



1.1.2 Importance of Recreation and Recreational Space

Research-based evidence shows us that there are many health, social, economic, and environmental benefits related to recreation, sport, arts, culture, and parks/open space. According to the National Framework for Recreation, recreation and parks can address existing challenges with policies and practices that:

Enhance mental and physical wellbeing by providing services that have an important role in enhancing physical activity.

Enhance social wellbeing through clubs, social organizations, team sports, or providing an environment to make new friends for children and adults.

Help build strong families and communities by being a vehicle for promoting family cohesion, adaptability and resilience through community events that keep neighbours in touch with each other.

Help people connect with nature. Enhanced opportunities to connect with nature can result in both environmental and human benefits.

Provide economic benefits by investing in recreation. Recreation is an important contributor to community economic development and cost reductions in other areas (i.e., health care, social services, and justice).

Tourism. Recreation, sport, parks, arts and culture programs and services have been shown to draw tourism and contribute directly and indirectly to local economies through employment opportunities, hospitality-related businesses, and other visitor spending.

1.2 PARKS AND RECREATION MASTER PLAN PROCESS

The Township of East Zorra-Tavistock Parks & Recreation Master Plan was based on several inputs and was developed using a tested three-phased systems approach. The first phase involved background research and the completion of site/amenity assessments, as well as a review of initial public feedback. The next stage focused on the strategic directions for improvements, which were guided by phase one and initial public feedback. Following staff and public input on the initial strategic directions, the master plan, inclusive of action plans, was drafted and taken back to the public and staff for their review. Implementation and monitoring plans that will manage and direct the desired strategic directions were also prepared, as these form the components of the final master plan. Consolidating all the steps into one comprehensive master plan for Council consideration was the final step in the plan's development. The graphic on the following page summarizes all of the inputs included within this master plan process.





**2 PARKS AND
RECREATION MASTER
PLAN BUILDING
BLOCKS**

2.1 PLANNING ACT

In the Purposes section of the Planning Act, ss 1.1, the Act seeks to integrate matters of Provincial interest in provincial and municipal planning decisions. It also recognizes the decision-making authority and accountability of municipal councils in planning, and provides a land use planning system led by Provincial policy.

The recognized authority under the Planning Act for the Council of a municipality, or a local board, in carrying out their own responsibilities, is to have regard to the various matters of Provincial interest. The matters of Provincial interest which are relevant to the development of the East Zorra-Tavistock Parks and Recreation Master Plan include the following:

- The orderly development of safe and healthy communities;
- The accessibility for persons with disabilities to all facilities, services, and matters to which this Act applies (including recreational services);
- The adequate provision and distribution of educational, health, social, cultural, and recreational facilities;
- The protection of the financial and economic well-being of the province and its municipalities; and,
- The promotion of built form that: is well-designed, encourages a sense of place, and provides for public spaces that are of high quality, safe, accessible, attractive, and vibrant.

These interests outline only a portion of the overall responsibilities of municipal councils, as these items would need to be considered in conjunction with other municipal aspirations and aims, such as those to protect natural and cultural resources and agricultural lands, promote development that is appropriate and adequately provides the services needed for members of the community.

The Planning Act provides several powers and tools that

enable the municipality to realize such objectives. These include powers around the dedication of lands in new developments for new or expanded park spaces, powers to regulate the use of lands through zoning and plans of subdivision, and the ability to establish site plan control areas for certain types of development. Additionally, the Act provides for the ability of a municipal Council to appoint Committees and enable certain delegated authorities to such committees and/or Staff to deal with specific land use planning matters.

2.1.1 Parkland Dedication & Draft Plans of Subdivision

Parkland dedication, as discussed in s.s. 51.1 of the Act, allows the approval authority of an application for a Plan of Subdivision to impose a condition that land be conveyed to the local municipality for “park or other public recreational purposes”. An amount not exceeding 2% of the land included in the plan for a commercial or industrial proposal could be requested or, if the plan of subdivision is for residential purposes, the approval authority can request up to 5% of the land to be conveyed.

Another section of the Act allows for the dedication of parkland at a rate of one hectare for each 300 dwelling units, if outlined in the applicable official plan policies and supported by a publicly available parks plan. In preparing such a ‘parks plan’ the municipality shall consult with every school board that has jurisdiction in the municipality and may consult with any other persons or public bodies that the municipality considers appropriate (Bill 73 s.s 4.2.a). In lieu of the physical conveyance of land, the municipality may require a payment to the value of the land otherwise required to be conveyed.

For applications for providing consent to sever lands (e.g., severances), dedication of land or payment in lieu can also be required by a municipality for ‘park or other public recreational purposes’. To determine the amount of the payment, the value of the land shall be determined as of the day before the day of the provisional consent.

Conditions of Daft Plan of Subdivision Approval granted by a municipality can impose requirements for land dedication, as described above, but also, can require that “... highways, including pedestrian pathways, bicycling pathways, and public transit rights of way be dedicated as necessary”. Therefore, in addition to the land area itself, conditions can be imposed that consider the connectivity of the parks and recreation active transportation system throughout a community.

2.1.2 The COVID Economic Recovery Act

The COVID-19 Economic Recovery Act, proclaimed in 2020, presented amendments to the Planning Act and Development Charges Act regarding parkland dedication. The Province concurrently released Ontario Regulation 509/20, Community Benefits Charges and Parkland, under the Planning Act.

The amended Act and implementing Regulations introduced requirements for consultation prior to passing a parkland dedication by-law and the ability to appeal by-laws that provide for the alternative rate. A new subsection, 42 (4.26), requires that all current parkland dedication by-laws that calculate parkland dedication based on the alternative requirement to be re-enacted by September 18, 2022, or they will expire on this date.

Furthermore, the Act amends section 37 of the Planning Act to authorize municipalities to impose community benefit charges against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. The charges may be imposed on development that require certain specified development applications and is limited to higher-density residential or mixed-use development (development/redevelopment involving a building of 5 or more storeys).

The new Community Benefits Charges and Parkland regulation under the Planning Act sets out the requirements for a community benefits charge strategy – a document



which must be adopted prior to a municipality passing a community benefits charge by-law and sets the maximum for a community benefits charge at four per cent of the value of the land being developed.

2.1.3 Site Plan Control

Site Plan Control areas are established through a by-law of a local municipality, through referencing one or more land use designations or zones as a 'site plan control area'. Any person wishing to develop in such an area would need to provide plans to show the location of buildings and structures. Elevations and cross-sections views of the site can also be used to display the relationship of the proposed buildings to adjacent buildings, streets, and exterior areas to which members of the public have access. Municipalities can require elevations and cross-sections views for regulating the following:

- The exterior design, including without limitation the character, scale, appearance, and design of buildings. (Note that sustainable design matters could be included, as well, if mentioned in the site plan control by-law.)
- The sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings, or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycling parking facilities.
- Facilities designed to have regard for accessibility for persons with disabilities.

This tool allows for municipalities to influence the public realm of significant gathering places that may be located adjacent to privately owned buildings within village downtowns and streetscapes, for any new commercial, institutional, or residential building in excess of 25 units. Village centres, parklands, trails, and other public spaces are at the heart of the communities of East Zorra-Tavistock and should be promoted through maintaining and enhancing the connections among the features of a parklands

system. Ensuring these areas are safe and secure, well-lit, aesthetically pleasing, treed, and accessible can be enhanced through the site plan control process for any new or expanded uses that contain the applicable land uses.

The Planning Act contains guidance to enable upper and lower-tier municipalities to establish policies and by-laws that adhere to the matters of provincial interest. To outline how the matters relate to municipal planning, there are a set of policy statements. The policy statement that is applicable within the County of Oxford is the Provincial Policy Statement (PPS, 2020). Where the PPS speaks to the provision of parks, recreation and leisure services is outlined in Section 2.2 below.

Furthermore, the improvement of parks, recreational and open spaces could be augmented through the financial tools of the Planning Act, such as community improvement plans and the recently introduced community benefits charge. Policies guiding potential financial tools and incentive programs are discussed in Section 2.7.

2.2 PROVINCIAL POLICY STATEMENT

The Provincial Policy Statement (PPS) guides Ontario communities in managing change and promoting efficient land use and development patterns. Policy 1.1.1 states that healthy, liveable and safe communities are sustained by accommodating an appropriate range and mix of residential... employment, institutional, recreation, park and open space, and other uses to meet long-term needs; ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs; promoting development and land use patterns that conserve biodiversity; and preparing for the regional and local impacts of a changing climate.



These high-level objectives are relevant to the parks and recreation sphere in that they guide where and how services are offered and managed within the communities of a municipality. Section 1.5 outlines the requirements for public spaces, recreation, parks, trails, and open space, stating that healthy, active communities should be promoted by:

- a) planning public streets, spaces, and facilities to be safe, meet the needs of pedestrians, foster social interaction, and facilitate active transportation and community connectivity;
- b) planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails, and linkages, and, where practical, water-based resources;
- c) providing opportunities for public access to shorelines; and
- d) recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.

Further to this policy, recreation is defined in the PPS as leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction, and the achievement of human potential.

Section 1.6.1 specifically discusses infrastructure and public service facilities. It notes the following:

Infrastructure and public service facilities shall be provided in an efficient manner that prepares for the impacts of a changing climate while accommodating projected needs.

Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they are:

- a) financially viable over their life cycle, which may be demonstrated through asset management planning; and
- b) available to meet current and projected needs.

Public service facilities, as defined by the PPS, means land, buildings, and structures for the provision of programs and services provided or subsidized by a government or other body, such as social assistance, recreation, police and fire protection, health and educational programs, long-term care services, and cultural services. As such, the recreational centres and any cultural services that are being provided by the Township should be coordinated and integrated with land use planning to ensure alignment with East Zorra-Tavistock's growth management and financial objectives.

The policies also speak to green infrastructure, adaptive reuse, and the creation of community hubs and co-locating facilities to promote cost-effectiveness and facilitate service integration, access to transit and active transportation.

Subsection 1.7 of the PPS contains policies for long-term economic prosperity and addresses parks and recreation facilities under policy 1.7.1.

2.3 OTHER MEANS TO SECURE PARKLANDS

The Township has a number of acquisition options and approaches to realize an acceptable supply of parklands in addition to those that may be received through dedications under Planning Act approvals. Although the results of our findings in the preparation of this master plan did not determine an immediate need for additional park lands, the following provides a list of potential options for securing future parklands should growth be anticipated beyond the 10 year lifespan of this Master Plan or strategic focus areas are determined to be required:

- The Township can purchase land outright or lease land, potentially using municipal funds, where determined to be needed;
- Land exchanges or swaps can be considered, in particular where there may be development planned to occur in an area that is highly valued by the community as a cultural or natural asset;
- Negotiating for the right of first refusal, specifically where investments have been made by the Township on or near a property that could augment the parklands system;
- The Township, or a partnering entity such as a general foundation (e.g., Oxford Community Foundation) or a park-specific foundation, could be established and collect community, corporate and/or municipal donations to be put towards parkland acquisition;
- Reviewing and reallocating surplus Township lands to parks uses;
- Negotiating access to non-municipal owned parks and facilities (e.g., through reciprocal agreements) during certain times and/or seasons, which could be targeted to resources that may be lacking in relation to the amenity or programming needs of the Township (e.g. water-based activities);
- Seek to partner with community entities (such as school boards) to provide joint use of lands and/or facilities, and, for the development and/or redevelopment of existing vacant or park lands for use by both the school board and the Municipality.





2.4 TRAILS FOR ALL ONTARIANS COLLABORATIVE

Trails for All Ontarians Collaborative (TAOC) has established principles that can assist the Township in planning, developing, and designing its trails by aligning with the TAOC's seven principles of Universal Design:

- Equitable use (same method of access for all users, avoid segregating or stigmatizing some users, make design appealing to all users).
- Flexibility in use (provide choice in methods of use, provide adaptability to the user's pace, facilitate the user's abilities).
- Simple and intuitive in use (correct use is easy to understand, be consistent with user intuition, arrange information based on importance, accommodate a wide range of literacy/language skills).
- Perceptible information (use different modes for essential information, contrast information and surroundings, maximize legibility).
- Tolerance for error (minimize hazards and errors, provide warnings of hazards and errors, provide fail safe features, discourage unconscious action when vigilance is required).
- Low physical effort (maintain neutral body position, use reasonable operating forces, minimize repetitive actions, minimize sustained effort).
- Size and space for approach and use (clear line of sight to important items for seated user, reach all components from standing or seated position, accommodate variations in hand and grip size, provide space for use of assistive devices or personal assistance).

2.5 COUNTY OF OXFORD OFFICIAL PLAN

2.5.1 Parkland Policies for Rural Settlements

Oxford County's Official Plan recognizes the importance of open space and leisure facilities in providing recreation opportunities for settlement inhabitants to maintain a healthy physical environment and high quality of life. It states that it is important to identify whether a park is intended for primarily active or passive recreational functions for residents, as both serve specific needs within a community.

Parklands within the County are classified by the following two types:

Community Parks support recreational activities which serve the Area Municipality and may provide secondary service to surrounding municipalities. Community Parks will provide a range of recreational uses including, but not limited to, major sports fields, picnic areas, swimming pools, water activities and play facilities for children.

Community Parks will be larger than 2.0 hectares (5 acres) in size and be appropriately configured for organized sports and recreation facilities. Community Parks will provide adequate on-site vehicular parking and will be designed with extensive street frontage.

Neighbourhood Parks are primarily designed to support both organized and spontaneous activities for residents. Neighbourhood Parks will provide sufficient area for enhancements for small-scale recreation activities such as playground equipment, basketball pads and tennis courts.

Neighbourhood Parks will typically be up to 2.0 hectares (5 acres) in size, will generally be centrally located to their service area, will have good bicycle and pedestrian access, and will be designed with extensive street frontage for visibility and safety. Where feasible and practical, Neighbourhood Parks will be established adjacent to a school.

The parklands classifications outlined in the Official Plan are primarily based on size, but locational and connectivity criteria are not outlined in the policies of the Plan. As such, it is suggested that any future Township secondary planning integrate more refined criteria for the desired park spaces that can support growth and development expected within the communities of East Zorra-Tavistock.

2.6 OXFORD COUNTY TRAIL MASTER PLAN, 2013

The 2013 Oxford County Trails Master Plan presented specific trail design considerations for the development of existing and future trails within the County. At a high-level, the Master Plan for trails requires the following:

- That adequate surface drainage is provided to prevent ponding of water on the trail surface.
- That minimum width be used for all trails (e.g., no less than 3.0m for multi-use trails).
- That paved trails have an asphalt surface (this factor may not apply if a snowblower is used instead of a plow).
- That adequate access for maintenance equipment (snowplow and sweeper) be planned for and provided.
- That there be no danger adjacent to the trail, such as a steep drop off or unstable soils.

The second (#2) priority project for the 2013 Trails Master Plan was the Hickson Trail Extension from the current terminus of Hickson Trail at Braemar Sideroad to Oxford Road 8.

2.7 FINANCIAL POLICIES AND PRACTICES

2.7.1 Development Charges By-Law

The Development Charges Act, 1997, permits municipalities to enact development charge by-laws and allows the Township to establish the by-law and impose development charges against land to pay for increased capital costs required because of increased needs for services arising from growth and new development of the area to which the by-law applies.

Development charges can be imposed for certain services designated under the Act. As a result of the amendments in the COVID-19 Economic Recovery Act and related

amendments which came into effect September 18, 2020, the list of permitted services includes "Parks and recreation services, but not the acquisition of land for parks".

A subsequent regulation, issued under the Development Charges Act, states that "land for parks" includes "(a) land for woodlots and land that is acquired because it is environmentally sensitive;" and "(b) does not include land for an enclosed structure used throughout the year for public recreation and land that is necessary for the structure to be used for that purpose, including parking and access to the structure."

A municipality is now able to fully recover the growth-related capital costs related to the provision of various services which were often referred to, informally, as "soft" services. For example, "soft services" could include recreation centres, libraries, and parks. Prior to the amendments which came into force with the COVID-19 Economic Recovery Act, the growth-related portion of capital costs of parks and recreation services were recoverable through development charges but would have been subject to a 10 per cent statutory reduction as they were one of the several "soft" services which were prescribed in the Regulation.

The Township's Development Charges By-law was developed in 2009 to identify select charges applied for all types of development occurring in the Township of East-Zorra Tavistock. In addition to parkland development costs, the Study identifies that development charges will be used to support the development of municipal parking, park furniture, signage, landscaping and walkways, and multi-use trails. The 2009 By-law should be reviewed for consistency with the COVID-19 Economic Recovery Act.

2.7.2 Community Improvement Plans & Programs

Community improvement planning is commonly used as a tool to provide assistance to municipalities to address challenges related to growth management, accessibility and development. It provides a strategy for the redevelopment

of lands, buildings, and infrastructure through the implementation of various financial incentives.

The development of a Community Improvement Plan (CIP) is generally shaped by local needs, priorities and circumstances and it is intended that activities associated with community improvement address municipal or regional planning objectives within specific, defined areas through municipally driven and/or incentive-based programs.

The County of Oxford proposes to build on existing Local Municipal CIPs through the adoption of a County CIP (CCIP) by providing an upper-tier framework for additional financial incentives to promote and encourage renewal, redevelopment, and rehabilitation within the County. The actions regarding upgrading, redeveloping, and rehabilitating the physical environment of existing, older residential neighbourhoods, ancillary open space and recreational areas, commercial centres and industrial areas can be addressed through CIP funding. More specifically, the following goals can be achieved, related to parks, recreation, and leisure:

- the upgrade and improvement of municipal hard services, social and recreational facilities, and public utilities;
- the preservation and upgrade of older residential neighbourhoods and settlements;
- strengthening of existing central areas and village core areas;
- consideration of participating in senior government funding assistance programs; and,
- encouraging the coordination of municipal, private and community organizations in promoting community improvement efforts.



2.8 DESIGN POLICIES AND PRACTICES

2.8.1 Municipal Servicing Standards – Urban and Rural Development

In December 2007, the Municipal Servicing Standard – Urban and Rural Development was adopted by the Township. The document establishes service standards applicable to urban and rural developments. The standards manual also provides a set of development standards which can be used to appropriately design and landscape park and recreation facilities.

2.9 COMMUNITY CONSULTATION

The ninth, and potentially most important, Building Block to the development of a park and recreation master plan is the feedback received from community members. In addition to the essential building blocks of the prevailing policy and regulatory frameworks for parks, recreation, and cultural services, the community's feedback provides insight into the local needs and desires for the development of a future, connected parks and recreation system.

In order to identify and move forward the priorities for Parks and Recreation within the Township of East Zorra-Tavistock, community engagement activities and tools were used to understand the community needs, values, and aspirations. Over the course of Phase 1 of the three-phase Parks and Recreation Master Plan project, various engagement activities were held to better understand the community's needs, both from a Municipal Staff, Council, and public viewpoint. The engagement activities were held to give residents and stakeholders input into the recommendations provided with regard to East Zorra-Tavistock parks and recreation.





**3 EAST ZORRA-
TAVISTOCK TODAY**

When preparing the Parks and Recreation Master Plan for the Township of East Zorra Tavistock, it is important to understand the Township's current involvement with their parks and recreation services, as well as the demographic profile of the communities in order to best understand the current conditions, trends, desires, and potential future demands facing the community. The following provides an overview of the feedback received by Stantec during the community consultations and a high-level demographic profile using the most recent Stats Canada census data (2016).

3.1 COMMUNITY FEEDBACK OVERVIEW

The key focus of the Master Plan engagement activities was to solicit general feedback on the perception of parks and recreation facilities and programming throughout the Township, and to determine the strengths and weaknesses of East Zorra-Tavistock's parks and open spaces, indoor recreation facilities, outdoor recreation facilities, and community recreational programs. Subsequently, a second round of engagement then zeroed-in on key topics of concern mentioned during the first round of engagement to further understand the community's perceptions and desires.

A variety of engagement activities were held as part of this new Master Plan project, including but not limited to:

- Surveys and correspondence sent to a number of key stakeholder groups such as the Hickson & District Lions Club, Hickson Recreation Committee, 4-H Club, Innerkip Lawn Bowling & Drop In Centre, Innerkip Minor Ball, Tavistock & District Historical Society, and Tavistock Figure Skating Club;
- Two site tours and information sessions with key municipal staff such as Operations, Asset Management, and the Township management team.
- Eight Stakeholder Meetings were held with various groups within East Zorra Tavistock that manage bookings and maintenance of various facilities within the Township.

- Two Public Open House hosted at the Innerkip Park and Queen's Park Pavilions

The Master Plan's communication and engagement initiatives provided valuable insights into the current state of EZT's parks, recreation, and sport system. The following findings represent opinions shared by many residents and stakeholders. They have been taken into consideration within this Master Plan, along with other building blocks such as demographics, market conditions and trends, regional considerations, financial capabilities.

Parkland and Open Space

- 98% of the online survey participants noting that they or their family/household members visit the parks or trails throughout the Township.
- Queen's Park was identified as the most visited park within the Township, with Optimist Park and Innerkip Park being the next popular.
- Identified area of need for parkland and open space include the need for more garbage bins, washrooms, and benches within parks.

Trails

- Hickson Trail was identified as the most visited trail within the Township.
- An identified area of need for trails include the need for more shaded trails, a running track, and winter hiking and ski trails.
- Engagement also identified the need for more garbage bins, parking areas, washrooms, and benches along trails and at trail heads.

Outdoor Recreation

- 26% of respondents were very satisfied with the current outdoor recreation facilities, 53% were somewhat satisfied, 12 % were neither satisfied nor dissatisfied, 7% were somewhat dissatisfied, and 1.5% were very dissatisfied.

- Of the specific amenities found within the Township, walking paths/trails and playgrounds are the most utilized.
- Outdoor Recreation amenities identified as 'missing' from current parks and recreation spaces include a splash pad, an off-leash dog park, accessible play equipment and trails, a skatepark, and pickleball/tennis courts.
- Engagement also identified the need for more programming within outdoor recreational spaces that do not involve being part of a team. There was an identified need to have more types of activities or sports to partake in.

Indoor Recreation

- 24% were very satisfied with the current indoor recreation facilities, 37% were somewhat satisfied, 28% were neither satisfied nor dissatisfied, 6% were somewhat dissatisfied, and 4% were very dissatisfied.
- 64% of the online survey participants noting that they or their family/household members visit and use indoor recreation facilities throughout the Township.
- The Tavistock District Recreation Centre was indicated as the most visited indoor recreation facility in the Township, followed by Innerkip Community Centre, and Tavistock District Hall.
- Of the specific indoor amenities found within the Township, the ice rink, library, and hall/meeting room space are the most utilized.
- Engagement identified the cost to rent space being prohibitive, underutilized spaces needing programming.

Programming & Events

- Recreational programming is not managed by the Township. Independent sports committees, organizations, groups, or teams run various programs within the Township utilizing Municipal, school board or private facility space



- Engagement identified a need for more passive recreational programming within the Township, run by the Township to keep costs affordable

Raw Data from engagement sessions held as part of this Master Plan process can be found in Appendix A .

3.2 DEMOGRAPHICS OVERVIEW

The Township of East Zorra-Tavistock is a local level Township within a two-tier County government in Southwestern Ontario. It is part of Oxford County and is situated north of the City of Woodstock, also part of Oxford County. The Township of East Zorra-Tavistock was formed through the amalgamation of numerous communities, including: Braemar, Cassel, East Zorra, Hickson, Huntingford, Innerkip, Perry Mine, Perrys Lane, Strathallan, Tavistock, Tollgate, and Willow Lake. The three largest towns are Hickson, Innerkip and Tavistock.

East Zorra-Tavistock is accessible by highway, air, and railway. The settlement areas within the Township are a short drive from Highway 401, 402 and 403. East Zorra-Tavistock is located near several airports, including the Region of Waterloo Airport, Hamilton International Airport, London International Airport and Toronto Pearson International Airport. The Township also has access to the Canadian Pacific and Canadian National Rail Line.

3.2.1 Current and Forecasted Populations

According to the 2016 Census of Population, East Zorra-Tavistock’s population was 7,129, indicating a 4.0 per cent increase from the 2011 census Population which was a total population growth of 295 people between the 2011 and 2016 Census. This section provides population projections for East Zorra-Tavistock, based on the historic growth the Township experienced during the 15 years from 2001 to 2016, as well as population projections provided by Hemson Consulting. In 2019, the County of Oxford completed Phase One of the

County’s Comprehensive Official Plan Review, which focused on population projections. These population projections provide key details on how East-Zorra Tavistock is growing.

The East Zorra-Tavistock population decrease between 2006 – 2011 from 7,350 to 6,835 is attributed to boundary changes with the City of Woodstock. While the overall population of East Zorra-Tavistock is expected to continue to increase to 2031, it is expected that the older population of East Zorra Tavistock will follow the trend of other Canadian municipalities and grow and in proportion compared to children and youth (ages 0-19) categories. This is illustrated by the increase in median age of residents from 39.4 in 2001 to 44.0 in 2016. Growth for age cohorts 50+ is expected to drive an increasing share of older residents in the Township. This indicates that demand for all park and recreation types is likely to grow, but demand for programs and facilities catering to seniors and older adults will see the strongest demand for new services.

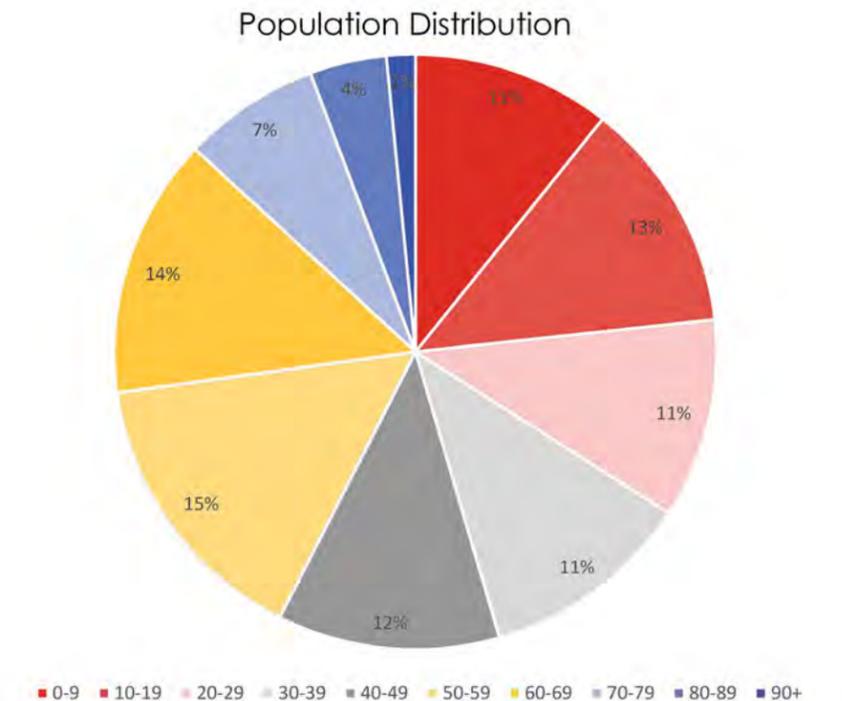
Cohort	2001	2006	2011	2016
0-4	405	370	325	380
5-9	1,070	480	395	385
10-14		550	475	420
15-19	353	550	500	480
20-24	410	435	395	425
25-29	1,840	330	305	350
30-34		370	345	405
35-39		460	385	410
40-44		590	435	400
45-49	1,060	570	555	455
50-54		555	525	540
55-59	660	505	540	560
60-64		360	440	555
65+	1,255	1,240	1,215	1,375
TOTAL	7,240	7,350	6,835	7,129
Median	39.4	41.3	43.5	44
Change		110	-515	295
Per Cent Change		1.50%	-7.53%	4.14%
Share of Total Population				
0-4	5.59%	5.03%	4.75%	5.33%
5-9	14.78%	6.53%	5.78%	5.40%
10-14		7.48%	6.95%	5.89%
15-19	4.88%	7.48%	7.32%	6.73%
20-24	5.66%	5.92%	5.78%	5.96%
25-29	25.41%	4.49%	4.46%	4.91%
30-34		5.03%	5.05%	5.68%
35-39		6.26%	5.63%	5.75%
40-44		8.03%	6.36%	5.61%
45-49	14.64%	7.76%	8.12%	6.38%
50-54		7.55%	7.68%	7.57%
55-59	9.12%	6.87%	7.90%	7.85%
60-64		4.90%	6.44%	7.78%
65+	17.33%	16.87%	17.78%	19.28%
TOTAL	100.00%	100.00%	100.00%	100.00%

TABLE 1: EZT POPULATION GROWTH BY AGE COHORT (2001-2016)

	2001	2006	2011	2016	2021	2026	2031	Growth 2016 - 2031
East Zorra - Tavistock (with census net undercoverage)	7504	7274	7027	7,330	7,940	8,420	8,930	1,600
East Zorra - Tavistock (without census net undercoverage)	7,238	7008	6836	7,129	7,753	8,221	8,719	1,590

Census net undercoverage is calculated as the number of persons excluded who should have been enumerated (undercoverage) less the number of excess enumerations of persons enumerated more than once (overcoverage)

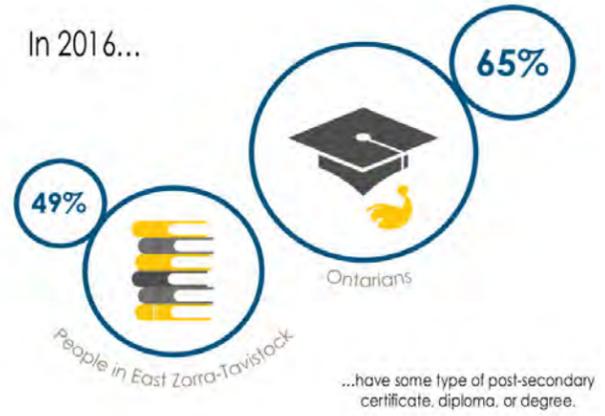
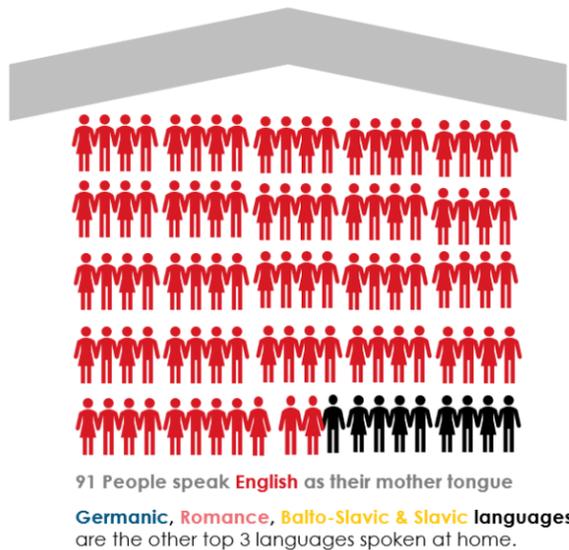
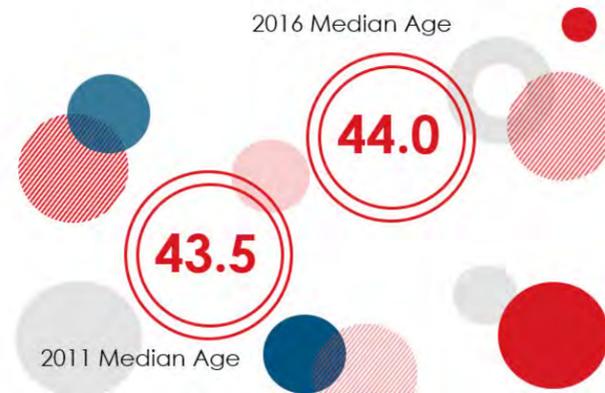
TABLE 2: FORECAST TOTAL POPULATION ALLOCATION



3.2.2 Demographics Breakdown

Understanding demographic data can be challenging, but to support a more understandable format, we've pulled out some of East Zorra-Tavistock's key statistics based on Census data.

- East Zorra-Tavistock's population has grown by 10.2% between 2016 and 2021.
- East Zorra-Tavistock's median age is 42.4 (Statistics Canada, 2016); in 2016 it was 44 years old.
- 91 % of residents speak English as their mother tongue (2016); in addition, the other top three languages spoken at home are Germanic languages, Romance languages,
- 77% of residents of East Zorra-Tavistock have a secondary (high) school diploma or above (2016).
- 49% of people in East Zorra Tavistock have some type of post-secondary certificate, diploma, or degree in 2016 compared to 65% of Ontarians.
- 73% of East Zorra-Tavistock residents are part of the working population - 69% of all residents are employed and 4% are unemployed (2016).
- The median 2016 household income is \$80,674 and the average household income is \$92,342.



East Zorra-Tavistock Working Population



Household Incomes in 2016...





**4 PARKS AND
RECREATION SYSTEMS
OVERVIEW**

Recreation is the joyful participation in physical, social, intellectual, creative and spiritual pursuits. Recreation enhances both individual and community wellbeing.

Active recreation includes higher impact recreational activities such as organized sports, while passive recreation includes lower impact recreational activities, such as walking, biking, playing on a playground, or gardening in a community garden. The following sections assess the level of effort needed for the Township of East Zorra-Tavistock to continue to provide recreational spaces for the community it serves.

Parks, playgrounds, recreation facilities, and trails all offer benefits to the East Zorra-Tavistock Community. These assets provide space for a wealth of activities for all ages and walks of life.

For the purposes of this document Parks and Recreation in the Township of East Zorra-Tavistock is categorized by six key systems: Parkland and Open Space, Trails, Outdoor Recreation, Indoor Recreation, Programming & Events, and Service Delivery. The facilities, amenities and programs offered by the Township of East Zorra-Tavistock are an integral part of the daily lives of East Zorra-Tavistock residents. The development of this plan is founded on a comprehensive facility and amenity inventory review. The attributes of the current East Zorra-Tavistock facilities and amenities are included in the infographic below:

- **Parkland and Open Space:** includes areas of natural, semi-natural or planted space set aside for human enjoyment and recreation or for the protection of wildlife or natural habitats
- **Trails:** include a range of multi-use, linear connections throughout the Township. Trails include hard surfaced trails, wide gravel trails, and narrow or earthen trails throughout parks and natural areas within the Township.
- **Outdoor Recreation:** includes programmable and unprogrammable space within Township parks, as well as the passive and active leisure activities ongoing within these spaces. Outdoor recreation facilities are outdoor spaces that are open to the public for recreation

activities. These spaces include facilities that are related to specific sports including fields, diamonds, and courts, as well as less specialized spaces, such as outdoor aquatic facilities and playgrounds, that serve the whole community.

- **Indoor Recreation:** includes both leisure activities contained within a building and the building itself. Indoor recreation facilities are spaces and buildings that are open to the public for recreation activities, such as physical activity, skill development, and relaxation. These spaces include facilities that are related to specific sports including arenas, pools, and gymnasiums, as well as less specialized spaces, such as meeting rooms, that serve the whole community.
- **Programming & Events:** includes recreation activity programs, athletic leagues, special events, and environmental education programs contained within a building or not. Programming and events include programs offered by the Township, but also community-led, Township supported programs, activities, and events.
- **Service Delivery:** includes the service(s) being provided, the delivery systems used to provide such service(s), and, an assessment of whether the service delivery system is meeting the needs and expectations of both the Municipality and its residents effectively and efficiently.

This Parks and Recreation Master Plan delves into each of these recreation systems in the following sections, illustrating what East Zorra-Tavistock does well, while also providing recommendations for improvement.





5 NEEDS ANALYSIS



A needs assessment was undertaken to develop a clear picture of the current condition of the Parks and Recreation system within East Zorra-Tavistock. The Needs Assessment was the first key piece that guided the development of this master plan.

The Needs Assessment included inputs from existing policy documents, staff, council, community stakeholders and members of the public. A SWOT analysis was undertaken for each key component of the Parks and Recreation System as part of the Needs Assessment. The purpose of the SWOT analysis was to identify the existing Strengths, Weaknesses, Opportunities and Threats (SWOT) in East Zorra-Tavistock so that appropriate recommendations could be made on how to build on existing strengths and address such weaknesses throughout the lifespan of this plan.

A comparator analysis/benchmarking exercise was also undertaken for each of the key component of the Parks and Recreation System as part of the Needs assessment. The benchmarking exercise was conducted to compare East Zorra Tavistock's current provision and inventory of park and recreation facilities and amenities to that of other similarly sized municipalities in Ontario. The benchmarking further assisted in determining an appropriate level and number of amenities or facilities that the Township should be offering based on its population. While market-specific provision targeting is typically the preferred method to evaluate the need of amenities and facilities, sufficient participation data was not available to determine appropriate need and thus a population-based standard was necessary.

The needs assessment and service delivery review undertaken as part of this master plan process can be found in **Appendix B**.



**6 MASTER PLAN
STRATEGIC
FRAMEWORK**



As stated previously, East Zorra-Tavistock Parks and Recreation can be categorized by six key systems. Through development of this master plan, it was determined that many of these systems overlapped with one another and improvements to one system would also positively impact another system. The systems were reviewed against key reports and policies that offer additional direction to the planning, design, and delivery of parks, recreation, and sport services to determine the best way to manage and plan for the delivery of these systems over the 10 year lifespan of this plan. As a result, the six identified systems were further broken down into a three-part strategic framework: 1. Parks, Trails, and Open Space; 2. Recreational Facilities and Services; and 3. Financing, Management, and Staff Strategies.

The strategic framework for this Master Plan contains three overall visions, which are each supported by goals and strategic directions. This framework is an important tool that fundamentally expresses how the Township will approach decision-making and investment over the next ten years and beyond. Collectively, it articulates the vision and direction to which the Township and community aspire, strengthens the Township's ongoing commitment, and directs future investment. Everything the Township does should further the vision and one or more of the goals.

This Master Plan also contains detailed recommendations that will assist the Township and the community to achieve the vision. The recommendations build upon the strong core of services currently provided by the Township and others. Strategic directions can be found in Sections 7 to 9, while recommendations and implementation measures can be found in Section 10.





**7 PARKS, TRAILS AND
OPEN SPACE**

Parks and trails are more than just infrastructure; parks and trails play a key role in making cities thrive. These spaces help characterize urban life and are linked to our quality of life. As elements of the built environment, these spaces are key in addressing some of society’s most challenging issues such as childhood inactivity, nature-deficit disorder (Louv) , physical literacy, social disconnectedness, and community spirit. Parks provide several benefits to their communities including public health, social, economic, and environmental benefits.

1. Public Health Value – Parks and trails make towns and cities healthier and happier as spending time in East Zorra-Tavistock’s natural spaces can improve one’s physical and mental health.
2. Social Value - Parks and trails are social spaces where East Zorra-Tavistockites can get to know neighbours and build a sense of belonging.
3. Economic Value - Parks and trails make communities desirable places to live, work, and visit.
4. Environmental Value – Parks and trails are an important counter-forces against processes of environmental degradation and climate change. East Zorra-Tavistock’s urban forest helps clean the air, keep’s East Zorra-Tavistock cool, helps save energy, and prevent flooding.

These benefits become more significant where they can be considered equitable (having the greatest impact on disadvantaged sections of the population) and where their effects extend beyond the immediate users of the park to the larger community. The benefits these spaces bring and the various influences that parks and recreation trends have on society also play an important economic development and diversification role by enhancing the Township of East Zorra-Tavistock’s distinguishability and enabling growth.

7.1 EXISTING CONDITIONS

7.1.1 Parks

Currently within the Township, parks or parkland can be broken down into one of four categories:

1. Parkland owned by the Township that is designated Open Space and/or Recreation System in the County of Oxford Official Plan.
2. Parkland owned/or maintained by the Township that is publicly accessible and is designated Environmental Protection Area within the Official Plan.
3. Parkland that is privately owned but is still publicly accessible and is maintained by the Township; and,
4. Other recreational land available to the public. This land is usually owned by the School Board but is available for both active and passive recreational uses during non-school hours.

The following table summarizes the different types of parkland available within the Township.

Parkland	Hectares	Totals (ha)
1	Township Open Space and Recreation System (OSRS)	
	Existing	16.354
	Planned	tbd
	Total Municipal OSRS	16.35
2	Publicly accessible Publicly accessible Environmental Protection Area (EPA)	
	Existing	12.375
	Planned	tbd
	Total Municipal EPA	12.38
3	Township Maintained Recreational Land	
	Existing	4.3
	Planned	tbd
	Total Township Maintained Recreational Land	4.3
4	Other Recreational Land	
	Existing	11.09
	Planned	tbd
	Total Other Recreational Land	11.09
	Total Township Owned/Maintained Parkland and Open Space	33.03
	Combined Total of Parkland and Open Space	44.12

TABLE 3: CURRENT INVENTORY OF PARKLAND IN EZT

Outdoor Recreation Amenity	Total Municipal	Municipal Per Population Provision	Total Municipal & Private (number, not equivalent)	Municipal & private Per population provision
Baseball Diamond	6	1:1,188	12	1:594
Soccer & Multi-Use Field	0	N/A	8	1:891
Playground	6	1:1,188	17	1:419
Outdoor Aquatics	0	N/A	0	N/A
Ice Rink	3	1:3,565	3	1:3,565
Basketball Court	1	1:7,129	6	1:1,188
Tennis/Pickleball Court	0	N/A	0	N/A
Skateboard & Bicycle facility	0	N/A	0	N/A
Off-leash Dog park	0	N/A	0	N/A

TABLE 4: OUTDOOR RECREATION OVERVIEW

Indoor Recreation Amenity/Service	Total Municipal	Municipal Per Population Provision	Total Municipal & Private	Municipal & private Per population provision
Ice Rinks	1	1:7,129	1	1:7,129
Curling Sheets	2	1:3,565	2	1:3,565
Aquatic Tanks	0	N/A	0	N/A
Meeting/Multi-purpose Rooms/Halls	5	1:1,426	10	1:713
Gyms	0	N/A	3	1:2,736
Dry-pad Arenas	1	1:7,129	1	1:7,129
Library	2	1:3,565	2	1:3,565
Youth Space	N/A	N/A	N/A	N/A
Senior Space	N/A	N/A	N/A	N/A

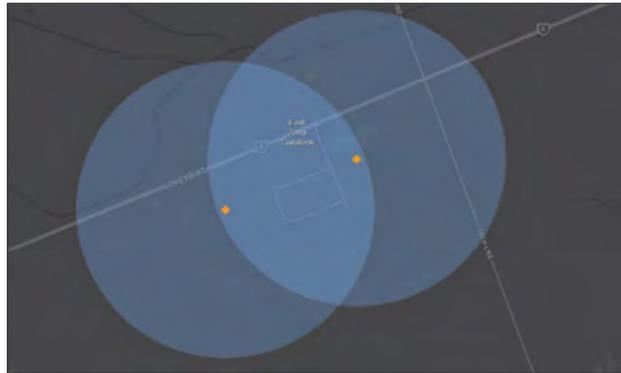
TABLE 5: INDOOR RECREATION OVERVIEW



INNERKIP
5 MINUTE WALK MAP – BASEBALL DIAMONDS



TAVISTOCK
5 MINUTE WALK MAP – BASEBALL DIAMONDS



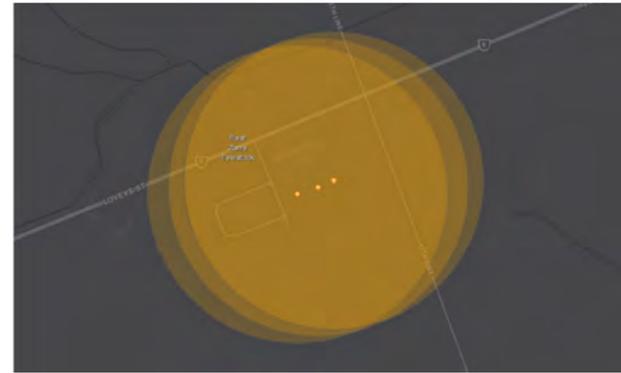
HICKSON
5 MINUTE WALK MAP – BASEBALL DIAMONDS



INNERKIP
5 MINUTE WALK MAP – SOCCER FIELDS



TAVISTOCK
5 MINUTE WALK MAP – SOCCER FIELDS



HICKSON
5 MINUTE WALK MAP – SOCCER FIELDS

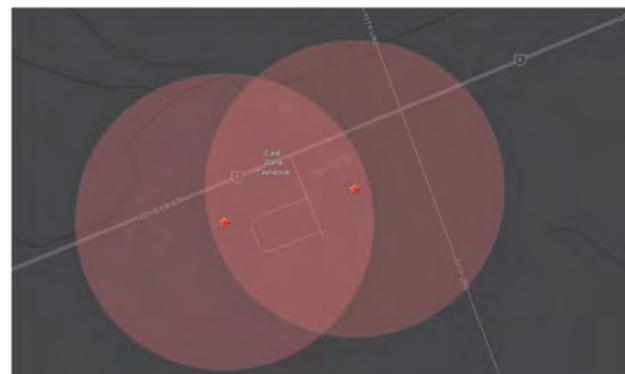




INNERKIP
5 MINUTE WALK MAP – PLAYGROUNDS



TAVISTOCK
5 MINUTE WALK MAP – PLAYGROUNDS



HICKSON
5 MINUTE WALK MAP – PLAYGROUNDS



7.1.2 Trails

The Township of East Zorra-Tavistock has two main municipal trails, the Hickson Trail, and the Tavistock Rail Trail.

The Hickson Trail is a 9 km rail trail connecting the town of Hickson to the Pittock Conservation Area and Woodstock. The trail surface varies from limestone screenings in Hickson to existing rail ballast. Permitted uses include walking, cycling, Nordic skiing, snowshoeing, and passive recreation (e.g. birdwatching).

The Tavistock Rail Trail is just over 1 km in length and runs south-east from Queen's Park in Tavistock to 14 Line, just outside and east of Tavistock. The trail surface is gravel. Permitted uses include walking, cycling, Nordic skiing, snowshoeing and other forms of passive recreation.

There are other smaller trail systems within parks such as Queen's Park in Tavistock and Innerkip Park or trails within the Township that are owned by other agencies (e.g. County of Oxford or UTRCA).

7.1.3 Outdoor Recreation Facilities

The following Outdoor Recreation Services are available within the Township to residents and community members. The below table illustrates Outdoor Recreation Amenities and Services provided by the Municipality, as well as 'Privately' offered amenities and services which includes schools as well as the Optimist Club.

7.2 BACKGROUND

A review of the existing parkland and open space within the Township found that the current provision of parkland in East Zorra Tavistock (Ezt) is approximately 4.6 hectares per 1,000 population. A typical benchmark for southern Ontario is 4.0 ha/1,000 – meaning Ezt compares favourably by this measure. However, as the municipality grows, the parkland area should also grow to keep pace. As this process unfolds

it is important to understand the functions of individual parks within a recreation system. Presently the County has two classifications of parks: Community Parks which are large and service the whole municipality with a variety of services and may even service people from outside the municipality; and Neighbourhood Parks which are smaller, may offer only amenities and activities, and are intended to service predominantly local people. Queen's Park is an example of what the County would call a Community Park and Stonegate Park is an example of a Neighbourhood Park.

Ezt is a municipality with several small rural towns distributed over a wide area. The population density and absolute numbers are not high enough for each town to sustain a large recreational facility with extended recreation programming – therefore some recreational facilities are unlikely to be equally distributed and equally accessible by walking distance. However, it should be a goal to provide recreational opportunities within walking distances to people living in the Serviced Villages within Ezt. The facilities available at these locations do not need to be standardized but should aim to reflect the interests of the local residents. Ongoing participation from community groups is important for achieving this goal.

Trails are one of the most requested and well-used types of recreational facilities in southern Ontario. A well-planned trails system provides a very equitable use of recreation funding as they can connect many areas within a community, be used by a broad spectrum of the population, and enhance access to parks and open space. A good trail system should provide a range of experiences for different users ranging from singletrack hiking trails in a natural environment to multi-use facilities accommodating joggers, accessible use, and all ages of walkers. Similar to parks classifications, trails systems have a hierarchy of services and a need to integrate into larger systems such as County master plans. Larger scale integration is important where long-distance cycling and running are the expected use just as small scale integration into neighbourhood parks is important to provide access to parks and other local amenities to all residents.

7.3 VISION

To continue to provide a target of 4.0 hectares of open spaces and parks for every 1,000 residents, as the Township's population grows, while incorporating the small-scale integration of trails into Neighbourhood Parks and the larger scale integration of trails into the County's master planning for the overall trail system.

7.4 GUIDING STRATEGIES

1. To shape the future of parks and open space in EZT, consider establishing a classification system specific to EZT for future updates to the County Official Plan or secondary plans. The following factors are recommended to be considered for such a system:
 - a. A focus on proximity of park to residents who will use them.
 - b. The investment into parks and open space amenities that enhance the popular uses of the parks and recreation system, such as fencing for off-leash dog runs.
 - c. The development of parks and open space programming that is diverse and reflects the interests of the community who will use them.
 - d. The establishment of a process to allow public recreational interests to lead the development and periodic review of the parks and open space uses and opportunities.
 - e. A focus on connecting parks and open spaces to the community and to other parks within the overall EZT system, and ensuring accessibility in a variety of modes of transportation.
2. Consider establishing a classification system specific to EZT to shape the future of the trail network for future updates to the County Official Plan or

applicable secondary plans. The following factors are recommended to be considered for such a system:

- a. A focus on connecting residents to local/neighbourhood parks, amenities, and schools.
 - b. A hierarchy of trails that provides opportunities for a diverse, multi-functional, four-season trail usage.
 - c. A focus on providing universal and inclusive access and enjoyment.
 - d. A focus on prioritizing safe, shaded, well-lit trails that can be accessed at all times of day and during all seasons, using CPTED principles.
3. Improve amenities along all trails, as per the classification system established, such as bridge upgrades, canopy coverage, designated parking spaces at trail ends, wayfinding and signage, and clearly demarcated crossings for farm equipment or vehicles, as necessary
 4. Ensure ongoing coordination with the County during the secondary planning and development approvals stages that a balance is struck between the need for new parklands (or investment in park amenities) and the cost of operations and maintenance of new lands and/or amenities.





**8 RECREATIONAL
FACILITIES AND
SERVICES**

Quality municipal recreation facilities are essential to the ability of the Township and community to offer effective and efficient recreation services.

Trends in recreation have changed significantly since many of the Township's recreation facilities were built. Firstly, there is a growing demand that recreation facilities provide and contain something for everybody, rather than be designed solely for singular use. For this reason, multi-use, multi-generational, multi-seasonal, and structured/unstructured recreation facility designs are increasingly being invested in to provide a 'one-stop' opportunity for recreation for residents, user groups, and sports groups. These facilities include multi-purpose and multi-use spaces that allow multiple users and groups to play sports and participate in a range of activities within one facility. These multi-use spaces also provide a range of age-specific spaces that cater to family recreation. The one-stop model provides not only convenience for users but also assists in the operation and maintenance of facilities.

Another trend in the provision of municipally owned indoor recreation facilities is leading municipalities to repurpose under-utilized, single-use and standalone facilities, arenas, and community centres. With the shift to multi-use facilities, existing stand-alone facilities are no longer meeting the needs of current and emerging recreation expectations. For this reason, municipalities are looking for opportunities to repurpose these spaces into facilities that can expand the amount of recreation opportunities the municipality is able to provide.

8.1 EXISTING CONDITIONS

The Township currently owns and operates three (3) indoor recreation facilities that provide a variety of recreational spaces to the community. The following table outlines the Indoor Recreation Services that are available at these facilities for residents and community members.

8.2 BACKGROUND

Quality municipal recreation facilities are essential for effective and efficient recreation services that meet community expectations and needs. Shared responsibilities with service providers (local parks and recreation organizations and associations) and the municipality have also played an important role in the effective delivery of services throughout East Zorra-Tavistock's history of providing local recreational opportunities. Many of the indoor facilities that are municipally owned and operated within EZT were built for a single function and in some cases have out-lived their original uses (such as Tavistock & District Memorial Hall) and remain underutilized indoor spaces. School amenities represent a supplementary supply of recreational facilities within a community, and often provide higher quality facilities (i.e. gyms) than typical for municipal buildings.

Many, if not all, of the services being provided for in these indoor facilities managed by the Township are being organized by community interest group members and volunteers. While the municipality contracts out the management of its indoor recreational facilities, it does not currently play a role in providing, overseeing, or managing the programming occurring in the public indoor recreational spaces of EZT. Increasing the role of the Township, will serve to better understand users' needs and expectations for their parks and recreation services. The needed demand for new service offerings was not well known at the initiation of this project, but the open houses and public feedback during Phase 1 provide key information for demand to be better understood and local needs to be met.

As the population and demographic shifts occurs, a need exists to plan for the introduction of new activities, age-friendly sports and programming for other interests (such as seniors and teens). In future, demand can be captured through user fees, databases of visitors, and the use of formal booking sites, among other means to ensure programming evolves as necessary.



8.3 VISION

To enhance the indoor municipal recreational facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences with the municipality progressively increasing its leadership role in the coordination of services and standardized partnerships with external providers.

8.4 GUIDING STRATEGIES

1. Require a rental/event permit system that allows the Township to be aware of how their parks are being utilized and ensure proper tracking of such events occurs.
2. Create a list of organizations/users/renters/groups offering or partaking in various recreational activities to share on the municipal website for new community members.
3. Consider advertising rental space for private programming, to help populate underutilized spaces.
4. Consider providing certain municipal programming based on community feedback and trends, such as nature-based clubs/programming, makers space, seniors/teen programming, and programming that doesn't involve/require a team to play.
5. Identifying recreational opportunities that enable and support unstructured, self-structured, and low cost activities, in addition to local sports and other organized activities.
6. Encourage joint utilization of municipal and other publicly or privately owned space, such as community rooms for after-school programming.
7. Invest in multi-use recreational spaces to improve the municipal program offerings in a way that aligns with the community's needs, and in a way that improves the utilization of underused facilities.
8. Invest in indoor recreational spaces on a per capita target basis while balancing the needs and wants of the community with the cost of operations and maintenance of new indoor facilities and amenities.





**9 FINANCING,
MANAGEMENT AND
STAFF STRATEGIES**

9.1 EXISTING CONDITIONS & BACKGROUND

The Township's assets have been kept in good repair throughout the years and invested in on an 'as-needed' basis, largely driven by community initiatives, volunteers, and often local fundraising. Regular and scheduled capital investments and a funded asset management strategy for the Township's parks and recreational facilities have not been consistently used over the lifespan of their recreational and cultural built assets.

To execute organized sports, there are formal partnerships with some existing organizations and the facility manager(s) and/or municipal staff for the use of specific municipally-owned facilities. That said, not all external organizations maintain a formal partnership with the Township, and there is no standardized approach to these ongoing, valuable partnerships. From an asset management perspective, a standardized approach to these agreements is important to ensure there are clearly defined roles and responsibilities for each party. Customization to reflect specific circumstances can be incorporated into such agreements, as needed.

Furthermore, improvements in the standardization of agreements with local parks and recreational service providers would serve as a template for new and diverse types of programming to be introduced, as interested community members would have a clear roadmap for developing and regulating new, needed programming.

A key point of contact within the municipal staff would serve to better enhance customer service and provide a better framework for marketing of existing programs throughout EZT, as well as a clear avenue for facility bookings for indoor and outdoor community spaces.

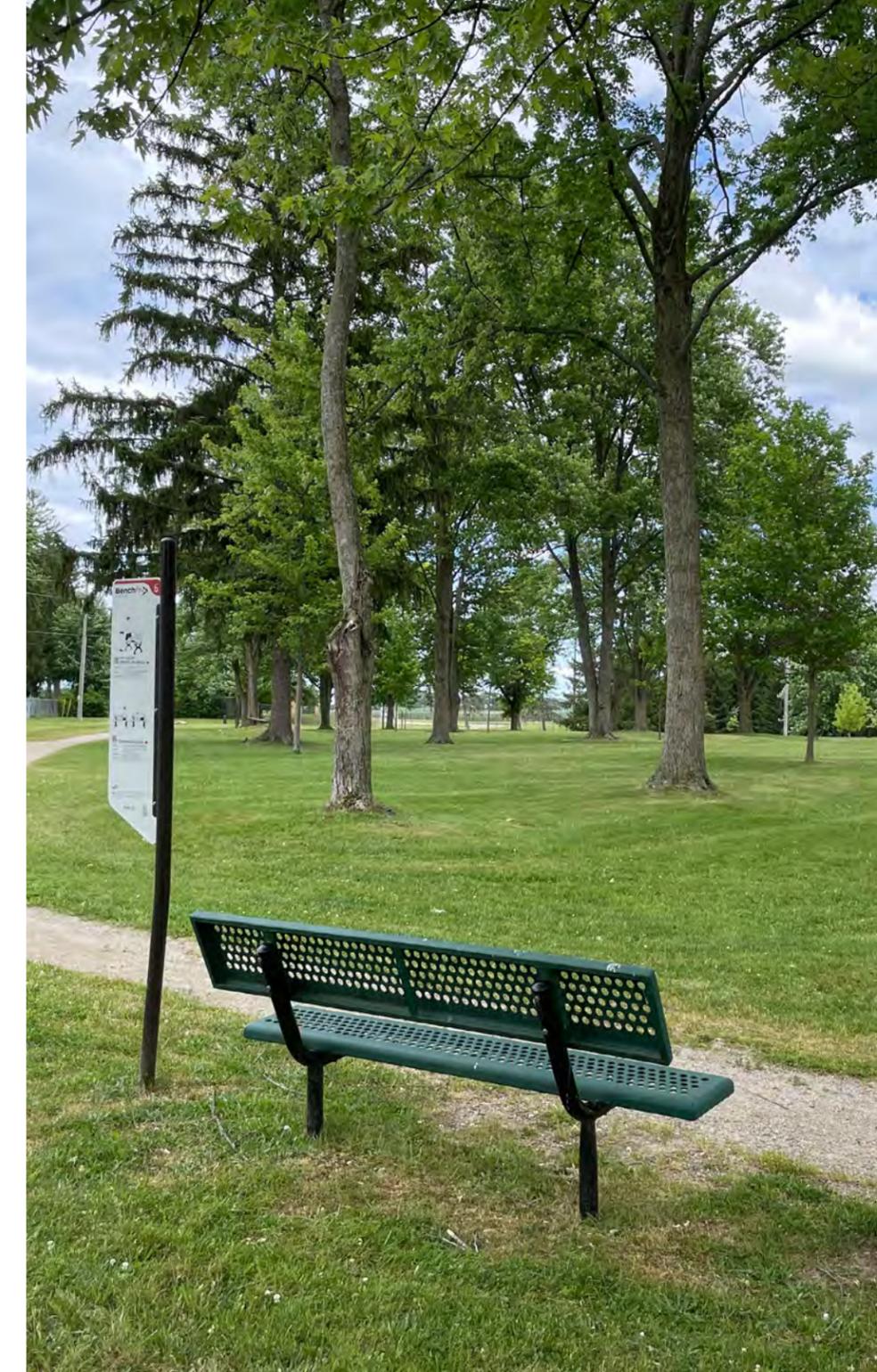
9.2 VISION

Begin to monitor the Township's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as the overseeing of each of the services provided within those facilities.

9.3 GUIDING STRATEGIES

1. Establish a municipal staff member responsible for parks and recreation services, who will act as the key point of contact for any and all matters related to parks and recreation within EZT.
2. Work to develop a system to annually evaluate usage and participation rates of rentals and recreational programming to better respond to community need, as they change over time.
3. Work closely with community organizations to support recreations programs and avoid duplication of events and service offerings.
4. Where gaps in services exist, use a key staff member to work to fill the gaps by seeding the development of new programming that aligns with the community's needs.
5. Utilize technology and existing professional networks (such as Parks and Recreation Ontario) to improve communication and service delivery of municipal parks and recreation opportunities, including:
 - a. Evaluate opportunities to transition to provide online booking services for all facilities (meeting rooms, activity rooms, pavilions, etc.) in a manner that protects the needs of key (consistent) user groups.
 - b. Employ an online payment system, to minimize staff involvement and allow for appropriate preparation and set-up of rented facilities.

- c. Provide annual parks, recreation, and cultural online guides and "event calendars" that are digitally available from the Township's website, and accessible from their social media page(s).
 - d. Support staff's training opportunities for the use of new and emerging technology and available software.
6. Create Priority Projects, including project designs, to allow for 'grant application readiness' when funding becomes available from external funding sources (e.g. higher levels of government).
 7. Demonstrate fiscal responsibility through the cost-efficient management of facilities and resources and apply reasonable and appropriate user fees that are annually reviewed.
 8. Monitor operating costs for facility maintenance, and work to schedule capital investments according to the life cycling costing of the facility.
 9. Focus on partnerships with local sports and recreational organizations that maximize the economic development potential of the facility or service in a manner that provides return on the investment into the facility.
 10. Encourage collaboration between municipal staff, local sports and recreational organizations, and cultural providers (libraries, schools) such that events and activities (one-off, annual, or informal) will support community-wide involvement for all ages and abilities.
 11. Develop and implement a formalized community partnership framework policy for the use of municipal facilities by all third party volunteer groups that is transparent and developed in consultation with all existing and potential community partners.
 12. During the lifespan of this Plan, standardize lease agreements for the use of facilities.





**10
RECOMMENDATIONS
AND IMPLEMENTATION
STRATEGY**

The recommendations outlined in this master plan result from public and staff feedback, municipal comparators, parks and recreation trends analysis, and the assessment of needs and gaps within the services provided in the communities of EZT. They cover actions related to local parks and recreation governance; capacity-building; collaboration; communications; indoor and outdoor sports and recreation facilities and amenities; seasonality; trails, parks, and open spaces; and active transportation. Some recommendations will have greater relevance and importance for certain recreation communities or urban areas over others. The recommendations work together through the short, mid, and long-term to achieve the following Master Plan visions:

1. Provide a target of 4.0 hectares of open spaces and parks for every 1,000 residents, as the Township's population grows, while incorporating the small-scale integration of trails into Neighbourhood Parks and the larger scale integration of trails into the County's master planning for the overall trail system.
2. Enhance the indoor municipal recreational facilities and services in a manner that focuses on enriching the lives of all community members by supporting accessible, affordable, and inclusive experiences with the municipality progressively increasing its leadership role in the coordination of services and standardized partnerships with external providers.
3. Monitor the Township's assets in a deliberate and structured manner, with a central contact for the public who is responsible for the management of all indoor and outdoor facilities, as well as the overseeing of each of the services provided within those facilities.

In addition, the recommendations in this master plan holistically meet all five of the Framework for Recreation in Canada 2015: Pathways to Wellbeing's interconnected goals:

- Foster active living through physical recreation.
- Increase inclusion and access to recreation for populations that face constraints to participation.

- Help people connect to nature through recreation.
- Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.
- Ensure the continued growth and sustainability of the recreation field.

The recommendations provided in this section are not intended to be a definitive list, as additional capital repairs, operating expenditures, and other initiatives outside the scope of this Plan may be identified and prioritized on a case-specific basis throughout the lifespan of this plan. By approving the Master Plan, the Township is not bound to implementing every recommendation; rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The implementation of said recommendations is done so through an implementation strategy. This strategy provides guidance in ensuring that the most critical recommendations are dealt with in a timely fashion while the less critical recommendations are implemented over the lifespan of the plan, based on staff and fiscal capacity. Simply, the higher the priority, the sooner the recommendation should be implemented. All recommendations are important and, if properly implemented, will benefit Parkland, Open Space, Trails, Outdoor and Recreation, Programming & Events and Service Delivery in the Township. The priority/timing of recommendations in this section are organized into the following three categories:

Legend	
	Short Term Priority: 1-3 years
	Mid-Term Priority: 4-6 years
	Long-Term Priority: 7-10+ years

Legislation and Policy	
1. Any future Township secondary planning under the Planning Act should integrate more refined criteria for the desired park spaces that can support the growth and development expected within the communities of East Zorra-Tavistock.	
2. The Township should consider a range of alternative parkland acquisition strategies. Consideration should especially be given in areas where new development, by way of plans of subdivision, are not anticipated as the traditional method of parkland dedication may be limited.	
3. If any alternative parkland dedication criteria are set out through the master planning process, the school board should be consulted, as per s.s. 51.1 of the Planning Act.	
4. The Township should create a parks 'toolbox', inclusive of requirements for enhanced lighting, street/landscaping trees, public art, and outdoor bike parking, and integration with adjacent or nearby parks, open space, and recreation facilities, that will guide the development of park spaces for new developments that occur, including infill and intensification projects, that are subject to site plan control.	
5. Linear pathways and pedestrian connections, in addition to parkland itself, should be considered in the Township's review of draft plans of subdivisions and other development applications (including infill) for enhancing community connectivity and providing less disruption of the existing pedestrian network.	
6. The Township should also ensure that site plan reviews for public and private projects consider and encourage multi-use spaces and integrate the elements of the public realm that could enhance the pedestrian experiences and the connectivity of the parklands system.	
7. The Township should begin to track where parkland dedication funding is being spent. This tracking will allow the Township to ensure that a percentage of parkland dedication funds are considered for improvements such as the repair of buildings and/or the acquisition of machinery for parks or other public recreational purposes.	
8. The Township should ensure that the population and housing forecasts projected within the Parks and Recreation Master Plan and monitoring program align with the most up to date- population projections the come from the Province and County. This ensures that any future forecasts completed by the County and/or Township would trigger a review of the final master planning document to ensure that recommendations are updated to align with future forecasts as needed.	
9. The Township should consider the list of potential additional methods to secure parklands within the communities of East Zorra-Tavistock to ensure appropriate targets are met over the lifespan of this plan	
10. The Township should consider the County's framework for joint County/Area Municipal CIP programs in relation to the final Needs Assessment and determine if there is a need to establish or update CIP Areas in the villages of East Zorra-Tavistock to support desired recreational and leisure initiatives.	

11. The Township should review the Municipal Servicing Standards in relation to recommendations of this Master Plan.	
12. Powers provided by the Planning Act will be exercised by the County on behalf of the Township. The Parks and Recreation Master Plan can play a role in providing guidance on where the Township would like future of parks and recreation to be when the Township comments to the County on development applications.	
13. Review and update the list of projected recreational facilities included within the Development Charges list of capital projects on which the Development Charge for the County (and Township) is calculated. The Development Charges By-law should be updated to incorporate recommendations of the Parks and Recreation Master Plan.	

Parks and Open Space	
14. It is recommended that East Zorra-Tavistock adopt and maintain a 4.0 ha per 1,000 population parkland service-level target.	
15. Rather than meeting specific land acquisition targets for each classification type, it is recommended that the Township shift toward a focus on proximity and accessibility targets for each parkland type. This will provide more flexibility in meeting the overall parkland provision target as the Township's population grows, while still ensuring that residents have access to good quality parks in close proximity.	
16. Develop a parks 'toolkit' to expand existing park classifications and provide consistent amenities throughout the East Zorra-Tavistock park system for community use.	
17. Develop a revised parkland classification system.	
18. It is recommended that the Township continually work to improve its inventory data and management practices through a number of different practices: standardization, technology and ground-truthing.	
19. Address accessibility issues across the Township i.e., accessible parks and recreation infrastructure in alignment with the Accessibility Policy for Parks and Facilities, once developed	

Trails	
20. Work with the County to create bike lanes in Tavistock, along Woodstock Street, north of Perth Oxford Road/Hope Street.	
21. Work with the County to create on-road signed routes with sparrows along Blandford Street in Innerkip, between George Street and Alma Street, and along Woodstock Street and Hope Street in Tavistock, between William Street and John Street.	
22. Work with the County and the Oxford County Trails Council to upgrade Hickson Trail to a multi-use trail between Oxford Road 8 and Braemar Sideroad, in alignment with the County Trails Master Plan.	
23. Create a Township management and maintenance trail strategy to ensure management and maintenance of trails across the Township is the same. The Township should reference the Trail Maintenance and General Design Parameters sections of the County Trail Master Plan to ensure alignment.	
24. In upgrading Hickson Trail, ensure that land encroachment issues are dealt with. The Township should consider local solutions to strengthen community relations and provide attainable long term results.	
25. Encourage the County to continue with its plans to pave the shoulders of Oxford Road 33, Oxford Road 17, Oxford Road 4 to improve connectivity within East Zorra-Tavistock.	
26. Encourage the County to continue with its plans to create a signed on-road route along Maplewood Sideroad, Hope Street, and 16 th Line.	
27. Work with the County to create an on-road, signed trail connection on 13th Line between the Hickson Trail Head in Hickson and Tavistock. In alignment with the County Trail Master Plan, the improvements should be made between 13th Line / William Street from Oxford Road 8 to the Tavistock urban area.	
28. Work with the County and UTRCA, as well as other agencies and potentially private landowners to create the Desired Connections identified in the County Trails Master Plan.	

Outdoor Recreation	
29. Similarly sized Ontario municipalities provide ball diamonds at a service level of 1:1,300. As the communities of Tavistock and Innerkip are well-known for their quality and number of ball diamonds, the Township should continue to maintain ball diamonds within the Township in alignment with this elevated service level.	
30. Maintain soccer fields at a service level of 1:1,700 population, which is comparable to similarly size Ontario municipalities. The Township is currently in deficit of 0.2 soccer fields based on the 2016 census data. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be in deficit of 1.1 soccer fields by 2031 if no additional fields are created.	
31. It is recommended that the Township look into incorporating a multi-use field into one of the existing East Zorra-Tavistock park spaces in order to address the need for a soccer field, as well as a space for trending sports to partake in.	
32. Maintain playgrounds at a service level of 1:1375 or geographically at 1 within 500 metres (or a 5-10 minute walk) of residential areas. The Township is currently in surplus of 5.3 playgrounds based on the 2016 census data. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be in surplus of 4.2 playgrounds by 2031 if all existing playgrounds are maintained.	
33. Maintain outdoor aquatic facilities at a service level of 1:7000 population. As the Township does not currently have an outdoor aquatic facility (being a splash pad or an outdoor pool), it is recommended that the Township immediately add this facility to meet community need. The Township is currently in deficit of 1 outdoor aquatic facility based on the 2016 census data. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be deficit of 1.2 outdoor aquatic facilities by 2031 if none are created.	
34. Innerkip's Stonegate Park would be an opportunity for a splash pad, however, locating one here does not align with the County's Official Plan. Water activities are to be provided in Community Parks, which are to be larger than 2.0 ha in size (Stonegate is 1.3 ha in size) and should be appropriately configured for organized sports and recreation facilities, provide adequate on-site vehicular parking, and will be designed with extensive street frontage. This should be reconsidered once a revised parkland classification system is developed by the Township.	
35. Maintain basketball half-court equivalents within the Township at a service level of 1:4500 population. The Township is currently in deficit of 0.1 basketball half-court equivalent based on the 2016 census data. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be deficit of 0.4 basketball half-courts by 2031 if none are created.	
36. Maintain tennis/pickleball courts within the Township at a service level of 1:3500 population. The Township currently does not supply any tennis or pickleball courts and is in a current deficit of 2 based on the 2016 census data. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be deficit of 2.5 tennis/pickleball courts by 2031 if none are created.	

37. There is a surplus of some recreation amenities in the Township, potentially at the expense of others. The Township should work towards providing equal access to all types of outdoor recreation amenities and bring balance to outdoor recreation offerings in community.	
38. Address accessibility issues across the Township i.e. accessible parks and recreation infrastructure, in alignment with the Accessibility Policy for Parks and Facilities, once developed.	
39. Look at options to develop 1 skateboard park/BMX bicycle park within the Township. While the population size of East Zorra-Tavistock might suggest that development of a skateboard park based on municipal comparators is premature (at an average provision of 1:9,000), it is an identified amenity need for the community. It is recommended that the Township maintain such a facility at 1:9,000 following the creation of one. Based on the 2016 census population and the 2018 County growth projections, the Township will continue to be deficit of 1 skateboard park/BMX bicycle park by 2031 if none are created. Options to create such a park include a permanent park at one location, smaller park(s) at multiple locations, or a movable/mobile park(s).	
40. The Township could look to develop a skateboard/BMX bicycle path or invest in a mobile skateboard/BMX bicycle park, which can meet the need for both a bike/skateboard park, as well as a dedicated youth space, at a more affordable cost.	
41. Based on the comparator assessment and current trends, it is recommended that East Zorra-Tavistock maintain Off-leash Dog Areas a service level comparable to similar sized Ontario municipalities at 1:9,600 population. The creation of such a space should be a long-term goal for the Township as it will be in shortfall of 1 facility by 2031 based on the 2016 census population and the 2018 County growth projections.	
42. If and when new playgrounds are added over the lifespan of this Master Plan, emphasis should be given to neighbourhood areas with existing service gaps or areas where the playground infrastructure is aging and outdated and requires a lifecycle replacement.	
43. It is recommended that the Township evaluate opportunities to accommodate natural outdoor skating rinks when constructing new parks (i.e., installing water services), with the expectation that volunteer resources would be relied upon for the operation of the rinks.	
44. The Township could consider upgrades to existing outdoor rinks to extend the use by installing boards, which help to control water from leakage during warmer days. In addition to extended usage, the Township could also consider renting out one of the outdoor rinks to designated groups for formal use to potentially alleviate indoor ice pad need.	
45. Develop future sports fields to be multi-use so that there is designated space to accommodate multiple sports and to be more adaptive to parks and recreation trends as they evolve. Future sports field development could include a multi-use baseball/cricket field and/or a multi-use rugby/soccer field.	

Indoor Recreation	
46. Maintain ice rinks within the Township at a service level of 1:7500 population. The Township currently supplies 1 ice rink, which is appropriate for the current size of the population. Based on the 2016 census population and the 2018 County growth projections, the Township will be in deficit of 0.2 ice rinks by 2031 if none are created. Improving outdoor rinks could augment this need in the medium to long-term.	
47. Consider moving to a twin pad arena concept at a multi-use venue in collaboration with an adjacent Township as comparator data and best practices indicate that a twin pad would be difficult to be supported by East Zorra-Tavistock alone.	
48. Consider developing an indoor pool at a multi-use venue in collaboration with an adjacent Township. In many municipalities, there is also interest in linking an indoor swimming facility with other community facilities, such as a community centre, gymnasiums, arena, branch library, seniors centre, daycare / early years centre and other types of uses. Should this be considered, the provincial Provision Target of 1:20,000 population is still recommended as a minimum.	
49. Continue to maintain the curling rink space as a way to ensure it meets the needs of an aging population.	
50. Maintain supply of meeting/multi-purpose rooms within the Township at a service level of 1:1200 population.	
51. Renovate some community halls to better suit the needs of the community for event space i.e., renovation of Innerkip Community Hall to attract more events.	
52. Renovate underutilized meeting room/multi-purpose space to accommodate for gymnasium-type uses (e.g., renovate Tavistock Memorial Hall to allow for pickleball, badminton, etc.).	
53. Work with local organizations that support youth, older adults, and seniors. Look into potential strategies to support these age groups, including becoming a designated 'youth-friendly community', providing dedicated space within Township facilities for age-specific services, and coordination of programming activities.	

Recreational Programming	
54. Utilize a rental/event permit system to ensure proper tracking of events occurring on Township-owned property	
55. Create a list of organizations/users/renters/groups offering or partaking in various recreational activities to share on the municipal website for new community members.	
56. Create an advertising model to advertise Township-owned rental space for private programming.	
57. Assess the need to deliver municipal programming based on community feedback and trends and current gaps not provided by private entities.	

Strategic/Organizational Service Delivery	
58. That the Municipality of East Zorra-Tavistock Township Council wholeheartedly and assertively decide and commit to get into the business of parks and recreation service provision.	
59. That Council approve the formation of an East Zorra-Tavistock Township Parks and Recreation Department based on the functional structure as portrayed in the Service Delivery System Concept Model.	
60. That Council direct the Administration, through the CAO, to commence formation of an East Zorra-Tavistock Township Parks and Recreation Department.	
61. Implementation of a parks and recreation department through staffing and establishment of initial organizational design and structure.	
62. That the Township immediately hire a senior, seasoned and experienced parks and recreation professional to commence implementation of the recommended program of actions in this Parks and Recreation Master Plan and Service Delivery Review.	
63. That the Chief Administrative Officer, together with the newly hired parks and recreation professional, immediately evaluate the discontinuation of the contractor model, and the current arrangement of service organizations managing and maintaining certain various facilities, including the financial implications, with the view to hire parks and facility operations staff and necessary field staff to operate and maintain the Township's parks and facilities.	
64. That the Chief Administrative Officer together with the newly hired parks and recreation professional, review, revamp and create and document the roles and responsibilities and reporting relationships and reporting protocol and responsibilities of: <ul style="list-style-type: none"> existing Staff and new Parks and Recreation Staff management boards, advisory committees and service organizations. 	

Planning Service Delivery	
65. That as a priority, the newly hired parks and recreation professional, together with other Township Staff, develop and facilitate a process for Staff and Council to create a Vision, Guiding Principles and Goals and Objectives for parks and recreation service delivery in East Zorra-Tavistock Township, as aided by the Parks and Recreation Master Plan.	
66. That this Parks and Recreation Master Plan be approved and implemented.	
67. That the relevant recommendations from the Parks and Recreation Master Plan be built into the Township's Ten (10) Year Capital Budget.	
68. That the organization of the Annual Operating Budget and the related accounting systems and procedures be modified to isolate and be able to identify costs and revenues attributable to parks and recreation service delivery matters and areas with the goal of better understanding costs and revenues for the delivery of parks and recreation service delivery generally, and broken down into sub-categories such as park, facility, function, etc.	
69. That detailed Park Master Plans (i.e. physical layout design plans) be developed for all Township-owned parks and facilities over time with initial priority on Master Plans for the larger Community Parks -- Innerkip, Tavistock and Hickson.	

Policy Service Delivery	
70. That the Township direct resources to education, training and development of Staff in the area of policy development and process.	
71. That an Affiliation Policy be developed addressing the type of goals, aspirations, relationship matters, responsibilities and requirements for the affiliated groups and the Township in the delivery of any recreational or sporting activity on or in a park or facility owned by the Township.	
72. That a Capital Contribution Policy be developed outlining the approach to be taken when the Township considers accepting a capital contribution towards the acquisition or building of a park, recreational facility or component thereof. Said policy should address priority setting as related to the Parks and Recreation Master Plan and should also outline the process to consider a full life-cycle costing and an annual operating budget evaluation.	
73. That a Facility Allocation and Pricing Policy be developed to address the approach to allocating limited park and/or facility time to user groups, and the approach to be taken regarding setting of rental fees, with a view to realizing equity, access and balance.	

74. That the Township commence a parks and recreation Asset Assessment and from this assessment develop an Asset Management Plan.	
75. That a Risk Management Policy be developed to identify and address possible risk and liability factors related to the Township ownership and operation of parks and facilities and how these will be mitigated.	
76. That a Resource Allocation Policy be developed to set out principles, approaches and systems to strive towards equity in the allocation of parks and recreation programming and provision of services.	
77. That an Accessibility Policy for Parks and Facilities be developed.	
78. That a Parkland Dedication and Use of Cash in lieu of Parkland Dedication Policy be developed.	
79. That a Municipal Alcohol Policy be developed.	
80. That the Township enter discussions with the Thames Valley District School Board with the objective of creating a Joint Use Agreement to utilize and capitalize on public park, recreational fields and facilities for the benefit of both public bodies and their constituents.	
81. Standard form agreements be developed for Affiliated Groups and use of Township parks and facilities.	
82. Standard form agreements be developed for acceptance of a capital contribution towards a park, facility or component thereof.	
83. A standard park and facility rental agreement be developed and required for all use of Township-owned parks and facilities.	
84. That operating procedures be documented and that operating manuals be developed in which day-to-day and cyclical/annual operational practices are on record to assist in efficient and effective regularized maintenance and management of parks and facilities.	

84. That operating procedures be documented and that operating manuals be developed in which day-to-day and cyclical/annual operational practices are on record to assist in efficient and effective regularized maintenance and management of parks and facilities.	
85. That operating design and maintenance standards be developed and documented.	
86. That an accurate listing/inventory of all parks and recreation services being delivered in the Township, and the service providers delivering these parks and recreation services, be compiled; and that this listing/inventory be updated on a regular basis.	
87. That an accurate listing/inventory of Township-owned equipment be developed and maintained.	
88. That an automated registry system be created by the Township for any and all regular users of parks and recreation space within the Township. This registry will track information related to the user groups, specifically number of participants and booking information. This automated registry will allow the Township to understand the level of service it should be providing on both user-based and population-based level. Upon completion of such a registry, the Township should reassess the provision levels provided in this Master Plan to determine whether revised, user-based, provisions are required.	
89. That an access key distribution procedure and protocol be developed including the documentation and recording of who has keys.	
90. That upon the formation of the Parks and Recreation Department, and throughout its tenure, that the development of a comprehensive filing and record management system be undertaken, maintained and monitored and improved as a high priority.	

Monitoring	
91. That as a continuation of the initial public outreach associated with the Parks and Recreation Plan, that an annual (or regular) survey of residents of East Zorra-Tavistock Township be undertaken to understand community needs, satisfaction with currently provided services and to identify any gaps in service.	
92. That tools/metrics be established and administered at or near the time-of-service-delivery to understand user satisfaction with the service provided.	
93. That a robust, yet simple and easy to administer, monitoring system be developed and utilized on a day-to-day basis to inform and understand the efficiency and effectiveness of the activity(s) and outputs of each of the Service Delivery System Functional Areas relative to the Vision, Guiding Principles, Goals and Objectives. This should include a disciplined and regular review and updating of the elements in all seven (7) of the Service Delivery System Functional Areas.	



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