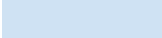


## Tillsonburg Parks and Recreation Master Plan - Implementation Strategy

### Legend:

Operations	
Capital	
Studies	

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Long-Term (7-10 years)	Status/Timeline	Notes
<b>Programs &amp; Events</b>						
PE 1	Continue to conduct recreation program evaluation procedures to document and track participant feedback. Continue to widely promote survey to the community through various channels and broaden accessibility of survey for diverse audiences.	X	X	X	Ongoing	A survey is sent to every participant after each program and instructor gives feedback
PE 2	Following the Town's Strategic Asset Management Policy, the Town should develop a strategy to track equipment used for programs in order to clarify equipment ownership, condition, repair needs, and maintenance schedule.	X	X	X	Ongoing	Health Club and corporate AED equipment updated in Q1, 2025, as new equipment is added it will be tracked through asset management
PE 3	Continue to implement pilot programs to assess long-term program interests, and explore alternative programming models (e.g. short-duration) programming). Programs can include both active and non-sports related programs (e.g. culinary courses, adult crafting, photography, youth coding, adult trail walking groups).	X	X	X	Ongoing	In 2024 pop up classes were offered during the Christmas holidays. Throughout the year, Friday Night Fun programs were offered. These all had a different theme and interest in activities were used to inform program planning.
PE 4	Explore opportunities to increase participation and engagement for new residents through the volunteer recruitment strategy. Approaches can include creating a database of volunteer opportunities that organizations can access and update as opportunities arise.	X	X	X	Incomplete	There is currently a volunteer board at Glendal High School where the Town posts volunteer opportunities. Recreation and parks teams reviewing volunteer needs and processes for recruitment
PE 5	Assess opportunities for the Town to expand preschool and toddler programs (e.g. parent and child social activities, and early literacy programs.) in current indoor and outdoor facilities.	X	X	X	Ongoing	Introduced new programs in September, 2024 - baby gymnastics and teeny tiny tots
PE 6	Explore development of a youth leisure space.	X			Completed	Vibe program was assumed by the Town in the fall of 2024. The program is being trialled for 2025 with funding from the Oxford Community Foundation
PE 7	Explore Oxford County Library (Tillsonburg branch) partnership for equipment lending initiatives. Consider sponsorship opportunities with service clubs.		X		Needs further study	need to review with the library to determine if this is a viable option for the Town

PE 8	To better align with the evolving interests of adults and seniors in Tillsonburg, the Town should conduct annual or bi-annual community feedback sessions to tailor recreational programs to community interests, and perform an inventory of existing local programs to identify and fill gaps without duplicating services.	X	X	X	Implement in 2025, Q4	A survey will be conducted in Q4, 2025. The last survey was completed in 2022. Staff, in consultation with the Recreation & Sports Advisory Committee to determine the survey interval period
PE 9	Explore opportunities to expand trail-based recreation programs and activities (e.g. local heritage plaques, arts and culture, early childhood education, community stewardship and leadership, and local ecology focused programs) in collaboration with local organizations (e.g. Annandale National Historic Site and Museum, Long Point Region Conservation Authority).	X	X	X	Incomplete	Staff to review in conjunction with partners listed
PE 10	Explore opportunities to introduce non-motorized water-based programs (e.g. canoe, kayak) on Lake Lisgar.		X		Needs further study	Requires further public input

## Facilities

Indoor Facilities						
F1	Conduct a detailed feasibility study for a third ice pad at the Community Centre.	X			Needs further study	Feasibility study to be included in future budget deliberations
F2	In advance of providing a third ice pad, work with ice users to determine the cost-benefit of approaches to optimizing the use of the two existing pads to better meet scheduling requirements.	X			Ongoing	Staff to continue to work with user groups within the Sports Facilities Allocation policy
F3	Conduct a detailed feasibility study to determine the need for new/updated Community Centre facility components including existing (health/fitness club, senior centre, rental space), and new (multi-purpose program space, gymnasium) facilities.	X			Q4, 2025	RFP being issued for feasibility study for Multi-Use Recreation Facility
F4	When the new pool opens, determine and set a pool water temperature that meets the needs of both warm and cool water uses/programs, and communicate it through a standard operating procedure.	X			Q3, 2025	Need to develop the SOP and communicate with the public. There is currently a standard temperature of 85 degrees for the indoor pool
F5	As part of the feasibility study, determine additional health club facility/access requirements, in relation to the Town's position within the local commercial market for these services.	see F3			Needs further study	Feasibility study to be included in future budget deliberations
F6	Upon evaluating the relative impacts of doing so, designate the Lions Den or the Marwood Lounge as a program room first, with rentals taking second priority, to provide more guaranteed program space in the short-term.	X			Q4, 2025	Review for 2026 budget. Need to review potential impact on revenue
F7	Plan to add a gym and more multi-purposes space(s) to future facility supply, to be assessed as part of the feasibility study.	see F3			Q4, 2025	RFP being issued for feasibility study for Multi-Use Recreation Facility

F8	Include the Tillsonburg Senior Centre as part of planned integrated design and functional improvements to the Community Centre.	see F3			Needs further study	This will require consultation with the Tillsonburg Senior Centre
F9	Consult with the Station Arts Centre and Tillsonburg Museum interests to consider the potential for capital cost contributions from other municipalities that benefit from the regional tourism role of these facilities.	X			Incomplete	This will require consultation with the Station Arts Centre and Museum staff
<b>Outdoor Facilities</b>						
F10	Plan to provide one additional hardball diamond and four additional softball diamonds.		see F15		Needs further study	Feasibility study to be included in future budget deliberations
F11	Conduct a study to determine the potential to provide a ball diamond complex to accommodate both community and regional tournament use.		see F15		Needs further study	Feasibility study to be included in future budget deliberations
F12	Except for essential improvements, defer upgrades to existing ball diamonds until the complex study is complete.	X			Completed	Essential improvements will continue to be made at existing diamonds
F13	If evidence of need for additional soccer fields to meet organized community activity is presented to the Town, develop municipal fields that can be rented to organized users for their programs.		X		Needs further study	based on monitoring demand, and phasing development of fields, as needed
F14	The needs of all community groups for access to multi-use facilities for lacrosse, field hockey, football, etc. should also be considered in designing and constructing new fields.		see F15		Needs further study	Feasibility study to be included in future budget deliberations
F15	Consider the potential to develop a major outdoor sports park - including a ball diamond complex and multi-use playing fields - in a single study, including an indoor artificial turf fieldhouse.		X		Needs further study	Feasibility study to be included in future budget deliberations
F16	Introduce a rotating monitoring program to start with the opening of the new pickleball and resurfaced tennis courts, including the popup courts, to document the use of all courts and indicators of unmet demand.	X			Completed	Monitoring program introduced in 2024
F17	Use the results of the monitoring program to inform a court study to confirm future need for both types of courts based on findings related to actual use, interest in community club formation, and the location/configuration of future courts.	X			Needs further study	Monitored in 2024, will continue to monitor trends in 2025
F18	Preliminary supply projections for the term of the Plan, to be confirmed in the court study, comprise providing up to two more dedicated tennis courts (for a total of 5) and three more dedicated pickleball courts (for a total of 10).		X		Incomplete	Future court needs will be included in capital budget forecasts
<b>Strategic Approach to Facility Provision</b>						
F19	As required, update building and outdoor facilities conditions assessments as part of asset management planning and include in capital budget.			X	Incomplete	current studies are from 2022, these will be updated as required
F20	Focus on essential building/facility repairs in instances where future upgrades/additions are still to be determined.	X	X	X	ongoing	This is ongoing through asset management planning and the 10-year capital budget

F21	Prepare detailed studies to confirm facility needs at the Community Centre and other locations, and the priorities, concepts, phasing and budgets associated with each resulting initiative.		X		Needs further study	see studies in F1, F3, F15 and F18 - feasibility studies to be included in future budget deliberations
<b>Parks, Trails &amp; Cemetery</b>						
<b>Accessibility, Safety, Comfort and Usability</b>						
PCT1	As parks and playgrounds are updated for accessibility, update Town inventories and webpages to include the new information.	X	X	X	Ongoing	update paths to playgrounds, add accessible items as new playgrounds/elements are added
PCT2	Provide shelter (in the form of tree planting) and seating at all parks, that is adequate for the amount and type of use.	X			Incomplete	This recommendation needs further review / public input
PCT3	Provide lighting during the shoulder seasons and winter months at parks that host activities year-round.			X	Incomplete	This recommendation needs further review / public input
<b>Naturalization and Tree Planting</b>						
PCT4	Implement managed naturalization practices, consulting with the community before embarking on projects	X	X	X	Ongoing	This recommendation needs further review / public input
PCT5	Provide educational signage about the benefits and methods of naturalization, along with warning signs for ticks	X			Ongoing	Additional signage for parks is included in the 2025 Capital budget
PCT6	Hire a seasonal horticulturist, with potential to grow it to a year-round position		X	X	Incomplete	Need to review the need for this position
<b>Provision and Access</b>						
PCT7	Adopt the updated parkland classification system		X		Needs further study	Need to determine the impact of this on the Official Plan
PCT8	Leftover landscaped spaces such as awkward slivers of land, boulevard medians, round-a-bout centers, or traffic island gateway features should not qualify as park space as part of parkland dedication from developers	X	X	X	Ongoing	RCP will continue to provide input on site plans from developers
PCT9	New parkland should be located with consideration of the access map (Figure 4-2), to provide parks or trails to those in areas who are not currently within 800 metres of an existing park	X	X	X	Ongoing	RCP will continue to provide input on site plans from developers
PCT10	Parkland from new developments should include at minimum a Community Park in each area.	X	X	X	Ongoing	RCP will continue to provide input on site plans from developers
<b>Lake Lisgar, Gibson House, and Kinsmen Memorial Parkette</b>						
PCT11	Continue to support the Lake Lisgar Revitalization Committees various efforts to maintain/improve the Lake's water quality	X	X	X	Ongoing	\$35,000 for maintaining a health shoreline budgeted in 2025 and Operations has budgeted to have the weir repaired in 2025. Maintaining the shoreline is ongoing and budgeted for annually
PCT12	Ensure the pathways along the Lake are maintained, and that brush and plants are kept clear of the path and do not block views of the Lake.	X	X	X	Ongoing	See above note
<b>Community Centre Hub: Memorial Park (includes Summer House and Lake Lisgar Water Park), Optimist Park, Rotary Park</b>						

PCT13	Provide wayfinding signage through the Community Centre hub directing people to the various facilities, amenities, and connections.	X			Incomplete	Coordinate with the communications department
PCT14	Update the water features at Lake Lisgar Water Park.		X		Incomplete	Staff will review grant / sponsorship opportunities for alignment
PCT15	Review agreements for Fair buildings.	X			Incomplete	Staff to review
PCT16	Remove the condemned Pigeon Barn from Town facility supply.	X			Incomplete	Staff to review
PCT17	Install lights and cameras at the McLean rink to discourage vandalism.	X			Incomplete	Staff to review
<b>Coronation Park</b>						
PCT18	Continue with plans to add additional community garden plots at Coronation Park	X			Ongoing	Staff to review
PCT19	Assess the feasibility of undertaking grading work to protect existing assets at Coronation Park from flooding	X	X		Needs further study	Feasibility study to be included in future budget deliberations
<b>Trails</b>						
PCT20	Discuss the possibility of clearing additional trail segments with the roads department. Select segments based on level of use, proximity to schools and older adult communities, and feasibility for Roads crew.				Incomplete	This recommendation needs further review / input from the Operations & Development department
PCT21	Develop a trail continuation of the Participark trail north of Concession St. W through the natural area to Quarter Town Line		X		Incomplete	Staff to review
PCT22	Parkland dedication in the form of trail systems should be considered, and strongly encouraged in areas of Town that are not well connected to the trail system otherwise, and where larger recreation facilities (e.g., sport fields) are not required				Incomplete	Staff to review
<b>Cemetery</b>						
PCT23	Focus on providing more unique columbaria options in future cemetery development		X		Incomplete	Requires consultation with the Parks, Beautification and Cemeteries Advisory Committee
PCT24	Design the cemetery with variety in mind - in terms of landscapes, burial options, columbaria types, seating types etc.		X		Incomplete	Requires consultation with the Parks, Beautification and Cemeteries Advisory Committee
PCT25	Provide a green burial area				Incomplete	Requires consultation with the Parks, Beautification and Cemeteries Advisory Committee
PCT26	Develop the cemetery as an accessible, beautified greenspace with gardens and paths throughout		X	X	Incomplete	Requires consultation with the Parks, Beautification and Cemeteries Advisory Committee
PCT 27	Increase promotion of events that occur at the cemetery such as Decoration Day and Remembrance Day				Ongoing	Coordinate with the communications department
<b>Service Delivery</b>						
<b>Role of the Municipality in Service Delivery</b>						

SD1	In developing its services and meeting the needs of a growing population, the Town will continue to act in both direct and indirect capacities.	X	X	X	Ongoing	Included in the program / service planning for the department
SD2	In further developing programs, events, parks and facilities within the Town's mandate, pursue opportunities to leverage both the resources of the municipality and other parties agencies/organizations in mutually beneficial collaborations.	X	X	X	Ongoing	Included in the program / service planning for the department
<b>Recreation, Culture and Parks Department and Committees of Council</b>						
SD3	Additional Department staff or enhanced competencies are required to develop the following areas of service: facilitation work with volunteer community groups; planning and evaluation; direct programming in culture and heritage; and horticulture.	X	X	X	Incomplete	All additional staff requests will be presented during budget deliberations with a business case
SD4	Additional contracted instructors will be required to allow programs to be diversified and added to supply.	X			Needs further study	Work with finance department to determine the parameters around hiring contracted instructors
SD5	Include reference to the current Recreation, Culture and Parks Master Plan in all committees that are engaged in advising on implementing its recommendations.	X			Incomplete	To be reviewed by the clerks department when committee Terms of Reference are being updated
SD6	Prepare a process and contract for engaging program instructors.	X			Incomplete	Work with finance department to determine the parameters around hiring contracted instructors
SD7	Ensure all collaborations are supported by appropriate agreements.	X	X	X	Ongoing	Agreements are in place for current partnerships, all future partnerships will require an agreement
<b>Policy Requirements</b>						
SD8	Conduct a service pricing study as the basis for setting fees in relation to cost recovery targets, and to inform a pricing policy, in conjunction with reviewing the existing FARE Policy and incorporating other aspects of inclusion.	X			Needs further study	To be included during budget deliberations
SD9	Make an annual Town budget allocation to the FARE program to provide stability to the donated portion.	X	X	X	Q4, 2025	To be reviewed by the Recreation & Sports Advisory Committee for a recommendation to Council prior to budget deliberations
SD10	Develop an overarching policy on municipal support for events to supplement the Special Events Handbook and to guide support to providers for, and evaluation of, community-oriented and visitor-attractive events.	X			Incomplete	review and update events policy
SD11	Develop a Collaboration and Partnerships Policy to guide the Town in working with other providers to delivery recreation, culture and parks services.	X			Incomplete	Staff to review policies from other municipalities
<b>Revenue Generating Programs</b>						
SD12	Expand revenue generating programs to help offset the costs of recreation service provision.	X	X	X	Ongoing	Programs are expanded based on space availability which is limited at this time.
SD13	Consider preparing overarching policies to cover revenue generating practices.	X			Incomplete	To be reviewed with the finance department

SD14	Assign priority to revenue generating programs according to ease of implementation.	X			Ongoing	Staff review during the program planning process
<b>Service Planning and Evaluation</b>						
SD15	Using recreation management software, develop an enhanced data base to apply in a formal recreation facilities and programs/services planning to: verify community service needs, monitor and evaluate the efficacy of the service response, and incorporate results in subsequent planning activities.	X			Ongoing	Current software provides usage data for recreation programs and services, staff incorporate this into program planning. Software is up for renewal October 2027. Staff will evaluate if the current software still meets the needs of the department in 2026.
SD16	Take the lead in developing and implementing regularly occurring joint facilities, programs, and service planning sessions with all key non-municipal providers in Tillsonburg.	X	X	X	Ongoing	RCP staff meet with user groups annually and as needed
SD17	Conduct project, program or service specific planning sessions with other providers, as required.	X	X	X	Ongoing	RCP staff meet with partners on an ongoing basis
<b>Marketing, Communications and Promotion</b>						
SD18	Prepare a marketing, communications strategy for the Recreation, Culture and Parks Department to provide direction on effective processes and tools for these functions.	X			Incomplete	Work with corporate services to determine capacity, timing, and need
SD19	Develop social media channels specifically for the Recreation, Culture and Parks Department.	X			Complete (not moving forward in this direction)	Reviewed in 2024, RCP will remain part of the corporate social media channels.
SD20	Prepare and post an annual services 'year-in-review' that summarizes and informs the community about the Town's achievements in parks, recreation, and culture services.				Incomplete	Work with corporate services to determine capacity, timing, and need