

 Parks, Recreation, Culture & Library  
  MASTER PLAN

JUNE 2006

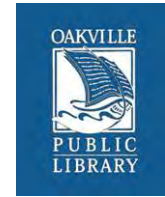
(Approved in principle by Town Council on June 19, 2006)

Prepared by:

# Blueprint Oakville

Planning Oakville's Future

Parks, Recreation, Culture & Library



TOWN OF OAKVILLE & OAKVILLE PUBLIC LIBRARY

  Parks, Recreation, Culture & Library

  MASTER PLAN

June 2006

(Approved in principle by Town Council on June 19, 2006)



## **ACKNOWLEDGEMENTS**

### Oakville Town Council

Ann Mulvale, Mayor  
Mike Lansdown, Regional & Town Councillor, Ward 1  
Ralph Robinson, Town Councillor, Ward 1  
Fred Oliver, Regional & Town Councillor, Ward 2  
Cathy Duddeck, Town Councillor, Ward 2  
Keith Bird, Regional & Town Councillor, Ward 3  
Chris Stoate, Town Councillor, Ward 3  
Allan Elgar, Regional & Town Councillor, Ward 4  
Renee Sandelowsky, Town Councillor, Ward 4  
Jeff Knoll, Regional & Town Councillor, Ward 5  
Marc Grant, Town Councillor, Ward 5  
Janice Wright, Regional & Town Councillor, Ward 6  
Tom Adams, Town Councillor, Ward 6

### Library Board (2006)

Chris French, Chair  
Melodie Campbell, Vice Chair  
Harry Blair  
Roland Chalupka  
Elaine Fung  
Rebecca Hartlen  
Maria Robinson  
Lara Samulenok  
Linda Vandusen  
Tom Adams, Councillor  
Jeff Knoll, Councillor

### Project Steering Committee

#### *Project Manager and Co-Chair:*

Nina de Vaal, Director of Recreation and Culture

#### *Project Co-Chair:*

Eleanor James, CEO, Oakville Public Library

#### *Project Co-Chair (to end of 2004):*

Frank Cooney, Recreation and Culture Department

Domenic Lunardo, Commissioner of Community Services

Ray Green, Commissioner of Infrastructure Services

Chris Mark, Director of Parks and Open Space

Lori Sims, Director of Customer Service, Public Library

Ray Chisholm, Recreation and Culture Department

Michael Brennan, Recreation and Culture Department

Nancy Sully, Finance Department

Ramona Boddington, Planning Department

Mary Jo Milhomens, Corporate Communications

### Project Consultants

Monteith Brown Planning Consultants

The JF Group

ASM Advanced Strategic Management Consultants

Leger Marketing

*The Town of Oakville would like to thank all the individuals who appear in our photos. Their participation allows us to customize our publication with photos that reflect our programs and services. Images may not be reproduced without permission.*

## **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY</b> .....	<b>iii</b>
<b>SECTION 1 INTRODUCTION</b> .....	<b>1</b>
1.1 Overview .....	1
1.2 Purpose .....	1
1.3 Context .....	2
1.4 Methodology/Process .....	4
1.5 Background Documents .....	4
1.6 Report Organization .....	5
<b>SECTION 2 PLAN FOUNDATION: TRENDS &amp; CONSULTATION</b> .....	<b>6</b>
2.1 Overview .....	6
2.2 Socio-Demographic Profile .....	6
2.3 Participation and Service Trends & Best Practices .....	11
2.4 Community Consultation .....	17
<b>SECTION 3 GUIDING PRINCIPLES</b> .....	<b>25</b>
3.1 Overview .....	25
3.2 Principles & Directions .....	25
<b>SECTION 4 RECREATION FACILITIES</b> .....	<b>29</b>
4.1 Overview .....	29
4.2 Key Strategies – Indoor & Outdoor Recreation Facilities .....	30
4.3 Summary of Indoor Recreation Facility Requirements .....	31
4.4 Recommendations – Indoor Recreation Facilities .....	33
4.5 Summary of Outdoor Recreation Facility Requirements .....	39
4.6 Recommendations – Outdoor Recreation Facilities .....	43
<b>SECTION 5 PARKS, OPEN SPACE &amp; TRAILS</b> .....	<b>49</b>
5.1 Overview .....	49
5.2 Park & Open Space Supply and Demand .....	50
5.3 Trails System & Natural Heritage Connections .....	51
5.4 Recommendations .....	52

*continued...*

**TABLE OF CONTENTS** (continued)

<b>SECTION 6</b>	<b>ARTS &amp; CULTURAL FACILITIES</b> .....	<b>56</b>
6.1	Overview .....	56
6.2	Inventory .....	56
6.3	Key Considerations .....	57
6.4	Key Strategies .....	58
6.5	Recommendations .....	59
<b>SECTION 7</b>	<b>LIBRARY FACILITIES</b> .....	<b>61</b>
7.1	Overview .....	61
7.2	Inventory .....	61
7.3	Key Considerations .....	62
7.4	Space Needs & Distribution .....	62
7.5	Recommendations .....	64
<b>SECTION 8</b>	<b>SERVICE DELIVERY CONSIDERATIONS</b> .....	<b>71</b>
8.1	Overview .....	71
8.2	Context .....	71
8.3	Key Themes and Concepts .....	73
8.4	Recommendations .....	74
<b>SECTION 9</b>	<b>FINANCIAL &amp; IMPLEMENTATION STRATEGY</b> .....	<b>77</b>
9.1	Overview .....	77
9.2	Timing .....	77
9.3	Capital Cost Estimates .....	78
9.4	Operating Cost Estimates .....	83
9.5	Potential Funding Sources & Considerations .....	83
9.6	Development Charges .....	84
9.7	Monitoring & Updating the Plan .....	87

## **EXECUTIVE SUMMARY**

### **INTRODUCTION**

The primary goal of the Parks, Recreation, Culture and Library (PRCL) Master Plan for the Town of Oakville is to establish a parks, recreation, culture and library policy framework that enhances the quality of life of all residents by promoting social, learning, cultural and recreational opportunities. This has been accomplished through the completion of extensive consultation and public participation, research, and analysis phases; the results of which are well documented in a series of supplementary background reports.

Developed as part of the Blueprint Oakville initiative, the Master Plan provides the municipality with a long-range comprehensive strategy for Town-wide and community-specific facility and service needs. The Master Plan is a balance between the needs and concerns of the public and the realities of implementation – the end result being a Plan that meets the highest priority needs of Oakville’s present and future populations.

Although the Plan contains recommendations that could take the Town to its eventual build-out twenty-plus years from now, it is expected that community needs will be monitored on a regular basis and that the Master Plan will be reviewed in five years time and updated in ten years.

### **PRIMARY NEEDS & ACTIONS**

The Master Plan contains 163 recommendations pertaining to the various subject areas. Out of these, the following represent some of the more significant needs and actions and provide a focus for the Plan's implementation strategy. Please refer to the body of the Master Plan for additional details.

#### **All PRCL Areas**

1. Where appropriate, pursue partnerships with private, public and community partners in the development of new facilities, programs and services to improve service delivery, offset costs, and maximize community benefit.
2. Allocate sufficient funds to maintain and/or upgrade the Town's existing facilities, equipment, and parks. This will require the development and implementation of an asset management program for facility upgrades.
3. Facilitate the provision of infrastructure and management tools to ensure that services are delivered in an effective and efficient manner.
4. Continue to provide necessary assistance to volunteer-based organizations, which are the foundation of the Town-wide leisure delivery system. Without this strong volunteer base, the Town will not be able to continue to offer its citizens the range of recreation, cultural, and open space opportunities that are presently available.
5. Continue to seek arrangements to maximize community use and affordability of school facilities.



**Parks, Open Space & Trails**

1. Continue to obtain sufficient amounts of parkland for passive and active activities. This includes providing both an accessible distribution and a diverse range of opportunities, as well as preserving, protecting and enhancing unique natural features.
2. Continue to develop multi-purpose trails and look for opportunities to link the parks system through trails, bike lanes and signage. The development of north-south linkages in the Town should be a priority, as should crossings of major barriers. Sites appropriate for unpaved trails for both hiking and biking opportunities should be considered as well as paving of appropriate trails (e.g., Waterfront Trail).



**Recreation – Indoor**

1. Redevelop the former Queen Elizabeth Park School as a multi-use and multi-generational community centre containing indoor aquatics, multi-use program space, as well as dedicated space for other appropriate activities.
2. Develop a multi-use and multi-generational community centre in the North with a variety of recreation and leisure components, including aquatics, ice, and appropriate multi-use and dedicated program space.
3. Provide and/or facilitate additional indoor ice facilities to meet the needs of the community, with youth being the highest priority. This includes the provision of 7 new ice pads to build-out (this includes the refurbishment/replacement of Oakville Arena, but not the ice pad currently under construction at Glen Abbey Community Centre).



### **Recreation – Outdoor**

1. Address the shortage of soccer fields by developing new fields, adding lights to existing fields (where appropriate), installing artificial turf, and/or converting under-utilized ball diamonds (where appropriate).
2. Utilize surplus of ball diamonds and public tennis courts to accommodate alternate uses.
3. Provide suitable venues for outdoor pleasure skating and shinny, including the development of a Town-wide artificial ice skating rink and natural/refrigerated community rinks.
4. Place priority on the development of basketball courts and skateboarding facilities in areas with the highest concentrations of youth. BMX is another emerging activity that should be provided for through the implementation of pilot projects.



### **Culture**

1. Further consider the establishment of a “Creativity and Innovation Centre” in downtown Oakville to serve various interests, including the arts and cultural community. This facility would provide a street-level cluster of creativity, technology, and information-based service agents through physical and operational enhancements to the existing Central Library, Oakville Galleries, Oakville Centre for the Performing Arts, and other agencies/groups.
2. Consider the needs of the arts and cultural community when designing new multi-use community centres.
3. Undertake improvements to existing infrastructure, including the Oakville Centre for the Performing Arts (lobby, studio theatre, etc.), Oakville Galleries (explore consolidation), and Erchless Estate (complete a site plan).
4. Support the arts and culture community through the allocation of dedicated staff, grant equity between recreation and culture, and the preparation of a Community Cultural Plan.





**Libraries**

1. Plan a system of branch libraries that reflects the needs of the entire Town and specific communities, as well as operational efficiencies and realities. This includes the development of a new branch in the North and the identification of future branch development strategies.
2. Develop a new Main Library in an accessible location in the northern part of the Town. This result in a reallocation of some space from the existing Central Library – which will be transformed into a large neighbourhood-level branch – in order to facilitate the development of the proposed Creativity and Innovation Centre.
3. Continue to implement and adjust the library’s extension/outreach services and the e-library strategy, which are significant components of the overall service delivery package.

**IMPLEMENTATION & COST ESTIMATES**

An implementation strategy – complete with timing and cost implications – has been developed to assist the municipality in carrying out the strategies contained in this Plan. While the funding requirements are considerable, several opportunities may exist to reduce the cost to the municipality (e.g., partnerships, fundraising, grants, etc.).

**Estimated Capital Requirements – By Responsibility**

CAPITAL COSTS (2007-Buildout)	
Indoor Recreation and Culture	\$103.8 million
Outdoor Recreation and Parks	\$84.6 million
Library	\$34.7 million
<b>TOTAL</b>	<b>\$223.2 million</b>

**Estimated Capital Requirements – By Timeframe**

CAPITAL COSTS (all identified PRCL projects)	
Short-Term (2007-2011)	\$84.7 million
Medium-Term (2012-2016)	\$73.1 million
Long-Term (2017-2021)	\$35.1 million
Future-Term (2022-Buildout)	\$30.3 million
<b>TOTAL</b>	<b>\$223.2 million</b>

## **SECTION 1 INTRODUCTION**

### **1.1 OVERVIEW**

The Town of Oakville is a thriving community of 161,500 people<sup>1</sup> located on the shores of Lake Ontario. The community offers its residents the lifestyle of a small town while being part of the dynamic Greater Toronto Area. The Town of Oakville is a major provider of parks, recreation, culture and library facilities, services and programs, many of which are delivered in partnership with various community organizations.

Parks, open space, recreation, cultural and library opportunities are essential to the individual well being of the Town's residents and the cohesive development of communities. They provide a fundamental building block in advancing the overall quality of life in Oakville and their improvement and enhancement are primary objectives of this study.

The task facing the Town and Public Library is a significant one. They must not only prepare for meeting the future leisure needs related to population growth, but there is also the need to address current deficiencies and gaps, as well as to adjust to emerging needs over time.

---

<sup>1</sup> 2006 estimated population. Source: Region of Halton Best Planning Estimates (2003).



### **1.2 PURPOSE OF PLAN**

The primary goal of the Parks, Recreation, Culture and Library (PRCL) Master Plan, as established in the Terms of Reference, is:

*“To establish a parks, recreation, culture and library policy framework that enhances the quality of life of all residents by promoting social, learning, cultural and recreational opportunities.”*

The PRCL Master Plan provides the municipality with a long-range comprehensive strategy for Town-wide and community-specific park, facility, service and program needs. The Master Plan is a balance between the needs and concerns of the public and the realities of implementation – the end result being a Plan that meets the highest priority needs of Oakville's present and future populations.

SECTION 1: INTRODUCTION

The Plan addresses a broad variety of issues in an effort to address current and future needs in a prioritized, fiscally responsible, and community-responsive manner. Through a careful examination of public opinion, concurrent planning studies, and appropriate service levels, this Plan identifies infrastructure and service needs to guide the ongoing provision and management of parks, open space, recreation, culture and library resources. Matters relating to harbours, cemeteries, and forestry management are outside the scope of this study.

More specifically, the purpose of the Master Plan is to establish a vision for:

- a) the types of recreation, leisure and library services, programs, facilities and venues that are required;
- b) where these services should be offered;
- c) who should provide these services;
- d) when these services will be required; and
- e) how will they be funded.

The Master Plan is designed to be a living document that is able to adapt to changes within the Town’s social, cultural, recreational, informational, and educational environments. Although the Master Plan is a projection of needs for the next twenty or so years to the Town’s eventual build-out, it is intended that the research and strategies will be reviewed in five years’ time and a major update be undertaken every ten years.

In developing this Plan’s recommendations, efforts were made to ensure appropriate integration and consistency with other municipal projects and priorities. Given the strong inter-connection between parks, recreation, culture and library functions, it is essential that common strategies and coordinated implementation plans be established. This

is Oakville’s second integrated Master Plan for parks, recreation, culture and library services.

1.3 CONTEXT

In recent years, several key issues have emerged that have precipitated the development of the PRCL Master Plan. Responding to these issues may necessitate changes to the way the Town plans, develops, and implements services and programs.

Most notable is the pending development north of Dundas Street (Highway 5). The North Oakville area is the Town’s last frontier to be developed and it presents an opportunity to significantly enhance parks, recreation, culture and library services. Due to the scale and importance of development in North Oakville, the Town has initiated a process – “Blueprint Oakville” – that consists of several high level studies (including the PRCL Master Plan) to guide the Town of Oakville in its future planning.



## SECTION 1: INTRODUCTION

---

Other factors that have led to the need for a comprehensive Master Plan at this point in time include, but are not limited to:

- growing diversity, multi-culturalism, and aging of the Town's population;
- a desire to develop additional areas of synergy with other municipal and community delivery agents, including considerations relating to the appropriateness of public/public and public/private partnerships;
- the need to manage and address aging infrastructure;
- changes in funding capacity and an increased emphasis on financial sustainability;
- emerging leisure activity interests;
- growing demand for green space and higher expectations regarding facility design and provision;
- the need to reassess measurements, standards, and policies for new and existing services;
- changing relationships with user groups, community organizations, public partners, etc.;
- changes relating to community access to school board facilities;
- an emerging focus on a multi-use approach to facilities and services;
- a shift from structured programming and activity to a more holistic view of wellness and active living and a desire for spontaneous leisure activities; and
- the need to determine market-driven demand through inputs such as demographics, participation rates, public input, etc.



The Town has also made significant improvements to its leisure and library infrastructure in recent years, including:

- the acquisition and planned development of North Park, a large community park located along Dundas Street;
- the construction of the Iroquois Ridge Community Centre and Library;
- the purchase of the Queen Elizabeth Secondary School site to allow for the continuation and potential expansion of recreational programming at this location; and
- the renovation and expansion of the Glen Abbey Community Centre (library, arena, gymnastics centre).

Although the quality and quantity of the Town's parks, facilities and services are meeting most current needs, the community has identified areas that require improving. In order to enhance the quality of life of its residents, it is important for the Town to address these and other concerns through both capital investment in infrastructure as well as the implementation of an appropriate delivery system.

## 1.4 METHODOLOGY/PROCESS

The Parks, Recreation, Culture and Library Master Plan process began in the summer of 2004 with the initial meeting of the project steering committee comprised of inter-departmental Town Staff and Oakville Public Library Staff. The planning process was designed to be comprehensive in nature and to provide clear and justifiable direction for the future provision of facilities and services. A Consulting Team comprised of Monteith Brown Planning Consultants, The JF Group, ASM Consultants, and Leger Marketing was retained to facilitate the project.



Key aspects in the planning process included:

- an extensive public consultation program;
- discussions with and presentations to Town staff, committees, Town Council, and Library Board;
- assessment of existing data and studies;
- research into relevant demographic and leisure trends;
- establishment of appropriate service level standards;
- development of parks and facility needs assessments;
- identification of program and service delivery models; and
- integration with other Blueprint Oakville studies.

## 1.5 BACKGROUND DOCUMENTS

This Master Plan is the result of research, consultation, and analysis detailed in a series of assessment documents prepared by the Consulting Team, including:

- a) Public Consultation & Trends Report
- b) Recreation Facility Analysis (Indoor and Outdoor)
- c) Parks, Open Space & Trails Analysis
- d) Arts & Cultural Facilities Analysis
- e) Library Space Assessment
- f) Library Program & Service Assessment

Additional supplementary internal documents, such as a report on the service delivery implications of the Plan, have also been prepared. While these background documents do not form an official part of this Master Plan, they do provide a more complete explanation of the rationale behind the recommendations and will be of assistance in the ongoing implementation of the Plan.

SECTION 1: INTRODUCTION

**1.6 REPORT ORGANIZATION**

The Master Plan consists of the following sections:

Section 1: Introduction

Provides an overview of the Plan's purpose, objectives, scope and planning process.

Section 2: Plan Foundation: Trends & Consultation

Summarizes the input received from the public, stakeholders, and various municipal staff/officials; also identifies the primary demographic and leisure trends and their relevance to Oakville's parks, recreation, culture and library systems.

Section 3: Principles & Directions

Establishes core directional statements that will guide the PRCL Master Plan's recommendations.

Section 4: Recreation Facilities

Identifies short and long term indoor and outdoor recreation facility requirements and related recommendations.

Section 5: Parks, Open Space & Trails

Establishes parks, open space and trail needs and presents various recommendations related to the acquisition, development, and management of these resources.

Section 6: Arts and Cultural Facilities

Identifies short and long term arts and cultural facility requirements and related recommendations.

Section 7: Library Facilities

Identifies short and long term library facility requirements and related recommendations.

Section 8: Service Delivery Considerations

Offers guidance on matters related to co-ordination and delivery of services, partnerships, areas of responsibility, planning and management models, and other key operational aspects.

Section 9: Financial & Implementation Strategy

Provides an itemized listing of the Master Plan's recommendations, complete with financial requirements and funding parameters.

Sections 1 to 3 provide a summary of the background research and contextual information through which the recommendations in Sections 4 to 9 have been derived. The recommendations found throughout this Plan are numbered for ease of reference (using the following numbering system) and are not listed in order of priority.

Recommendation → Subject

- A# → Indoor Recreation
- B# → Outdoor Recreation
- C# → Parks, Open Space & Trails
- D# → Arts & Culture
- E# → Library
- F# → Service Delivery
- G# → Implementation

Also note that many of the recommendations refer to "terms" (i.e., timing) and "plan areas" (i.e., geographic distribution). The "plan areas" are described in section 2.2 and the terms are described below:

<u>Term</u>	<u>Timing</u>
Short-term	2007 to 2011
Medium-term	2012 to 2016
Long-term	2017 to 2021
Future term	2022 to Build-out

## **SECTION 2 PLAN FOUNDATION: TRENDS & CONSULTATION**

### **2.1 OVERVIEW**

To assist in identifying the current and future needs of Oakville residents, this section examines the composition of the existing population and delves more deeply into the trends and best practices in the parks, recreation, culture and library sectors. Current and projected demographic characteristics – combined with knowledge of common activity patterns and preferences – provide valuable insight into the demands that will be placed on the various aspects of the parks, recreation, culture and library systems in the future.

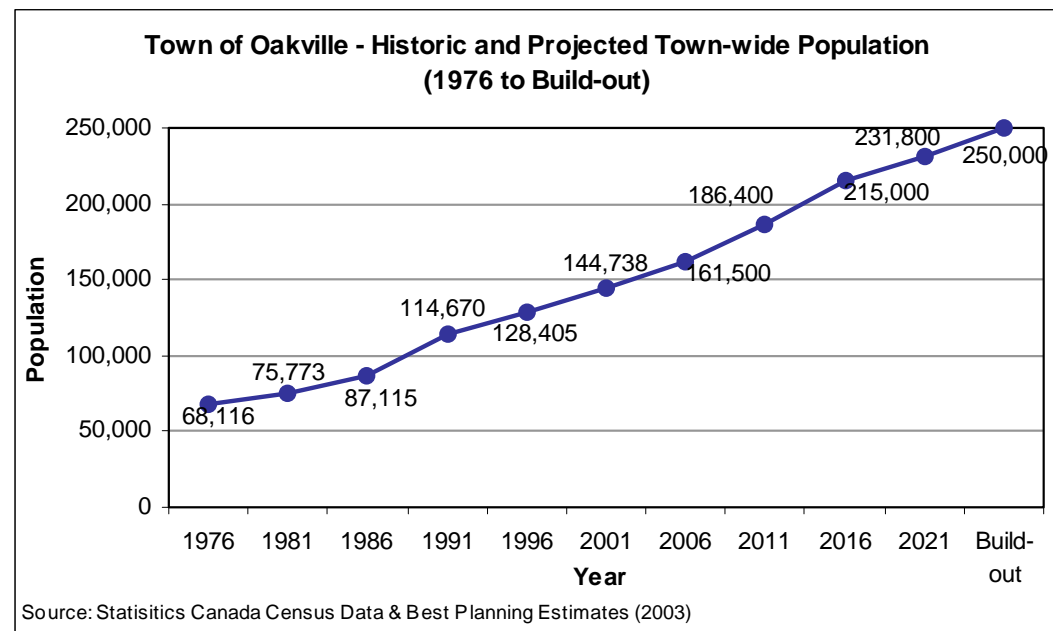
Furthermore, this section also contains the highlights and major themes that emerged from the PRCL Master Plan’s public consultation program. Several different consultation tools were utilized in order to solicit input from a wide spectrum of organizations, agencies, and residents in order to learn about the issues and priorities within Oakville’s many communities.

Taken together, demographics, trends, and public input represent the key foundational blocks of any successful and community-responsive Master Plan. For greater detail in each of these areas, reference should be made to the Master Plan’s background documents.

### **2.2 SOCIO-DEMOGRAPHIC PROFILE**

#### **2.2.1 Historic and Future Population Growth**

Since 1976, the Town of Oakville has experienced an average annual growth rate of approximately 3% resulting in a population that has more than doubled. Oakville contains approximately 39% of the Region of Halton’s total population and accounted for over one-half of the Region’s growth since 1976. In 2006, Oakville’s population is estimated at approximately 161,500.



SECTION 2: PLAN FOUNDATION: TRENDS & CONSULTATION

Population forecasts suggest that the Town's population will increase steadily for the next ten to twenty years. Oakville is estimated to have an ultimate build-out population of 250,000 people, which could be reached sometime beyond 2021.

**2.2.2 Population Distribution**

Through an examination of community-specific socio-demographic characteristics, combined with local knowledge of the land area, facility locations, and transportation barriers, the boundaries of five "Plan Areas" were established for the purposes of the Town's PRCL Master Plan. These five Plan Areas provide for a greater level of analysis in terms of demographic distribution and facility and park needs. The Plan Areas include "North", "East", "Southeast", Southwest", and "West" as identified by the accompanying illustration (at right).

Current and future facility and service needs will be determined based not only on Town-wide needs, but also based upon the requirements of smaller communities or areas of interest. By developing geographically smaller units of analysis, it is possible to develop recommendations that target the specific needs of each area. The Plan Areas are referenced throughout this Master Plan, most notably in relation to the projection of park and facility requirements and recommended locations for new infrastructure.

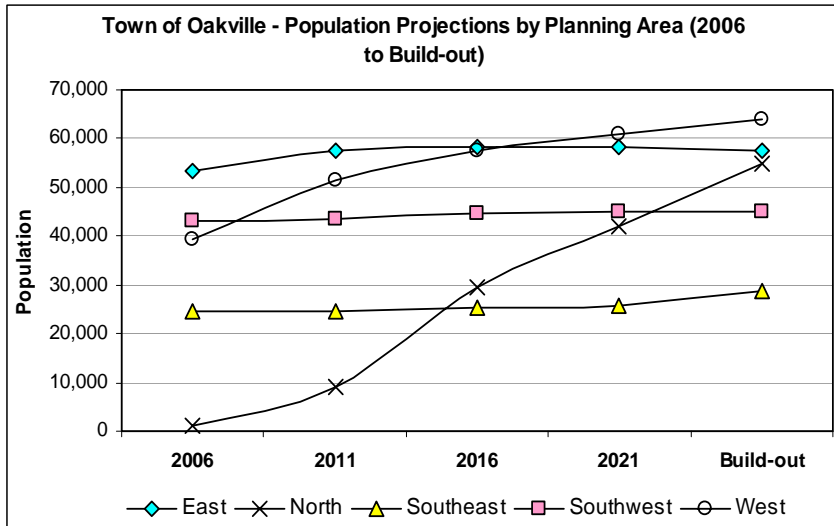
The Town's Southwest and Southeast plan areas – located along the waterfront – were the first to be developed. The Southwest plan area has seen a relatively stable population for a number of years, while the Southeast area witnessed some additional growth in the late 1980s and

early 1990s. The next wave of residential growth in the Town occurred north of the QEW and south of Regional Road 5. The East plan area experienced modest growth in the 1970s and 1980s and strong growth in the 1990s with the development of the River Oaks and Iroquois Ridge communities. The West plan area is the newest area to develop (beginning in the 1980s with the Glen Abbey community) and still has significant population capacity within the West Oak Trails community beyond 2006. The Town's future and final growth area is the North plan area (North Oakville), which will begin developing within the next few years and is expected to house approximately 55,000 residents by its eventual build-out.





SECTION 2: PLAN FOUNDATION: TRENDS & CONSULTATION



Town of Oakville - Projected Population by Plan Area (2006 to Build-out)

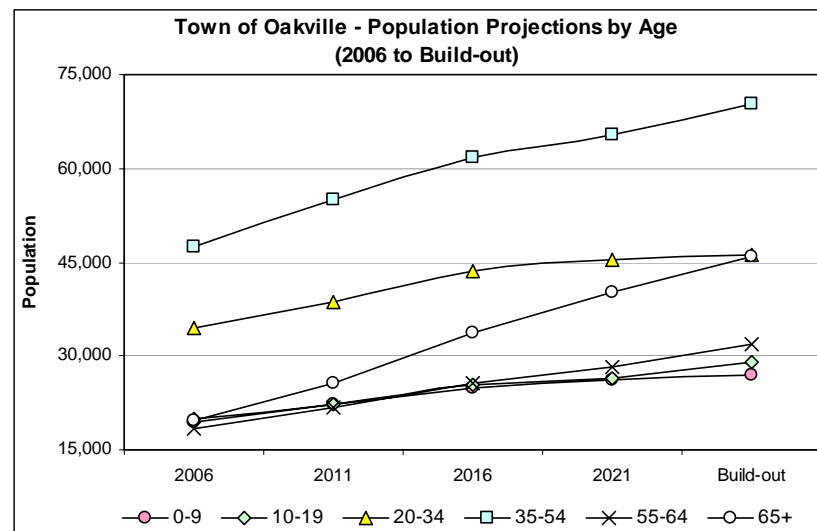
Plan Area	2006	2011	2016	2021	Build-out	Growth (2006 to Build-out)	% of Total Growth
North	1,045	9,173	29,431	41,868	55,000	53,955	61.0%
East	53,377	57,632	58,135	58,251	57,600	4,223	4.8%
West	39,296	51,397	57,650	60,850	63,800	24,504	27.7%
Southeast	24,618	24,501	25,224	25,886	28,600	3,982	4.5%
Southwest	43,164	43,697	44,560	44,945	45,000	1,836	2.1%
<b>TOTAL</b>	<b>161,500</b>	<b>186,400</b>	<b>215,000</b>	<b>231,800</b>	<b>250,000</b>	<b>88,500</b>	<b>100.0%</b>

Sources: Best Planning Estimates (2003), modified by Monteith Brown Planning Consultants to represent plan areas (2004)

### 2.2.3 Age Composition

Oakville's population, like that of nearly every other Canadian municipality, is aging. Between 1996 and 2001, the Town's median age increased from 34.8 years to 37.1 years. This trend is expected to continue, however, new residential growth will also result in increasing numbers within each age group, including children and youth. As such, there are likely to be continued demands for leisure opportunities for all ages, with the greatest demand being generated by older adults and seniors.

Anticipated population shifts will result in considerable growth in the 55 to 64 and 65-plus age groups (74% and 134% respectively) and relatively steady growth in the younger age cohorts (38% to 44% in the 0 to 9 and 10 to 19 age groups).



**Town of Oakville - Population Projections by Age Group (2006 to Build-out)**

Age Group	2006	2011	2016	2021	Build-out	Change (2006 to Build-out)
0-9	19,532	22,265	24,908	26,099	27,007	38.3%
10-19	20,449	22,379	25,415	26,543	28,901	44.2%
20-34	34,400	38,758	43,526	45,412	46,062	33.9%
35-54	47,507	55,018	61,789	65,431	70,277	47.9%
55-64	18,292	21,790	25,656	28,211	31,900	74.4%
65+	19,618	25,689	33,602	40,103	45,853	133.7%
<b>Total</b>	<b>159,400</b>	<b>185,900</b>	<b>214,900</b>	<b>231,800</b>	<b>250,000</b>	<b>56.8%</b>

Notes: Columns may not total due to rounding. Some totals are slightly different than Town-wide projections identified previously due to differences in projection methodologies.

Sources: Best Planning Estimates (2003). 2021 & Build-out projections created by Monteith Brown Planning Consultants (2004)



#### 2.2.4 Household Income

Oakville is a relatively affluent community, with average incomes that are 48% greater than 2001 province-wide figures. The data suggests that there are a significant number of very high income earners in Oakville, as well as many lower-income households. This gap means that there are likely a number of residents that are unable to participate in the more costly leisure activities without some level of financial assistance. Due to a growing disparity between the rich and the poor in Canada, there is a growing need to ensure that sufficient facilities and affordable programs are available to people from all income brackets.

#### 2.2.5 Ethnic Origin

Approximately 28% of Oakville's population was born outside of Canada (as of 2001). Although Oakville is not currently as diverse as communities such as Toronto or Mississauga (51% and 48% foreign-born populations, respectively), trends suggest that more immigrants are choosing to locate in the Town. With the possible exception of the United Kingdom, no one particular ethnic origin dominates and the geographic distribution of immigrants is remarkably consistent across the entire Town at present.

As a result of growing ethnic diversity, the Town will need to consider the needs of newcomers in certain service areas. Despite a changing ethnic composition, however, there has not been significant evidence in similar communities to warrant altering the traditional approach to parks and facility provision. Modifications will be required over time in areas such as program development, program delivery, and library collections.

## 2.3 PARTICIPATION AND SERVICE TRENDS & BEST PRACTICES

This section summarizes the major high-level trends in the delivery of, and demand for, parks, recreation, culture and library activities and services. The identification and analysis of trends are important factors in understanding current and future program and service demand. Parks and facility infrastructure are significant expenditures and long-term resources, therefore, it is essential that consideration be given to how they will be utilized at present and twenty years from now. An understanding of past and emerging trends, as well as the changing values and attitudes of local residents, will help Oakville anticipate and react to future changes.

The trends analysis is based upon data from a number of sources, including Statistics Canada and other research agencies. Input received from the public consultation process has been used to supplement the trends research and to provide an “Oakville context” to the findings.



### 2.3.1 Parks, Recreation & Culture Trends

#### Aging Population

With an aging population, Oakville and communities across Canada will experience greater demand for programs and activities aimed at older adults. The senior population is expected to live longer, have a higher discretionary income, and have higher expectations of municipal services and facilities than previous generations.

Older adults generally want facilities that support “active living” (less physically rigorous activities that are more informal, casual and self-scheduled), arts and cultural activities, personal skill development and life long learning opportunities. Younger generations, on the other hand, express a desire for “community resource centres” that combine drop-in facilities with access to various supports and resources. In order to meet such diverse recreation needs it is helpful to consider flexible programming spaces and multi-generational designs that can accommodate the changing interests of the population.

#### Physical Activity Levels and Health Factors

According to data from the 2003 Canadian Community Health Survey:

- 41% of Halton area residents (12+) are insufficiently active for optimal health benefits;
- 32% of Halton area residents (18+) are considered to be overweight;
- 13% of Halton area residents (18+) are considered to be obese.

Insufficient physical activity levels represent a critical public health issue. With less free time available to adults and

SECTION 2: PLAN FOUNDATION: TRENDS & CONSULTATION

fewer children taking physical education classes in school, our society has experienced dramatic increases in obesity, high blood pressure, heart disease, and diabetes, which now cost Ontario's health care system about \$1.8 billion per year<sup>2</sup>. Regular participation in physical activity is known to help prevent many of these chronic conditions. In addition to the need for growing support for the senior population, alarming rates of childhood and youth obesity provide a strong basis for ongoing support to programs which foster improved levels of participation in physical activities. Both the Provincial and Federal governments have developed initiatives to improve physical activity levels.

Affordability

The traditional subsidy level for seniors – which is considerable in many communities – needs to be reconsidered against the backdrop of increasing levels of discretionary income for this age group. As the size of the seniors' population increases, a greater reliance on “ability to pay” factors in place of a blanket age-based subsidy would improve the ability of municipalities to maintain service levels while still encouraging participation from lower-income residents.

Despite Oakville's relatively high average household income level, there remains a need for affordable programs that promote fair and equitable recreation opportunities for low income residents. This is particularly relevant for youth not currently involved in organized leisure activities.

<sup>2</sup> Press Release, Ontario Government. “New Physical Activity Strategy Means Healthier Ontarians.” October 25, 2004.



Multi-Purpose Facilities

Due to various participation and preference factors, the leading facility design trend is moving away from smaller, single-purpose facilities toward larger, high quality multi-purpose facilities with flexible space and extended hours of operation. This trend also relates to the parks system, where multi-sport and multi-field parks provide economies and efficiencies in terms of tournaments and operations that cannot be matched by smaller parks or parkettes. Residents will travel farther to access higher quality facilities that satisfy cross-programming demands for multiple family members.

### Partnerships

In response to emerging consumer demands and shifting economic conditions, many municipalities are pursuing public-private partnership approaches for facility development, operation, and program and service delivery. Partnerships and collaborative efforts come in many different forms, but typically offer advantages such as the sharing of costs, equitable allocation of risks and benefits, and/or the acceleration of service delivery. Partnerships have their challenges and are certainly not a panacea, but they are increasingly becoming important considerations in maintaining or enhancing service levels in growing municipalities.

With a growing emphasis on integrating recreation and health services through program delivery, partnerships with local agencies may represent a viable option in this regard. In addition, partnerships have become critical success factors for the Oakville Public Library in achieving program outcomes.

### Volunteers

Volunteers are valuable contributors to the recreation, culture and library sectors in the Town of Oakville and, without them, there would be fewer leisure opportunities within the community. Unfortunately, volunteerism is in decline nationally and there are growing concerns around volunteer burnout and the commitment of younger generations to volunteering. At present, the Town provides a number of resources for volunteers and these supports are expected to come under increased pressure as the municipality grows and becomes more diverse.

### Lack of Time

“Lack of time” was the most significant barrier to participation in leisure activities by 70% of Oakville households surveyed. This “time crunch” was generally greatest amongst those between the age of 15 and 54, where the burdens of school, work and child-rearing are heaviest. More two-person working households, less traditional family structures and out-of-Town commuting greatly limits time for recreation and leisure activities. Finding ways to engage residents with less free time in physically active pursuits presents a significant challenge.

### Active Living

Despite significant health and inactivity concerns, people are generally becoming more health-conscious. Consequently, there is increasing interest in broad range of new, holistic, health-based, and specialized activities (e.g., pilates, sport-specific training, athletic therapy, etc.). “Active living” programs and services – initiatives that promote the integration of physical activities into one’s daily routine – will also become an increasing focus, especially as the number of older adults expands.



### Environmental Stewardship

As the population ages and people become more aware of the benefits of environmental protection, demand for more passive settings that connect people to nature is increasing. Naturalized park spaces are also becoming more popular and are consistent with many of the principles related to environmental stewardship. The Town has developed an Environmental Strategic Plan to provide direction on these and related matters.



### Participation in Parks and Recreation Activities

Participation in organized sports as a whole is on the decline nationally, although Oakville's population growth is creating increasing demand on a local level. In general, national and provincial sporting bodies have noted declining interest in baseball activities for youth, figure skating, and many racquet sports. Activities such as soccer (both youth and adult) and many female team sports, on the other hand, represent growing markets.

Consequently, there is growing demand for self-programmed, resource-based, self-scheduled, informal, and casual activities that can be easily tailored to desired fitness levels. Furthermore, trends suggest that there will be greater interest in less physically rigorous activities as well as personal skill development in the years to come. This trend is already apparent as participation in outdoor activities (e.g., walking and hiking, golf, eco-tourism, bird watching, etc.) are on the rise, translating into growing demand for parks, open space, trails and linkages. There is also an increasing desire for family recreation opportunities, creating the need for more multi-purpose facilities and "destinations".

Walking, bicycling, swimming, running/jogging, and basketball remain some of the more popular activities for children and youth. In Oakville, the opportunities for organized athletic endeavours for this age group are numerous. There are, however, fewer opportunities to engage those youth that are not involved in organized sports in meaningful physical activity.



SECTION 2: PLAN FOUNDATION: TRENDS & CONSULTATION

The Town is also aware that the recreation landscape is changing, with increasing interest in emerging activities such as skateboarding and biking (mountain and BMX) and field sports such as cricket. Increasingly, demand is also being seen for lifestyle-supportive services and facilities such as leash free dog zones and community gardens.

Participation in Arts and Culture Activities

The Town of Oakville as a whole has relatively high income and education characteristics, suggesting higher than average interest and participation in arts and cultural activities. Nationally, however, there has not been any substantial change in attendance and visitation rates to concerts, performances, museums and art galleries in recent years. Studies also suggest that there has been some growth in Ontario's arts and craft industry.



Cultural activities engage individuals and communities in various forms of expression and can be used as a catalyst to revitalize neighbourhoods, build community pride, improve quality of life, and promote personal development for people of all ages and backgrounds. The concepts of “creative cities” and creative class” have also recently been introduced into the mainstream. More and more, municipalities are developing community cultural plans and calculating their “Bohemian Index” to foster, nurture and capitalize on the arts and cultural sector.

**2.3.2 Library Trends**

Socio-Demographic Considerations

Growth in the teenage cohort presents a unique challenge to the provision of library services and to library design. This generation is extremely familiar with new and emerging technologies, and gravitates to spaces and services that use and provide easy access to these new technologies.

Seniors are also major users of public libraries. Specific services for older residents include large print books, audio books, and various technologies to enable access to print and electronic resources.

Furthermore, the Town of Oakville is becoming more ethnically diverse, which also has a direct impact on library programs, collections and services. Resources at specific branches should reflect the needs of surrounding communities.



## Technology

With the growing presence of information technology in peoples' lives, public libraries are expected to use up to date technologies, both in *how* they provide service and in *what* services and materials they provide.

In order to increase efficiency, public libraries are developing more automated, self-serve options for patrons. This includes, but is not limited to, self check-out stations in branches, and the ability to self-manage accounts via the internet (e.g., pay fines, place holds, search catalogue). This increased convenience for patrons has led to increased demand for new, popular materials in a variety of formats, and a greater number of holds being placed.

Though books remain the staple of library borrowing patterns, more and more patrons are choosing to borrow audio-visual materials such as DVD's and CD's. Libraries are also increasing expenditures on electronic materials such as online reference databases and downloadable audio and visual files. Libraries must shift budget allocations to accommodate the development of these new formats and technologies as they gain share of the marketplace.

Public libraries are also expected to provide multi-level training and public access to the whole continuum of electronic resources.



## Reduced Reliance on School Libraries

Cutbacks in education funding in the 1990s have resulted in limited and reduced access to in-school library staff and material, greater reliance on the public library as a place to research school assignments and increased demand for public library material to support the needs of school-aged children, especially those that are home-schooled.

## Branch Distribution

In many communities, bottom-line economics, the impact of new technologies, and the popularity of super bookstores have resulted in the closing of smaller neighbourhood branches, merging two or more existing library facilities into a larger facility, and/or building libraries as part of multi-use community centres. The fact that most people visit the library by car has also allowed the service radius of each branch location to increase. At the same time, libraries are providing small "mini-libraries" or kiosks in strategic locations to serve specific groups and/or for under-serviced neighbourhoods.

### Libraries a “Community Space”

Modern public libraries are unique and vital public gathering spaces that are open to all. In the midst of consumerism, the importance of libraries is increasing. They are held sacred as safe places for children, as an aesthetic refuge and as democratic, hallowed spaces for creative exploration. In this way, libraries are an excellent fit with the interests of the “creative class” in Oakville.

People are increasingly viewing libraries not only as book repositories, but also sources of community information, technology centres, classrooms, social meeting spaces, performance venues, galleries, daycare centres, collaborative work environments, and much more. Multi-purpose library facilities that are linked with community centres offer better program integration, shared program spaces, as well as opportunities for common program promotion and advertising.



### Library Design

Modern libraries are designed to provide a welcoming environment for people of all ages and abilities. Comfortable seating, quiet areas, and good lighting, are now commonplace in new library designs. Barrier-free accessibility within libraries is also paramount, particularly given the aging population and legislative requirements. More and more, new library designs are also incorporating gathering spaces such as collaborative small group study spaces, and features such as outdoor patios, reading gardens and coffee shops. Lastly, specific areas are being created for demographics with particular needs. Defined spaces for children and teens are often created in most new public libraries, and include distinctive, interactive, and often whimsical design elements.

## **2.4 COMMUNITY CONSULTATION**

Input from stakeholders and the general public is a key building block for this Master Plan and has been used to establish appropriate service level standards and priorities. This section contains an overview of each consultation event, along with a summary of the themes and issues raised. A more detailed account of the results of the public consultation program can be found in the Master Plan’s background documents.

The following consultation events were undertaken, with an emphasis being placed on the identification of PRCL issues, needs, and opportunities:

- a) a random sample Telephone Survey of 500 Oakville households;
- b) a Mail Survey distributed to approximately 220 community organizations, partners, and user groups;

- c) a Community Search Conference with representation from approximately 70 interested citizens and stakeholders. Through both group and individual exercises, the search conference identified PRCL strengths, weaknesses, and needs;
- d) a Youth Survey distributed to two classes at each Oakville High School;
- e) one-on-one Interviews and follow-up consultations with nearly 50 Major Stakeholders (community organizations, leisure providers, private sector);
- f) workshops with Parks and Recreation Department and Oakville Public Library Staff;
- g) one-on-one Interviews with Town Councillors and the Mayor;
- h) Meetings with ten Advisory Boards and Committees; the Library Board; and
- i) Three public meetings to present the draft facility needs assessments and draft Master Plan.



### 2.4.1 Community Search Conference

A Community Search Conference engaging over 70 citizens was held in September 2004. The purpose of this event was to brainstorm and discuss parks, recreation, culture and library facilities and services in the Town, with an emphasis on working together to establish a common set of priorities. The following is an account of the most frequently mentioned comments; the issues are listed in general order of priority.

#### What does Oakville “DO BEST” in terms of parks, recreation, cultural, and library services and facilities?

1. Excellent trail system (accessibility/distribution)
2. Museum (Erchless Estate)
3. Good supply/variety of outdoor facilities and sports fields
4. Performing arts theatre (Oakville Centre)
5. Pre-school/kids library programs
6. Park maintenance
7. Swimming programs
8. Variety of recreation programs
9. Waterfront Festival
10. Library staff
11. Gairloch Gallery and Gardens
12. Updated playgrounds
13. Public access to waterfront
14. Facility maintenance and condition
15. Multi-purpose facilities
16. Senior centres
17. Variety of Oakville Centre events and programs
18. Oakville Symphony Orchestra
19. Festivals (e.g., Jazz Festival and Festival of Classics)
20. Library Website

**What does Oakville “NEED TO DO BETTER” in terms of parks, recreation, cultural, and library services and facilities?**

1. Improve distribution of recreation facilities (especially in South)
2. Need an arts centre for music, visual arts, theatre, studios, etc.
3. More ice surfaces/arenas
4. More youth / teen programming
5. Programs not affordable for low-income families
6. Reinstate the bookmobile
7. Need longer library hours
8. More trails (especially north-south connections)
9. Improve maintenance of parks
10. More natural greenspace and naturalized areas
11. Need another or a larger theatre
12. There are no music/cultural programs offered by Town for youth
13. Need more / larger trees in parks
14. More soccer fields
15. Provide / maintain outdoor ice skating areas
16. More leash free dog areas
17. More indoor soccer fields
18. More seniors facilities (need in the North)
19. Need later program hours for commuters
20. School facilities are not affordable



## 2.4.2 Household Survey

A random sample telephone survey of 500 Oakville households was undertaken by Leger Marketing in late 2004. The purpose of the survey is to understand the leisure activities, habits, and preferences of Oakville residents. The results of the survey, which were weighted using postal codes to represent the true population of Oakville, represent a margin of error of  $\pm 4.4\%$  at the 95% confidence level. The key findings are summarized below.

### a) Activities

Walking and reading are the two most popular leisure activities among Oakville respondents over the age of 18. Almost a third of Oakville residents (30%) walk while about one-fifth (21%) engage in reading. Both of these activities are more popular among women than men, and among the oldest age group (55+). Residents perceive the main leisure and recreation activities of other members of their household to be swimming, walking, and bicycling; in most cases, this data refers to the activities of a spouse and/or children.

45% Oakville residents have attended theatrical events in the past year. Those most likely to attend the theatre are those who are in the mid-to-older age groups (35 to 55+) and those without children. Although more people (57%) travel to Toronto to attend theatrical events, about half (50%) of theatre-goers attend these events in Oakville.

One-third of Oakville residents visited an art gallery and/or a museum in the past year. Those who use the libraries and those in the highest income group are more likely to visit galleries and museums.

SECTION 2: PLAN FOUNDATION: TRENDS & CONSULTATION

Seven in ten residents use Oakville libraries. Library use is more common among women, those with children aged 5-10, those in the East plan area, and those with low to mid-range household incomes. The Central Library is used most often (at 30%) by Oakville library users. The Woodside Branch is frequented by the 55+ age group more than any other, while the Glen Abbey Branch is most popular among residents with children. The lowest levels of usage were identified with the White Oaks and Woodside Branches.

The top reason for using the library is to borrow books (81%), which is popular among those without children and those with children under five years. Approximately one in five households visits the library to borrow DVDs or VHS videos and study/conduct research.



**b) Preferences & Needs**

Recreational courses (those requiring physical activity) and personal interest courses (such as arts and crafts) were the most common program additions suggested by Oakville residents. Personal interest courses were a popular suggestion among the oldest age group.

49% of Oakville residents feel that more emphasis should be placed on sports programs and facilities for youth, while 19% say the emphasis should be placed on adults.

56% of residents would prefer that the Town's trails be unpaved, while 30% favour paved trails.

The most popular suggestion for improving libraries is to offer extended hours. "More books for adults" and "more bestsellers" were also common suggestions.

53% of Oakville residents stated a preference for smaller branch libraries closer to their home, while 34% favour a large full-service library that is farther away from their home. Only 7% favour a mini-library or library kiosk. Preference for a small branch is likely to increase with age.

Residents were asked if the Town should do more, maintain the current level of service, or do less in relation to a number of different programs and services. More than half of residents feel that the Town should do more for the provision of outdoor ice skating, on-street bike lanes, natural areas/open spaces, and youth centres. Very low percentages indicated that the Town should reduce its level of service in any area.

Facility/Program/Activity	“Do more”
Outdoor ice Skating	68%
On-street bike lanes	68%
Natural areas and open spaces	64%
Youth centres	61%
Off road multi-purpose trails	49%
Volunteer support and training	49%
Parkland for active sports	48%
Community centres	44%
Community information	44%
Outdoor swimming	41%
Gymnasiums	40%
Seniors’ centres	39%
Playgrounds	39%
Indoor swimming	38%
Arenas	37%
Community events and festivals	37%
Outdoor soccer	36%
Fitness centres	36%
Outdoor basketball	36%
Visual arts (sculpture, painting, photography)	35%
Skateboarding	34%
Neighbourhood library branches	34%
Indoor soccer	33%
Performing arts (theatre, music, dance)	31%
Tennis	30%
Local history and archives	29%
Central reference library	29%
Baseball or softball	23%
Museum	23%
Extreme sports like BMX biking	22%

**c) Barriers**

The most significant barrier to participating in a recreation, culture, or library program is “lack of time” (70%). The likelihood of not having time increases as age decreases and is especially prevalent among those with children. The 25-34 age group is more likely than other age groups to complain of a “lack of programs and activities”.

**d) Partnerships**

Oakville residents overwhelmingly (80%) support the possibility of the Town partnering with non-profit community organizations to provide recreation or cultural facilities. A lower percentage – but still a majority – support partnerships with private businesses.

**e) User Fees & Subsidies**

49% of residents indicate that they are willing to pay higher user fees for new or improved facilities or programs – particularly new and improved recreation and sport facilities – while 16% are unsure. The likelihood of agreeing to pay more user fees increases with income. Those in the Southeast plan area are more likely to not want to pay higher user fees.

The majority of residents agree that the Town of Oakville should subsidize all of its recreation and leisure programs, particularly those for people with disabilities, children, youth, low income households, and seniors over the age of 75. 57% Oakville residents suggest that the amount of program subsidy should be based on the user’s ability to pay; only 16% stated that it should be based on the user’s age.

### 2.4.3 Citizen Survey (2004)

In May 2004, the Town of Oakville conducted a survey on attitudes and concerns toward key municipal issues. Key findings in relation to the Parks, Recreation, Culture and Library Master Plan include:

- 82% rated “opportunities for sports/leisure/cultural activities” to be excellent or good. 71% rated “amount of green space available for use to residents” to be excellent or good.
- Approximately 70% of residents want the Town government to maintain existing levels of services, even if this means increasing taxes or higher user fees. 28% want services to be expanded, while there is virtually no support for service cuts.



- 79% of residents prefer keeping more of the park areas as open green spaces, treed areas and trails, while 16% recommend using park space to develop more sports fields, such as ball diamonds and soccer fields.
- Oakville's public library system is its highest rated service. 8 in 10 households report having at least one library card.
- Parks and cultural venues also received high satisfaction scores, while residents are least satisfied with services for seniors and arenas.



#### 2.4.4 Master Plan Youth Survey

As the household survey did not solicit input from residents under the age of 18, separate distinct questionnaires were distributed to 305 Oakville Secondary Students (grades 9 and 11) to collect information on usage of and attitudes toward various aspects of parks, recreation, library and culture facilities and services in the Town.

Appropriately one-half of all students have swam, cycled, played basketball, played soccer or engaged in fitness (aerobics/weights) activities in the past year. This is generally consistent with the findings of national studies, although it would appear that Oakville youth have a higher than average interest in soccer.

42% of the students indicated that they were unable to participate in recreational and cultural programs and activities as often as they would like. The most common barriers were cost, lack of time, lack of programs that interest the individual and lack of facilities.

Thinking of programs that are not currently available (or that students are unaware of), theatre/acting programs and skateboard programs/competitions were the most frequently mentioned top-of-mind activities.

If the Town were to build another recreation centre, the most popular requests for facility components were an indoor swimming pool, arena, basketball courts, fitness centre, and a skate park. It is interesting to note that youth ranked skate parks significantly higher on the list of demands than did adults through the household survey.

Of the 74% of the students that used the Oakville Public Library in the past year, most visited for school purposes and to borrow books. The most common suggestions for

were “more best sellers”, “more Internet computers” and “more magazines/ newspapers”.

On the whole, the students are generally pleased with the way the libraries, parks and recreation services and facilities meet their needs. One particular area of note, however, is that cultural services and facilities were given a lower satisfaction rating than were parks, recreation and library services, indicating room for improvement.

#### 2.4.5 Stakeholder Interviews & Surveys

The Consulting Team completed interviews with nearly fifty stakeholder organizations, advisory committees and boards. A review of these interviews reveals that the main issues are centred around the following key themes:

- 1) Demand for affordable and accessible space for a variety of activities (including, but not limited to, meeting and storage space).
- 2) Desire for more unstructured and affordable activities and opportunities for youth.
- 3) A strong appreciation for the arts, which has led to requests for greater attention and resources for local cultural activities.
- 4) Pressures on ice availability and the demand for additional arenas.
- 5) Requests for additional soccer fields and support amenities.
- 6) Continuing to expand trails in order to connect the community.
- 7) Gaining reasonable and affordable access to school facilities.
- 8) Keeping pace with population growth.





In addition, a mail survey was distributed to approximately 220 service providers, user groups and agencies to receive feedback regarding pressing concerns, problems, needs, and strategies. 41 completed surveys were received. Overall, stakeholders gave the quality of municipal staff high satisfaction ratings, while cost of use was a significant concern. More than half of the survey respondents indicated that they currently require or will soon require additional facilities to serve their membership; many were not able to grow due to a lack of facilities.

#### **2.4.6 Councillor Interviews & Staff Workshops**

Workshops and interviews were conducted with key Town Staff, Library Staff, Library Board members and Town Councillors in order to identify challenges and opportunities related to the subject matter. This input has been used to inform both general and specific aspects of the Master Plan.

#### **2.4.7 Public Meetings**

Two public meetings were held in March 2006 to review the draft needs assessment documents pertaining to parks, recreation, cultural and library facilities. One meeting was held in May 2006 to present the complete draft Master Plan. These sessions were attended by approximately 100 members of the public and provided valuable input and feedback related to the preliminary Master Plan recommendations. The public's comments were reviewed and have been considered in the development of this Master Plan.

## **SECTION 3 GUIDING PRINCIPLES**

### **3.1 OVERVIEW**

The benefits of participation in parks, recreation, culture and library-related activities are numerous and of tremendous value to both the individual and collective quality of life of the Oakville community. Not only do leisure opportunities encourage active lifestyles, but they also build healthy communities and are significant contributors to the economic, social, cultural, intellectual, and physical landscapes.

The municipality strives to provide accessible services through efficient and effective means to all citizens of Oakville – regardless of age, gender, race, socio-economic status, ability, etc. – however, it needs to be recognized that they alone cannot do it all. There will continue to be a reliance on other delivery agents within the community, including volunteer organizations, educational institutions, service agencies, and private enterprise. Furthermore, funding sources in addition to those generated by new development will have to be considered, leveraged and maximized in order to continue to provide the high quality services expected by the residents of Oakville.

The principles and directions identified in this section will assist the Town and Library in implementing this Plan and achieving their mandates within the community.

### **3.2 PRINCIPLES & DIRECTIONS**

The Principles and Directions are core directional statements that will guide the development and implementation of the Parks, Recreation, Culture and Library Master Plan's recommendations and the Town of Oakville's future decision-making relating to the associated subject areas. The principles have been developed based on data analysis, public needs and preferences, trends, demographics, market research and extensive interviews with staff, councillors, stakeholder groups and the general public.

These principles are largely complementary, but no one principle takes priority over another – they should be read and interpreted as a set, rather than as separate, isolated statements. Clearly, some principles will be more difficult to achieve than others, however, they should be interpreted as being goals to which the Town and community aspire.

Services of the Town's Recreation and Culture Department, Parks and Open Space Department, and the Oakville Public Library should be focused on meeting the highest priority needs of the entire community in an equitable and sustainable fashion and in keeping with the principles and directions outlined in this Master Plan.

*Note: In instances where the "Town" is referenced, this is intended to apply to the Town of Oakville Recreation and Culture Department, the Parks and Open Space Department, the Oakville Public Library, and directly associated boards and committees.*

SECTION 3: GUIDING PRINCIPLES

Principle	Directions
<p>1. Build Healthy Creative Communities</p>	<p>a) When making decisions relating to parks, recreation, culture, and library services, facilities and programs, the Town of Oakville will give consideration to the following benefits:</p> <ul style="list-style-type: none"> <li>➤ Opportunities provided by parks, recreation, culture, and libraries help build healthy communities and improve the quality of life for all.</li> <li>➤ Participation in recreation, cultural and learning activities promotes the healthy development of children physically, socially, intellectually and emotionally.</li> <li>➤ Active living extends life expectancies, prolongs independent living for seniors, and enhances overall health and wellness for all ages.</li> <li>➤ Participation in leisure activities can lower the long-term costs of health care, crime prevention and social services.</li> <li>➤ Participation in and attendance at artistic and cultural activities and gatherings fosters creativity and enhances social cohesion.</li> </ul> <p>b) The Town will place a greater emphasis on serving the "target" markets of children, youth, seniors and vulnerable populations.</p> <p>c) The Town will continue to enable the local volunteer sector, which provides the foundation of Oakville's extensive recreation and cultural system.</p> <p>d) The Town will act as co-ordinator and overseer of the entire recreation and cultural system and be the primary provider of facilities that serve its core markets.</p> <p>e) Through community development initiatives, the Town will assist local non-profit organizations in building the necessary capacity to fulfil their mandates.</p>
<p>2. Meet the Needs of our Diverse Community &amp; Ensure Accessibility</p>	<p>a) To the greatest extent possible, the Town will provide parks, recreation, cultural and library facilities that are safe and accessible to everyone regardless of age, physical limitations or economic status.</p> <p>b) The Town of Oakville will work towards eliminating barriers to participation be they related to income, language, culture, transportation or physical abilities.</p> <p>c) As a community that is becoming more ethnically diverse, the Town will assist in promoting participation in leisure activities and events that build awareness and understanding of the community's many cultures and foster pride within the community.</p> <p>d) Through its direct programming, the Town will continue to place priority on accessible entry level, cost efficient programs that emphasize basic skill development. The Town will seek opportunities to enhance unstructured, self-scheduled activities that promote physical activity and socialization.</p>

SECTION 3: GUIDING PRINCIPLES

Principle	Directions
<p>3. Commitment to Customer Service</p>	<ul style="list-style-type: none"> <li>a) The Town is committed to providing a seamless, integrated, user-friendly, and responsive customer service system in the delivery of its parks, recreation, culture and library services.</li> <li>b) The Town will continue to provide high quality programs, services and facilities.</li> <li>c) The Town will endeavour to maintain all parks and facilities in a safe and sustainable condition.</li> <li>d) The Town is committed to applying new technologies that improve service delivery.</li> <li>e) The Town of Oakville will continue to consult appropriately with residents and user groups in facility and program planning. Public consultation will take place when significant changes take place in the community.</li> <li>f) As the co-ordinator/overseer of local recreation and cultural opportunities, the Town and Library will assist in disseminating information relating to opportunities, events, contacts and facility availability for various parks, recreation, cultural and library pursuits. Marketing efforts will endeavour to increase awareness of the benefits of participating in leisure activities.</li> </ul>
<p>4. Seek Partnerships</p>	<ul style="list-style-type: none"> <li>a) Partnerships with community providers and / or the private sector will be pursued where appropriate in order to provide a strengths-based delivery system that is efficient, effective, fiscally responsible and responsive to the community.</li> <li>b) The Town will continue to partner with, and work cooperatively with the Boards of Education to provide community access to schools.</li> </ul>
<p>5. Ensure Appropriate Service Levels</p>	<ul style="list-style-type: none"> <li>a) The Town will commit to allocating appropriate and necessary resources to meet deficiencies in facilities and programs where there is an inadequate level of service as identified in the Parks, Recreation, Culture and Library Master Plan. This will be addressed as a first priority.</li> <li>b) Where levels of service are adequate, the Town will make efforts to maintain existing levels and any enhancements to service levels will be based upon justified community need and will be consistent with overall Town policies and priorities.</li> <li>c) To the greatest extent possible, the Town will provide an accessible distribution of services and facilities. Community parks, multi-use recreation facilities and one of a kind facilities may not be equitably distributed but sited to best meet the greatest community need and/or to reflect a unique feature.</li> </ul>
<p>6. Exercise Fiscal Accountability</p>	<ul style="list-style-type: none"> <li>a) The Town will ensure long-term financial sustainability through the cost-effective and efficient management of resources, the appropriate and reasonable application of user fees, and the maximization of Development Charges and community resources.</li> <li>b) The Town will only pursue full cost recovery and net profits where appropriate (e.g., some programs for adults). However, these programs will not be promoted at the expense of core services and will be used to offset the non-</li> </ul>

SECTION 3: GUIDING PRINCIPLES

Principle	Directions
	<p>revenue producing services.</p> <p>c) The Town will assist in facilitating community-oriented fund raising projects that are necessary to maintain the vitality of parks, recreation, cultural and library services in Oakville.</p> <p>d) The Town will base all decisions with respect to parks, recreation, culture, and library services on a balance between the impact on quality of life and financial sustainability.</p>
<p>7. Provide Leadership in Environmental Stewardship</p>	<p>a) The Town will preserve, protect and enhance the Town of Oakville's unique natural and heritage resources, placing priority on protecting valley lands and waterfront lands, sustaining the urban forest and encouraging the greening of the Town</p> <p>b) The Town will educate residents on the importance of environmental management and naturalization. The Town will promote to residents and visitors Oakville's unique natural features and its diverse range of parks, open spaces and linkages.</p>
<p>8. Strengthen Community Identity</p>	<p>a) The Town recognizes the benefits of New Urbanism concepts and will implement these concepts where appropriate, recognizing the limitations associated with fiscal resources and the established built form.</p> <p>b) The Town will design all public facilities as "community spaces" that help define the sense of community in Oakville.</p> <p>c) When making decisions relating to capital investment and service delivery, the Town will recognize and consider the many ways that park, recreation, culture and library provision can have a positive impact on community revitalization.</p> <p>d) The Town will recognize the very active and committed cultural community and build on their contributions through the provision of appropriate supports and resources.</p> <p>e) The Town will promote the development of arts and culture in Oakville through the development and implementation of a cultural plan.</p> <p>f) The Town will work in partnership with Heritage Oakville and the local historical societies to promote the preservation of natural, archaeological, movable, or intangible cultural heritage resources.</p> <p>g) An integrated parks system is important to the well-being of individuals and the neighbourhoods in which they live. As such, the Town will strive to connect its parks, open spaces and trails through a variety of methods.</p> <p>h) Tourism and sport tourism, as a by-product of the leisure system, create economic benefits for local businesses and residents. However, the Town's role in leisure related tourism will not detract from giving first priority to the needs of Oakville residents. The Town will endeavour to articulate clearly its role in leisure-related tourism.</p>

## **SECTION 4 RECREATION FACILITIES**

### **4.1 OVERVIEW**

Quality municipal recreation facilities are essential to the Town's and community's ability to offer effective and efficient recreation services. Most municipal recreation facilities are in good condition, with several of them having been developed or expanded in recent years. Nevertheless, the quality and design of many facilities can range dramatically, depending on the period of construction. There are also concerns relating to the long-term viability of older venues such as Oakville Arena. Furthermore, facility development and design trends continue to impact community expectations; for example, there is increasing demand for high-quality multi-use parks and facilities.

This section of the Master Plan contains recommendations pertaining to both the ability of existing indoor and outdoor recreation facilities to meet current needs, as well as strategies to address future facility needs. A broad range of recreation facility types have been assessed, ranging from community centre components and playing fields to skateboard parks and playgrounds.

To determine current facility deficiencies and project future needs, this Master Plan examines both the provision (overall quantity) and geographic distribution of facilities. Indoor and outdoor recreation facilities are discussed separately in this section.

"Service standards" have been established to help identify current and future facility requirements. The standards are targets that are based upon a combination of market-driven factors (such as demand, trends, and demographics), benchmarks seen in other municipalities, and the past and present circumstances of Oakville. They are intended to be applied flexibly and may be modified over time to remain responsive to local needs. For community-level facilities (e.g., basketball courts, waterplay facilities, etc.), the recommended service standards have been applied on the basis of the five plan areas in order to provide direction regarding geographic distribution.



## 4.2 KEY STRATEGIES – INDOOR & OUTDOOR RECREATION FACILITIES

As summarized below, the Master Plan recommends improvements to a variety of recreation facility types as well as the development of several new facilities, particularly in new growth areas such as North Oakville. In establishing the preferred facility strategies, direction has been provided by the Guiding Principles of this Plan. The principles related to target markets, service levels, accessibility, partnerships, and multi-use design were especially relevant to this analysis.

Some of the primary strategies related to recreation facilities include:

- the redevelopment of the former Queen Elizabeth Park Secondary School (now owned by the Town) as a multi-purpose community centre containing aquatic, multi-generational, and multi-use program components;
- the development of a multi-purpose community centre to serve the North plan area (containing aquatic, multi-generational, and multi-use program components);
- an increase in the provision of arenas and ice time to the community through accessibility to additional indoor ice surfaces;
- a continued emphasis in park design on the provision of outdoor soccer fields, as well as the development of multi-use field templates and community partnerships in the development of all-weather artificial turf fields;
- utilizing the surplus of ball diamonds and public tennis courts to accommodate alternate uses;

- the establishment of appropriate service levels for community-level facilities (e.g., playgrounds, basketball courts, splash pads, etc.);
- a recognition of the growing demand for emerging facilities such as skateboard parks, BMX parks, leash free areas, etc.
- the provision of suitable natural ice rink venues for outdoor pleasure skating and shinny, including the development of a Town-wide artificial ice rink; and
- appropriate partnership and collaborative arrangements with public, not-for-profit, and private sector organizations for the long-term provision of selected facilities and facility improvements.



### 4.3 SUMMARY OF INDOOR RECREATION FACILITY REQUIREMENTS

Indoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Community Centres</b>	<b>3</b> (Glen Abbey, Iroquois Ridge, River Oaks)	1 per 45,000 population	<b>5</b> (North CC, QE Park)	<ul style="list-style-type: none"> <li>- new multi-use facilities recommended for QE Park and North Oakville; need for a sixth community centre should be monitored</li> <li>- outreach to Clearview area should also be considered through a partnership</li> <li>- multi-use / multi-generational design encouraged</li> </ul>
<b>Dedicated Senior's Facilities</b>	<b>3 (17,082 sf)</b> (Sir John Colborne and Oakville Seniors Centre – both stand-alone; Iroquois Ridge – dedicated space)	Scale declining over time from 5.5 to 4.4 square feet per member	<b>24,882 sf at 5 locations</b> (2 stand-alone; 3 as part of community centres)	<ul style="list-style-type: none"> <li>- dedicated seniors' space should be provided at all new community centres</li> <li>- one or both of the existing stand-alone senior centres should be considered for expansion over the medium-term</li> </ul>
<b>Dedicated Youth Facilities</b>	<b>1</b> (Oakville Youth Development Centre)	No standard recommended	<b>1</b> stand-alone <b>2</b> as part of new community centres	<ul style="list-style-type: none"> <li>- dedicated youth space should be provided at all new community centres</li> </ul>
<b>Indoor Pools</b>	<b>6 pools / 5 facilities</b> (Iroquois Ridge – 2, Centennial Pool, White Oaks Pool, Glen Abbey Pool, QE Park Pool)	1 per 35,000 population	<b>7</b> (North CC)	<ul style="list-style-type: none"> <li>- indoor aquatic facilities should be provided at all new community centres</li> <li>- a 50-metre pool is <u>not</u> recommended; notwithstanding, staff will not be precluded from reviewing any business plan for a 50-metre pool in partnership with other sports groups and / or stakeholders, such as other orders of government</li> </ul>
<b>Indoor Ice Surfaces</b>	<b>6</b> (River Oaks – 2, Kinoak, Maple Grove, Oakville Arena, Glen Abbey)	1 per 700 organized youth participants	<b>13</b> (locations to be determined)	<ul style="list-style-type: none"> <li>- a seventh ice pad is currently under construction at Glen Abbey Community Centre</li> <li>- Oakville Arena will require refurbishment or replacement by 2012/13</li> <li>- an Arena Implementation Strategy is being developed to determine the preferred approach for the long-term provision of indoor ice</li> </ul>
<b>Gymnasias</b>	<b>3</b> (Glen Abbey, QE Park – 2; the gym at Iroquois Ridge is under-sized)	1 per 50,000 population	<b>5</b> (North CC)	<ul style="list-style-type: none"> <li>- gymnasias should be provided at all new community centres</li> <li>- continued public access to school gymnasias is essential</li> </ul>



SECTION 4: RECREATION FACILITIES

Indoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Multi-Purpose &amp; Meeting Rooms</b>	several community centres, seniors centres, and civic facilities	3+ multi-purpose / meeting rooms in every new community centre	<b>undetermined</b> – future demand to be determined at facility feasibility study stage	<ul style="list-style-type: none"> <li>- additional rooms will be required to serve new growth/programs at future civic facilities, including community centres</li> <li>- most rooms should be designed to accommodate arts &amp; cultural activities (crafts, music, dance, etc.)</li> </ul>
<b>Fitness / Active Living Centres</b>	<b>3</b> (Iroquois Ridge, River Oaks, and Glen Abbey)	1 per multi-purpose community centre containing an indoor pool	<b>5</b> (North CC, QE Park)	<ul style="list-style-type: none"> <li>- each new multi-use community centre should contain appropriate facilities for fitness and active living programming</li> <li>- through fitness programming and facilities, the Town should adopt a more inclusive active living concept</li> </ul>
<b>Squash &amp; Racquetball Courts</b>	<b>5 squash &amp; 2 racquetball courts</b> (River Oaks, Glen Abbey)	No standard recommended	<b>undetermined</b> – future demand to be determined at facility feasibility study stage	<ul style="list-style-type: none"> <li>- squash courts should be considered for inclusion at new community centres containing fitness centres</li> <li>- no additional racquetball courts are recommended</li> </ul>
<b>Gymnastic Facilities</b>	<b>1</b> (Glen Abbey – operated by group)	No standard recommended	<b>1</b>	<ul style="list-style-type: none"> <li>- present facility should be sufficient to meet future needs</li> </ul>
<b>Indoor Soccer &amp; Turf Facilities</b>	<b>0</b>	No standard recommended	<b>undetermined</b> – future provision dictated by partnership interest	<ul style="list-style-type: none"> <li>- the Town <u>may</u> consider facilitating the development of an indoor turf facility in partnership with any local soccer clubs</li> </ul>
<b>Curling Facilities</b>	<b>0</b>	No standard recommended	<b>0</b> (not a core service of the Town)	<ul style="list-style-type: none"> <li>- the Town may assist the local curling club in finding a new location on municipal lands, should such a partnership be acceptable to all parties</li> </ul>

\* Inventory – Source: Town of Oakville Recreation and Culture / Parks and Open Space Departments; as of April 2006.

\*\* Estimated population of 250,000.



#### 4.4 RECOMMENDATIONS – INDOOR RECREATION FACILITIES

Topic Area	Recommendation
<b>Community Centres</b>	<p>A1 Dependant on the building condition and the outcome of a functional design study, it is recommended that the Town redevelop the former QE Park school into a multi-generational community centre (with a primary emphasis on flexibility and providing active recreation and opportunities for youth and older adults/seniors). The community centre should contain the following facility components:</p> <ul style="list-style-type: none"> <li>• indoor pool;</li> <li>• gymnasias;</li> <li>• dedicated youth and seniors space;</li> <li>• meeting rooms; and</li> <li>• multi-purpose space for fitness/active living programming, etc.</li> </ul> <p>As an initial step, a functional design study should be undertaken to determine the viability and feasibility of providing the specific facility components at the former QE Park school site. This study should consider the size and design requirements of each facility component, the interactions between components, existing building conditions, capital and operating cost requirements, etc.</p> <hr/> <p>A2 Build one multi-use community centre in the North plan area in the medium-term (by 2016) north of Dundas Street. At a minimum, the facility should include (see the respective facility subsections for more information):</p> <ul style="list-style-type: none"> <li>• an indoor pool,</li> <li>• dedicated seniors' and youth space,</li> <li>• multi-use programming space (including one or more gymnasias),</li> <li>• arena facilities, and</li> <li>• library space (if suitably located).</li> </ul> <p>The community centre should be built in phases, with the first phase (possibly consisting of the arena facilities, library and programming space) being built prior to 2011. All other elements should be constructed prior to 2016.</p>

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Community Centres</b> (continued)	A3 To improve accessibility to recreation programs and services in the Clearview area, the Town should consider cooperating with a school board or other appropriate partner – if a suitable opportunity presents itself – to expand services to the Clearview community. Expansion of services in this area should be driven by investment initiated by a third party. In other words, it is not recommended that the Town build a facility in this area without the support (financial and otherwise) of a community partner (such as the school board).
	A4 Once the multi-use community centre is built in the North plan area in the medium-term, the Town should monitor the need for a sixth community centre or an expansion to an existing facility as the population approaches build-out (post-2021).
	A5 The Town should continue to promote multi-use designs that include library branches, dedicated youth and senior space, and active recreation spaces through the design of its future community centres and facility expansions.
	A6 Investigate ways to physically connect the Central Library, Performing Arts Centre, and Centennial Pool so that the synergies of this community “campus” can be fully realized. (see Arts and Cultural Facilities section for more information)
<b>Dedicated Senior’s Facilities</b>	A7 Redevelop the former QE Park School as a multi-use community centre with an active older adult/senior (and youth) focus in the short-term. This includes the development of older adult rooms (totalling approximately 1,200 square feet) to be combined with other recommended components (e.g., active living/fitness facility, gymnasias, multi-purpose and meeting space, indoor pool, and youth space).
	A8 Expansion of one or both existing stand-alone senior centres should be considered in the medium-term (2012-2016). Approximately 4,000 square feet of space would be sufficient to meet the demands placed on these facilities. Additional study is required to determine whether one or both facilities could accommodate expansion and how the expansion(s) would improve services to seniors.
	A9 Include older adult facilities (totalling approximately 1,000 square feet) at the proposed new community centre in the North plan area prior to 2016.
	A10 Consider adding dedicated seniors’ space onto one or more existing multi-use community facilities to accommodate demand (in the range of 1,500 to 2,000 square feet) in the build-out term (post-2021).

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Dedicated Senior's Facilities</b> (continued)	A11 Investigate ways to develop a physical linkage between the Oakville Seniors' Centre and the Oaklands Regional Centre to improve accessibility and cross-programming opportunities. Consideration should also be given to moving the seniors' centre into the Oaklands building, should the opportunity arise. A feasibility study including a complete due diligence building assessment would be required. In the short-term, consider partnership opportunities for cross-programming/facility management.
	A12 In order to fund capital improvements to existing seniors' centres, the cost-sharing agreement between the Volunteer Operations Boards and the Recreation and Culture Department should be maintained.
	A13 The seniors' community should be consulted in the design of any new or renovated seniors' programming space.
<b>Dedicated Youth Facilities</b>	A14 The Town should continue to provide (or facilitate the provision of) one centralized youth centre (either as a stand-alone facility or a designated component of a larger civic facility). The youth centre should focus on providing a comfortable setting for socialization, information dissemination, and other appropriate supports. This facility will be complemented by youth programs and services at community and neighbourhood-level sites, such as community centres and schools.
	A15 Provide dedicated space for youth at the QE Park site, if the site is developed as a multi-use community centre.
	A16 Provide dedicated space for youth in the new multi-use community centre in the North plan area, recommended to be constructed by 2016.
	A17 All dedicated youth facilities and centres should be aligned with the youth resource centre model as outlined in the Region of Halton's "Truth about Youth" initiative.
	A18 In consultation with youth and the appropriate agencies, the Town should identify and explore strategies to make existing and future community centres more "youth-friendly" (while still being open and welcoming to other age groups) and to encourage youth to participate in social and recreational activities.
	A19 Future community centre expansions should consider the needs of youth and the need for dedicated youth space, depending on the composition of the community.

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Indoor Pools</b>	<p>A20 Develop an indoor aquatic facility at the proposed community centre in the North plan area (to be constructed by 2016). If possible, this facility should incorporate both leisure and lane pool elements.</p> <p>An Olympic style 50-metre pool is a regional type facility and is not recommended as a Town built and operated facility at this time. A more detailed feasibility and business plan would be required to justify the need for such a facility. This direction will not preclude staff from reviewing any business plan for a 50-metre pool in partnership with other sports groups and/or stakeholders, such as other orders of government.</p>
	<p>A21 Centennial Pool is located within the same complex as the Town's Central Library and Centre of the Performing Arts. The pool may require considerable upgrades in the near future due to its both its age and condition, as well as its location and design which create challenges for some users. No major investments should be made on Centennial Pool until a business plan has been undertaken – and a decision made – regarding the redevelopment of Centennial Square and the creation of the proposed Creativity and Innovation Centre (which would affect the adjoining buildings and potentially the pool).</p>
<b>Arenas</b>	<p>A22 By build-out, it is projected that there will be a need for 13 municipal ice pads. Consideration also needs to be given to refurbishing or replacing aging facilities such as Oakville Arena, which is expected to require significant capital investment by 2012/13 or earlier. It is recommended that an Arena Implementation Strategy be completed to identify strategies to address the shortfall of indoor ice. In the meantime, it is recommended that the Town continue to make the allocation of ice to youth a priority until such time as all youth needs and Town program demands are accommodated.</p>
<b>Gymnasia</b>	<p>A23 Formalize the draft agreement with local school boards to maintain and/or increase accessibility of school gymnasia to the public (this recommendation is currently being pursued by the Town).</p>
	<p>A24 Include a gymnasium in every new multi-use community centre built.</p>
	<p>A25 Redevelop Queen Elizabeth Park Secondary School as a community centre, ensuring that its two gymnasia (1 double and 1 single) remain available for expanded programming and community use (pending the proposed functional design study).</p>
<b>Multi-Purpose &amp; Meeting Rooms</b>	<p>A26 Provide a minimum of three or more multi-purpose and/or meeting rooms for recreation and arts programming in every new community centre. Multi-purpose and/or meeting rooms should also be considered in the design of all new arena facilities if they are not part of a larger community centre. In the design of future facilities, consideration should also be given to providing small lockable and leasable storages spaces associated with the meeting/ multi-purpose rooms.</p>

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Multi-Purpose &amp; Meeting Rooms</b> (continued)	A27 Meeting and multi-purpose room rental rates should be standardized between community centres, arenas, libraries, and other municipal facilities. The rate schedule should also consider establishing different rates for different types of groups (e.g., non-profit organizations, for-profit companies, non-residents, youth, etc.).
	A28 Should the policy pertaining to rentals of Town Hall meeting space change, a user fee schedule that is consistent with other municipal facilities should be adopted.
<b>Fitness/ Active Living Centres</b>	A29 Provide fitness programming at new multi-purpose community centres (e.g., QE Park School – should it be redeveloped as a community centre – and the proposed centre in the North plan area). This may or may not include fitness equipment (this decision should be dependent upon the functional design study).
	A30 The Town should expand its focus in the fitness market to include a more inclusive active living concept that recognizes the health benefits of a physically active lifestyle. An active living strategy should be developed to determine how this could best be accomplished. At this point in time, it is anticipated that increased delivery of active living services can be accommodated within existing multi-purpose rooms, fitness centres, schools, and proposed future community centres. A revised staff structure may be required to fully implement and promote this concept.
	A31 Existing fitness facilities and programs that are more traditional in nature should continue to be provided subject to demand and sufficient cost recovery levels. Efforts should be made to improve the fiscal performance of existing centres, in keeping with the facilities' mandate.
	A32 The Town may consider expanding its existing fitness centres and equipment if supported by a business plan. Such improvements should only be considered when it is determined that expansion would: <ul style="list-style-type: none"> <li>• result in a full operational cost recovery or profit position;</li> <li>• improve the functionality and customer service of the fitness centre;</li> <li>• enhance the long-term sustainability of the centre;</li> <li>• enhance synergies with the other facilities within the community centre;</li> <li>• maintain a differentiated experience than private clubs; and</li> <li>• be in the best interest of Oakville's citizenry.</li> </ul>

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Squash &amp; Racquetball Courts</b>	A33 Only consider developing additional squash courts (international dimensions) in the future if they are combined with a fitness centre in a new multi-purpose recreation complex. No additional racquetball courts are recommended.
<b>Indoor Soccer &amp; Turf Facilities</b>	A34 It is <u>not</u> recommended that the Town directly provide an indoor soccer facility at this time. Should a soccer club provide a substantial financial commitment to the capital and operating costs of a new facility, the Town should consider facilitating the development of an indoor soccer venue as part of a community centre North of Dundas Street (much like the Town assisted the local gymnastics club in developing a dedicated facility at the Glen Abbey Community Centre).
<b>Curling Facilities</b>	A35 Curling facilities are currently being provided outside of the mandate of the Town. As such curling should <u>not</u> be considered a core service for the Town of Oakville, therefore, it is not recommended that the Town directly provide such a facility. Given its considerable youth component, however, and the potential synergies between a curling facility and other recreation venues, the Town should consider assisting the Club find a new location on municipal lands in the Town, in keeping with the partnership framework to be established through this Master Plan process.

SECTION 4: RECREATION FACILITIES

**4.5 SUMMARY OF OUTDOOR RECREATION FACILITY REQUIREMENTS**

Outdoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Soccer Fields</b>	51 municipally-owned soccer fields (10 are lit) and 28 permitted school fields for a total of <b>84 soccer fields</b> (see note 1)	1 per 100 organized youth participants with a target of 1 per 90 organized youth participants with partnerships with soccer clubs	<b>158 unlit equivalents</b> , with the understanding that several of these will be developed as lit and/or artificial turf fields	<ul style="list-style-type: none"> <li>- most new fields will be provided in major growth areas, although the conversion of underused ball diamonds and/or lighting of existing fields should be considered in older neighbourhoods with field shortages</li> <li>- to achieve the proposed service standard, it is likely that several artificial turf fields will need to be developed in partnership with local soccer organizations</li> <li>- the Master Plan has provided for land and capital funds to meet a build-out supply of 142 unlit field equivalents. Any additional needs to meet a 1 per 90 participants will require contributions from local organizations</li> </ul>
<b>Baseball Diamonds</b>	46 municipally-owned diamonds (11 are lit) and 17 permitted school diamonds for a total of <b>73 ball diamonds</b> (see note 2)	South of Dundas Street – 1 per 80 registered players (youth and adult) North of Dundas Street – 1 per 5,000 population	approximately <b>67 unlit field equivalents</b> (this recognizes the long-term surplus of 18 diamonds south of Dundas St. and the need for 10-11 new diamonds north of Dundas St.)	<ul style="list-style-type: none"> <li>- there is a surplus of ball diamonds south of Dundas Street (approx. 18) and no additional diamonds are required to serve this area</li> <li>- 10-11 new ball diamonds (unlit equivalents) will be required to serve new growth in the North plan area</li> <li>- despite a surplus, there is a desire to upgrade or enhance the existing supply</li> </ul>
<b>Multi-use Fields (Football, Lacrosse Field Hockey, Rugby)</b>	<b>2 field hockey fields</b>	1 per 80,000 population	<b>3 multi-use fields plus the 2 existing field hockey fields</b>	<ul style="list-style-type: none"> <li>- each of these sports can be accommodated on a multi-use field – no additional <u>dedicated</u> fields are recommended at this time</li> <li>- consideration may be given to installing artificial turf</li> </ul>





SECTION 4: RECREATION FACILITIES

Outdoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Cricket Pitches</b>	<b>0</b>	No standard recommended	<b>1 cricket pitch</b> (shared with 2 soccer fields)	- given the emerging nature of this sport, an appropriate serve standard cannot be developed at this time; demand for cricket should be closely monitored
<b>Tennis Courts</b>	<b>59 public courts and 14 club courts</b>	1 public court per 4,000 population	approximately <b>66 public courts</b> (club court needs have not been projected)  (this recognizes the long-term surplus of 11 courts south of Dundas St. and the need for 14 new courts north of Dundas St.)	- 14 additional public tennis courts will be required to serve new growth north of Dundas Street - the Town may assist in providing an appropriate number of club courts north of the QEW, in partnership with a local club - there is a surplus of approximately 11 public tennis courts south of Dundas Street; these can be considered for conversion to alternate uses
<b>Basketball Courts</b>	2 half courts and 5 full courts for a total of <b>6 full court equivalents</b> (see note 3)	1 full court per 1,500 youth (ages 10-19)	<b>19 full court equivalents</b>	- in new development areas, priority should be given to developing half courts over full courts - conversion of surplus tennis courts may be considered in existing neighbourhoods - geographic distribution is an important consideration to meeting community-level needs



SECTION 4: RECREATION FACILITIES

Outdoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Outdoor Pools</b>	<b>5</b>	No standard recommended	<b>to be determined through future study</b>	- future pool requirements to be determined on a project-by-project basis and involving consultation with the community
<b>Splash Pads</b>	<b>11</b>	1 per 2,500 children (ages 0-14) <sup>†</sup>	<b>17</b>	- geographic distribution is an important consideration to meeting community-level needs
<b>Playgrounds</b>	<b>136 play structures in 105 parks</b>	1 play structure within an 800-metre radius of all residential areas (without crossing a major arterial road or physical barrier)	provide based on <b>geographic distribution</b>	- playgrounds will be required to serve new growth areas - barrier-free play equipment should be provided at key parks throughout the Town - the playground replacement program should continue
<b>Skateboard Parks</b>	<b>1</b>	1 per 5,000 youth (ages 10-19)	<b>5</b>	- efforts should be made to provide at least one skate park in each plan area - consideration should be given to incorporating smaller scale, introductory skate facilities into new parks and portable/temporary skateboard parks in new growth areas that are underserved by youth facilities
<b>BMX Parks</b>	<b>0</b>	No standard recommended	<b>1-2 (as pilot projects); additional requirements to be determined</b>	- due to the newness of this facility type, pilot projects should be considered at Shell Park (a small facility) and North Park (a larger facility) - additional facilities may be considered based on the success of the pilot

<sup>†</sup> while the primary age range for spray pad users is generally 2-12, the availability of demographic data requires that the 0-14 age cohort be utilized for application of the service standard



SECTION 4: RECREATION FACILITIES

Outdoor Recreation Facility Type	Current Municipal Supply*	Recommended Service Standard	Total Needs by Build-out**	Comments (for more detail, please refer to the specific recommendations)
<b>Outdoor Skating Rinks</b>	<b>9 outdoor natural skating areas</b> (5 with boards and 4 without)	1 rink per community (there are 12 communities at present), plus 1 Town-wide artificial outdoor rink	<b>15 community rinks, plus 1 Town-wide artificial outdoor rink</b>	<ul style="list-style-type: none"> <li>- up to 6 full basketball courts may be developed with refrigeration capabilities in order to assist in meeting the need for additional community-level rinks; this initiative should proceed on a trial-basis</li> <li>- the ice skating path proposed at the Bronte Butterfly Park is <b>not</b> sufficient to meet the requirements for a Town-wide artificial outdoor rink as outlined in this Plan</li> </ul>
<b>Leash Free Zones</b>	<b>5</b>	No standard recommended	<b>to be determined</b> in consultation with local organizations	<ul style="list-style-type: none"> <li>- local organizations should be encouraged to assist in the development, stewardship, operation and/or sponsorship of leash free zones</li> </ul>
<b>Lawn Bowling</b>	<b>8 greens</b> (operated by non-profit group)	No standard recommended	<b>8 greens</b>	<ul style="list-style-type: none"> <li>- there are sufficient bocce courts available in the community at this time and no additional bocce courts are recommended; the Town should continue to monitor future needs</li> </ul>
<b>Track and Field</b>	<b>0</b>	No standard recommended	<b>0</b> (not a core service of the Town)	<ul style="list-style-type: none"> <li>- local track and field facilities are provided at secondary school sites</li> </ul>
<b>Golf Courses</b>	<b>0</b>	No standard recommended	<b>0</b> (not a core service of the Town)	<ul style="list-style-type: none"> <li>- several public and private golf courses exist in the community</li> </ul>
<b>Bocce Courts</b>	<b>3 outdoor courts</b>	No standard recommended	<b>3 outdoor courts</b>	<ul style="list-style-type: none"> <li>- no additional bocce courts are required, unless local demand becomes apparent</li> </ul>

\* Inventory – Source: Town of Oakville Recreation and Culture / Parks and Open Space Departments; as of April 2006.

\*\* Estimated population of 250,000.

Note 1: Each lit soccer field is considered to be equivalent to 1.5 unlit fields

Note 2: Each lit ball diamond is considered to be equivalent to 2.0 unlit diamonds

Note 3: Each half court is equated to 0.5 of a full basketball court.



#### 4.6 RECOMMENDATIONS – OUTDOOR RECREATION FACILITIES

Topic Area	Recommendation
<b>Soccer Fields</b>	<p>B1 75 additional soccer fields (unlit equivalents) would be required by build-out if a service standard of 1 field per 90 organized youth participants is to be achieved. Most of these new fields are expected to be provided in major growth areas, although the conversion of underused ball diamonds should be considered in older neighbourhoods with outstanding demands for soccer fields. 6 unlit field equivalents are expected to be developed by the beginning of 2007, reducing the need by build-out to 69 additional fields.</p> <p>Strategies to expand the conceptual supply without dramatically increasing the land need requirements must be considered, including converting under-utilized ball diamonds, lighting new and existing fields (each is equal to 1.5 unlit field equivalents), and installing artificial turf (each is equal to 3.0 unlit field equivalents). It is recommended that the Town commit to providing sufficient funding and land to develop 5 mini fields, 15 minor fields, 20 major fields (12 with lights), as well as lighting 2 existing fields and converting 6 under-utilized ball diamonds; these projects represent a total of 53 additional unlit field equivalents. The remaining balance of 16 unlit field equivalents will require contributions from local soccer organizations in order to be realized (see recommendation B4).</p>
	<p>B2 The Town should consider installing lights at soccer fields in Community Parks, as well as Neighbourhood Parks north of Dundas Street, where appropriate.</p>
	<p>B3 The Town should continue to negotiate agreements with both School Boards to maximize the community's access to soccer fields on school properties, especially at schools with higher quality fields. The availability and general condition of school soccer fields also needs to be monitored. The loss of any existing fields may require the Town to convert unused ball diamonds to soccer pitches or to develop additional fields elsewhere.</p>
	<p>B4 The Town, in partnership with the local soccer organizations, should consider developing artificial turf fields in order to accommodate additional users. Artificial turf is also desired by field hockey and potentially other sports, therefore, there would be a need to design it to be multi-purpose (see section on field hockey) and to develop an allocation policy regarding these facilities. Prior to considering artificial turf fields, the Town should undertake a business plan that will address capital and operating costs, as well as the impact on hours of play and capacity for use.</p>
	<p>B5 The Town should consider establishing a policy whereby community organizations would be required to share the costs of soccer field improvements (non-standard items on new fields), such as artificial turf and clubhouses. Any cost sharing proposal should be accompanied by business plan (prepared by the community organization with input from the Town) to support the partnership and to provide a memorandum of understanding regarding the responsibilities and commitments of each party.</p>

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Soccer Fields</b> (continued)	B6 The Town should consider developing a field allocation policy that, much like the ice allocation policy, will establish priority status and standards of play for various users in an effort to provide for a fair, efficient and transparent allocation of sports fields.
<b>Ball Diamonds</b>	<p>B7 No new ball diamonds will be required to meet the current or future needs of the Town's population south of Dundas Street.</p> <hr/> <p>B8 The Town should provide approximately 10-11 ball diamonds at select neighbourhood and/or community parks in North Oakville for organized and unorganized baseball activities. One possibility is to consider the development of a tournament site as part of the replacement of the Palermo Park diamond resulting from the realignment of Bronte Road.</p> <hr/> <p>B9 The Town should consider establishing a policy whereby community organizations would be required to share the costs of ball diamond improvements (not standard items on new fields). Any cost sharing proposal should be accompanied by business plan (prepared by the community organization with input from the Town) to support the partnership and to provide a memorandum of understanding regarding the responsibilities and commitments of each party.</p> <hr/> <p>B10 The Town should work with local ball organizations to identify diamonds that require upgrading or enhancement and to identify diamonds that should be eliminated from the Town's inventory (including those that could be converted to alternate uses such as soccer, cricket, bocce, passive open space, skateboarding, etc.).</p> <hr/> <p>B11 The Town should measure and monitor actual use of ball diamonds and registration figures for both youth and adults. The results of monitoring should be used to revise the recommended provision standard, as warranted, and to assist in identifying potential surplus capacity.</p> <hr/> <p>B12 Lights should only be considered for diamonds in Community Parks, as well as Neighbourhood Parks north of Dundas. For each diamond that the Town lights, one unlit diamond in an over-supplied area should be eliminated from the inventory.</p>

Topic Area	Recommendation
<b>Multi-use Fields (Football, Lacrosse, Field Hockey &amp; Rugby)</b>	<p>B13 The Town should develop two (2) multi-use fields in the short-term to meet the collective needs of these sports (field lacrosse, football, field hockey, and rugby), particularly demand at the youth development level. One (1) additional multi-use field will be required as the Town approaches its ultimate build-out capacity.</p> <p>As an alternative to developing new fields in new parks, the Town may also consider converting under-utilized ball diamonds or even designating existing soccer fields for these sports (as long as the soccer fields could be immediately replaced through new construction and the Town-wide soccer needs identified in this Plan are addressed).</p> <p>Another alternative involves the development of artificial turf fields (to be shared with soccer – see soccer section), which can accommodate more intensive usage and is also the preferred surface for competitive field hockey. The two designated municipal field hockey fields should continue to be provided.</p> <hr/> <p>B14 Due to the recommendation supporting the construction of multi-use fields that can support several sports, no additional dedicated football, dedicated lacrosse, dedicated field hockey, or dedicated rugby fields are required at this time. The Town should continue to monitor the future needs of these sports.</p>
<b>Cricket Pitches</b>	<p>B15 Given that there are no suitable sites with under-utilized ball diamonds that could be converted into a cricket pitch, the Town should designate a shared field in the north for cricket activities. It is expected that this field would be shared with soccer or other playing field sports and would be designed in such a way as to accommodate the field dimensions and conditions required for cricket, to the greatest degree possible.</p> <hr/> <p>B16 The Town should consider establishing a policy whereby community organizations would be required to share the costs of cricket field development. Any cost sharing proposal should be accompanied by business plan (prepared by the community organization with input from the Town) to support the partnership and to provide a memorandum of understanding regarding the responsibilities and commitments of each party.</p> <hr/> <p>B17 The Town should measure and monitor youth and adult registration figures in cricket (and other emerging sports) in order to develop a service standard that is reflective of demand in Oakville.</p>
<b>Tennis Courts</b>	<p>B18 There are currently no tennis clubs north of the QEW. Subject to future club development in this area (possibly at the planned complex at Pine Glen Community Park), the Town may, however, assist in providing an appropriate number of club courts in this area. New club courts should generally be developed in groups of at least 6 to support the provision of ancillary facilities.</p>

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Tennis Courts</b> (continued)	B19 No new public tennis courts should be developed south of Dundas Street. Up to fourteen (14) additional neighbourhood or community-level courts will be required to serve population growth in North Oakville (north of Dundas Street). Where possible, new courts should be developed in groups of two or more (multiple court development is preferred as it lends itself to greater use, potential club development, better instruction opportunities, and also provides opportunities for future redevelopment to basketball courts, skate parks, etc. should trends and needs change).
	B20 The Town should consider converting up to 11 surplus public tennis courts (in the East, Southeast and Southwest, where warranted) to basketball courts, multi-purpose pads (that can accommodate street hockey or skateboarding activities), or other complementary uses (e.g., community gardens, bocce, etc.).
	B21 Should the Town consider facilitating the provision of an indoor tennis bubble with an established organization, the level of the Town's involvement should be based on the results of the organization's business plan that assesses anticipated usage, costs, revenues, operating structures, location, etc.
<b>Basketball Courts</b>	B22 The equivalent of 9 full basketball courts are by 2011, 3 more by 2021, and 1 more by build-out. To improve accessibility to the primary market of youth, the geographic distribution of these courts should be improved. By build-out, 2 additional full court equivalents should be provided in the West, Southeast, and Southwest plan areas, while 3 additional full court equivalents should be provided in the West plan area and 4 in the North plan area.
	B23 In new development areas, priority should be given to developing half courts over full courts. The Town should identify under-used public tennis courts in the Southeast, Southwest, and/or East plan areas that would be appropriate for conversion into basketball courts (likely full courts). Consideration should also be given to designing select basketball courts so that they may also accommodate refrigerated outdoor rinks in the wintertime (this will require a full court layout).
<b>Outdoor Pools</b>	B24 The Town's existing supply of outdoor pools should be maintained and, where appropriate and demand warrants, the Town could consider the provision of outdoor pool facilities in new or redeveloped Community Parks.
<b>Splash Pads</b>	B25 In the short-term, develop one splash pad in each of the following locations: (1) west of Bronte Creek and south of Rebecca Street; and (2) the Kerr Street Area (possibly at Westwood Park or Forester Park).
	B26 Three (3) to four (4) splash pads should be developed to serve future growth north of Dundas Street. Spray/splash pads should be developed in parks which have other recreational features.

SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Playgrounds</b>	<p>B27 Provide playgrounds in new developing areas within Community and Neighbourhood Parks (and junior playgrounds within selected “Village Squares” north of Dundas Street). Additional park types may also be considered for playgrounds in order to ensure that a minimum service level of one playground within 800-metres of every residential area (without having to cross a major road or physical barrier) is achieved.</p>
	<p>B28 Barrier-free playground equipment accessible to people with disabilities should be provided in Community Parks and other appropriate locations to serve several neighbourhoods as part of new development and the playground replacement program.</p>
	<p>B29 The Town should continue to implement its playground replacement program in order to bring all play structures into compliance with CSA recommended standards.</p>
<b>Skateboard Parks</b>	<p>B30 At a provision level of 1:5,000 youth (ages 10 to 19), a total of 4 additional skateboard parks will be required by the year 2021 and potentially one more prior to build-out. 3 of these facilities are required now (one each in the East, West, and Southeast plan areas) and one more between 2011 and 2016 (in the North plan area). If it is not possible to find a suitable site for skateboard park south of Dundas Street due to land availability or incompatibilities, then 3 facilities should be provided in the North plan area in order to meet Town-wide needs in the long-term. Facility use should be monitored to revise the service standard, as warranted.</p>
	<p>B31 Staff consider the use of portable/temporary skateboard parks in new growth areas that are underserved by youth facilities.</p>
	<p>B32 Youth should be consulted in the design of any new skateboard facility.</p>
	<p>B33 Consideration should be given to incorporating smaller scale, introductory skate facilities into playgrounds in the Town’s newer developing areas.</p>
<b>BMX Parks</b>	<p>B34 It is recommended that the Town consider establishing a dirt BMX park in a community park north of the QEW, in tandem with a skateboard park. The BMX park should be operated on a trial-basis and the Town should consider requiring volunteers to maintain and operate the facility. The Town, in consultation with potential users and the community, should establish criteria by which to evaluate the success of the BMX park and the planning of future parks (if warranted).</p>
	<p>B35 A small trial BMX facility may be considered at Shell Park in an effort to mitigate the conflicts between BMX bikes and skateboards at the skateboard park.</p>



SECTION 4: RECREATION FACILITIES

Topic Area	Recommendation
<b>Outdoor Skating Rinks</b>	B36 The Town should identify a site for one Town-wide outdoor artificial ice surface, ideally at a centralized location with washrooms and other support amenities. Only one major artificial rink is recommended, which should be sufficient to meet demand for this type of facility for the duration of the Plan.
	B37 The Town should attempt to provide and maintain one outdoor skating rink in each of Oakville's residential communities (there are currently 12 recognized communities). Volunteers should be encouraged to assist in maintaining "Neighbourhood Rinks" that are located on land (as opposed to ponds or creeks). To assist in meeting community rink demands, the Town may also consider designing new full basketball courts with refrigeration capabilities so that they may be used as artificial ice surfaces in the winter months. One or two trial facilities should initially be developed and then this program could be expanded to provide approximately 3 such facilities both north and south of Dundas Street for a total of 6 across the entire Town. Where possible, the refrigerated courts should be located adjacent to existing arenas so as to create synergies related to their operation and required amenities.
<b>Leash Free Zones</b>	B38 The Town should continue to provide leash free zones, as need arises and where warranted. Local organizations should be encouraged to assist in the development, stewardship, operation and/or sponsorship of leash free zones.
<b>Lawn Bowling</b>	B39 There are sufficient lawn bowling facilities available in the community and no additional lawn bowling facilities are recommended during the timeframe of this Plan. The Town should, however, continue to monitor future needs.
<b>Track and Field</b>	B40 The provision of track and facilities are currently being satisfied by existing facilities at high schools within the Town. No additional track and field facilities are recommended.
<b>Golf</b>	B41 Due to the significant initial investment, large land requirement, and the existence of several public and private golf courses in the community, the provision of golf courses or driving ranges is <u>not</u> an area that the Town should pursue at this time.
<b>Bocce Courts</b>	B42 There are sufficient bocce courts available in the community and no additional outdoor or indoor bocce courts are recommended at this time. The Town should, however, continue to monitor future needs.

## **SECTION 5 PARKS, OPEN SPACE & TRAILS**

### **5.1 OVERVIEW**

The Town has a very extensive parks and open space system, a system that is managed by both public and private landowners. In fact, Oakville's public parks, trails and open spaces were rated by the public as one of the Town's best assets; with walking and cycling trails being favoured activities for all ages. The Town's network of trails and parks are essential to providing the quality of life that residents have come to expect and are integral to attracting new citizens and industry to the area. Increasing interest in less structured activities also reinforces the need to focus on the Town's open space system and trail corridors.

Town of Oakville parks and open spaces provide a variety of high quality recreational, social, educational, historic, interpretative, and cultural opportunities to citizens and visitors alike. A well-balanced park system engages people of all ages and backgrounds and enhances the overall quality of life. Parks and open space provide the land base required for recreational activities, contribute to the preservation and conservation of natural features, provide opportunities for passive recreational activities, preserve physical linkages for the movement of humans and animals, and contribute to the aesthetic value of the community.

The public consultation program found strong support for the acquisition of more open space and the expansion of passive, nature-oriented recreation activities. Recent surveys for the Town of Oakville have placed parks, natural spaces, and trails near the top of the list in terms of both satisfaction and areas that the Town should continue to invest in. In particular, there are requests for increased tree cover, better north-south trail corridors, more crossings over or under the QEW, and better linkages to destinations such as community centres and schools.

The recommendations in this section have given consideration to both existing parkland gaps and future needs. Several strategies have also been put forward to address other matters that were raised during the Master Plan process, such as park stewardship, design, maintenance and management.



## 5.2 PARK & OPEN SPACE SUPPLY AND DEMAND

The Town of Oakville's inventory of parks and open spaces includes 282 identified parcels of land totalling 1,332 hectares (comprised of 437 hectares of parkland and 895 hectares of open space). The amount of green space available to residents is actually much higher if the supply of other public lands such as schools, hydro corridor lands, and Provincial Park lands are included.

Parkland per capita is a useful tool in monitoring how the Town is achieving the parkland goals in comparison to both historical measurements, as well as future projections. The Town-wide supply of municipal parkland (excluding open space) is presently 2.75 hectares per 1,000 residents. In general terms, parks in the Southwest and Southeast plan areas tend to be smaller, more costly to maintain, and not as well linked as those north of the QEW. North of the QEW, the Town has retained much of the valleylands, which has allowed for better connectivity and the creation of trail corridors.

In order to provide a high-level assessment of parkland needs, the target of 2.2ha/1000 residents established in the Town's Official Plan has been applied to current and forecasted population figures. In order to address these demands, the Town should continue to ensure that appropriate levels of Neighbourhood and Community parkland are provided.



Two of the key elements of any parks system are equity and accessibility. In this regard, it is imperative that the Town maximize its parkland acquisition opportunities. While it may not always be possible to improve parkland supplies in existing neighbourhoods as they are already built-out, the Town has a greater ability to acquire parkland in growing communities through the development process or land acquisition. The Town presently has sufficient park coverage and no major gaps in distribution, although it is recognized that some communities have more parkland than others.

### 5.3 TRAILS SYSTEM & NATURAL HERITAGE CONNECTIONS

The Town of Oakville has over 140 kilometres of recognized trails that provide opportunities for hiking, biking, walking, inline skating, and for simply enjoying nature. Many of the Town's trails are situated in river and creek valleys that lead to Lake Ontario. The Town's off-road pathway system includes the north-south Bronte, Sixteen Mile and Joshua's Creek Trails, as well as the east-west Waterfront Trail and Crosstown Trail. Pedestrian and bicycle trails have been built through these valley systems, which also link to community trails.



In general, the trails south of the QEW provide good east-west links, but connectivity north of the QEW is limited. For areas north of the QEW, the trails generally follow the river valleys (but reaching the waterfront is a challenge), while more utilitarian community trails provide some east-west links. Movement of pedestrians and cyclists across major barriers (such as highways, valleys, etc.) needs to be addressed. In developing future trails and linkages, efforts shall be made to connect the pathway system to “destinations” in order to increase the functional usage of pathways.

Trails are one of the most desired recreational amenities in Oakville and citizens highly value their impact on local quality of life. Additional resources will be required in order to provide an appropriate level of trail management, particularly if and when the trail system is expanded.

As part of the Blueprint Oakville initiative, the Town has prepared an Environmental Strategic Plan that identifies the need to increase bike infrastructure and walking path connectivity. The Town of Oakville is also undertaking a Transportation Master Plan study that, when completed, is expected to contain additional and more strategies relating to trail and pathways. While these studies will provide varying levels of detail relating to trails, pathways and bike lanes, it is the role of this Master Plan to strongly advocate for the public interest, which includes a strong desire for trail expansion.

**5.4 RECOMMENDATIONS**

Topic Area	Recommendation
<b>Classification</b>	C1 The North Oakville Secondary Plans should include the provision of trails, walkways and/or bicycle paths in “core preserve areas” and “linkage preserve areas”, where appropriate.
<b>Provision Standards</b>	C2 Within developing residential areas, the Town shall continue to strive to maintain a provision level of 2.2 hectares of municipal Neighbourhood and Community parkland per 1,000 population.
	C3 Although there are presently no major gaps in terms of parkland and natural area distribution in Oakville, the Town should ensure that geographic accessibility remains a priority in the future. Although the Town may decide to locate parkland in non-residential areas (where appropriate) in order to meet overall provision standards, in urbanized residential areas the Town should attempt to provide one or more playgrounds within 800 metres of all residential units.
<b>Land Requirements</b>	C4 To keep pace with growth, the Town should continue to target the acquisition and/or dedication of appropriate levels of Neighbourhood and Community parkland (2.2 hectares/1000 residents) in new residential communities.
	C5 Should future parkland dedications not be sufficient to maintain a supply of 2.2 hectares of active parkland per 1,000 residents, the Town should consider increasing its park supplies in these areas. While acquisition of new parkland may be the most favourable approach to ensuring long-term access to parks, appropriate non-acquisition based strategies should also be considered.
	C6 The Town should continue to implement the policies in its Official Plan regarding the establishment of a continuous linear park along the Lake Ontario waterfront. To achieve this goal, acquisition, dedication, easement agreements, etc. should be pursued.
<b>Parkland Acquisition and Development</b>	C7 The Town should acquire parkland at the maximum applicable rate as permitted by the <i>Planning Act</i> . For each opportunity, the Town should consider the benefits of both parkland dedication and cash-in-lieu prior to deciding which requirement to pursue.
	C8 Should the Town decide to acquire parkland through means other than dedication, non-acquisition based options should be fully explored prior to acquiring additional land.
	C9 The Town should continue its practice of <u>not</u> accepting passive “natural area” lands as part of the required parkland dedication.

Topic Area	Recommendation
<b>Parkland Acquisition and Development</b> (continued)	C10 In areas that presently have adequate supplies of active parkland, acquisition of non-municipal parkland (e.g., schoolyards of surplus schools) should <u>not</u> pursued unless there are no reasonable alternatives (e.g., publicly accessible neighbourhood or community parks with playground equipment) within approximately 800 metres.
<b>Waterfront Park System</b>	C11 The Town should continue to implement the policies in its Official Plan relating to linear waterfront parks. There remains a strong desire to acquire or secure a continuous linear strip of public parkland across the entire Oakville shoreline.
	C12 The Town should develop a Waterfront Parks Linkage Plan outlining a phased strategy to establish a continuous linear strip of public parkland across the entire Oakville shoreline.
<b>Land &amp; Park Stewardship</b>	C13 The Town should continue to work to improve awareness and understanding within the community about the natural heritage system, the features and areas it contains, and how to maintain and enhance its resources.
	C14 While the Town will continue to promote community-building and tourism-generating special events that take place in its parks, primarily throughout the summer months, this shall not be done at the expense of the environmental integrity of the parks.
<b>Park Design, Location, Maintenance &amp; Management</b>	C15 The Town should continue to maintain a commitment to accessibility, safety, and security within its entire parks and pathway system. In recognition of the Town's aging population, greater attention should be paid to the development of amenities such as washrooms (in Community Parks) and benches/seating areas.
	C16 Within Community Parks the Town should, wherever possible, cluster the same type of playing fields together to increase a sense of form and function. Such parks should also include contain washrooms, water fountains, electrical outlets, benches and safe, pedestrian-friendly pathways, etc. A greater emphasis should also be placed on providing more informal space in new parks in order to promote unstructured and organized activities, as well as emerging interests.
	C17 When developing new parkland, the Town should attempt to maintain as much existing forest cover as possible (while still providing for appropriate location and design of the necessary recreation features).
	C18 The Town, in consultation with residents, should continue to identify and pursue opportunities within existing and future parks for naturalization/ restoration initiatives.

Topic Area	Recommendation
<b>Park Design, Location, Maintenance &amp; Management</b> (continued)	C19 In developing parks with both active/man-made and passive/natural elements, clear separations between active and passive park areas should be established.
	C20 In order to foster partnership relationships to enhance the parks system, the Town should continue to: <ul style="list-style-type: none"> <li>a) implement its community partnership policy to guide community development and maintenance of additional parkland features beyond basic level standards;</li> <li>b) seek community sponsorships and partnerships to support the development of trails, pathways, and park features;</li> <li>c) work with surrounding municipalities, school boards, and organizations to develop a regionally integrated trail and linkage system;</li> <li>d) promote Town-wide and corporately sponsored “greening” programs; and</li> <li>e) promote its community garden plot program and consider appropriate new locations subject to local community interests.</li> </ul>
	C21 New neighbourhood parks should be designed to rely on on-street parking in order to maximize parkland usage and intensification. Off-street parking should be provided for any new park with more than two playing fields.
	C22 Parks containing a number of lighted fields designed for adult and tournament play can be located in commercial or light industrial areas. Parks designed primarily for children should not be located in commercial or industrial areas.
	C23 Future community centres and community parks should be situated adjacent to each other (where possible) to capitalize on synergies of use and economies of scale. Where possible, future parks and schools should also be located adjacent to each other.
<b>Trails System &amp; Natural Heritage Connections</b>	C24 To improve access to and throughout the Town’s natural heritage system, the Town should continue to develop pathways and linkages among components of its park and open space system.
	C25 The Town should establish a policy that clearly articulates the parameters and standards relating to signage at trail access points and along trails. In general, improved public awareness of trail locations, routes, surfaces, and support facilities (e.g., washrooms) should be made a priority.

Topic Area	Recommendation
<b>Trails System &amp; Natural Heritage Connections</b> (continued)	C26 Wherever possible, trails, pathways and bike lanes should travel to or from public transit stops (including GO stations) and appropriate bike racks should be provided at major transportation hubs.
	C27 Trails through woodlots, natural areas, and top-of-bank setbacks should continue to be covered with limestone screenings, with only steep slopes being paved. Walkways and pathways in Neighbourhood Parks and Village Squares north of Dundas Street should have an asphalt or hard surface of another type.
	C28 The Town should establish as a high priority allocating additional resources to trail management, as this is a service that most Oakville residents value and would like to see expanded.
	C29 The Town should continue to promote and enhance its Adopt-a-Trail program as a way of improving maintenance and offsetting some costs.
	C30 For the benefit of all Oakville residents and to ensure continuity with Waterfront Trail standards in neighbouring municipalities, the Town should upgrade the Waterfront Trail through paving and improving the continuity of facilities and the quality of signage and crossings.
	C31 The Town should consider establishing a paved trail loop/route in a park (or a combination of connected parks) in North Oakville in order to provide additional opportunities for inline skating, biking, walking, etc. in the community (particularly the north end as the south has the Waterfront Trail). This trail should be linked to the Town-wide trail system.



## **SECTION 6 ARTS & CULTURAL FACILITIES**

### **6.1 OVERVIEW**

Arts and cultural activities and opportunities abound in Oakville, which is served by several museum, heritage, art gallery, performing arts, and festival sites. More than any other community the consultants have surveyed, Oakville has a strong appreciation for the importance of culture as an integral part of recreation and leisure.

In much the same way as the Town provides facilities for the community to participate in athletic endeavours, additional space and support for the arts is required. The Town has recognized the importance of arts and culture by making it a core service within the Recreation and Culture Department and through initiatives such as the establishment of an Arts Council and a Cultural Advisory Committee.

Recently, there has been much discussion around “creative cities” and the “creative class”; the latter referring to those who desire opportunities to explore the artistic side of leisure pursuits. Our assessment indicates that Oakville is very much a creative community that highly values its creative opportunities.

This assessment focuses on cultural pursuits such as performing arts, visual arts, heritage and general crafts. An emphasis is placed on entry level, cost efficient programs that emphasize basic skill development for local and “amateur” artists and participants. The needs of touring and visiting professionals have not been assessed as part of this Plan.



### **6.2 INVENTORY**

The Town of Oakville operates and/or provides funding for the following arts and cultural venues:

- Oakville Centre for the Performing Arts;
- Oakville Galleries at Centennial Square and in Gairloch Gardens;
- Charles Sovereign House;
- Erchless Estate Museum; and
- Town Hall (meeting rooms and exhibit space).

Several local community centres, schools, libraries and churches are also used by the many community-based arts and cultural groups.

The Town also provides annual subsidies and funding support to various community cultural initiatives and the Oakville Arts Council.

### 6.3 KEY CONSIDERATIONS

Several factors have emerged that are affecting the demand for arts and cultural activities and opportunities, including:

- Performing arts audiences are generally well off and well educated, suggesting that Oakville has higher than average participation rates in arts and culture.
- There has been growth in Ontario's arts and craft industry. Lifelong learning may generate greater interest in short-term courses and workshops.
- The 55+ age group has the greatest amount of free time, supporting the notion that casual and unstructured activity programs (as well as festivals and special events) for older adults will offer the greatest opportunity for growth.
- The Master Plan's public consultation program found a healthy involvement in cultural pursuits by Oakville residents. Particularly interesting was the strong appreciation for the arts and support for enhanced arts and culture opportunities among high school students.



- Based on public input, the most significant request is for appropriately designed (and affordable) venues in which local artists, multicultural groups, artisans and performers can rehearse, perform, meet, create, display, and store their wares and equipment. In fact, a local citizen group has formed under the name of MASS (Music and Art Shared Space) to promote the development of a creative arts centre for community music, visual arts and crafts in Oakville. Other common requests included additional music and cultural programs for youth and more funding for local arts-based groups.
- The Oakville Arts Council is currently in the process of re-defining its mandate. The Town also recently formed a Cultural Advisory Committee that will advise Town Council on issues and policies pertaining to the development and promotion of community-wide arts and heritage initiatives. The roles of both of these groups are still evolving and may impact the delivery and coordination of local cultural activities over time.
- Useful provision standards or per capita benchmarks for arts and cultural facilities do not exist as they do for parks, recreation and library facilities, therefore, alternative approaches for assessing facility demand must be utilized.

## 6.4 KEY STRATEGIES

Based on the synergies created and efficiencies realized by multi-purpose facilities, the Town should strongly consider providing for arts and cultural activities through facilities that contain other compatible civic uses. To meet this objective, this Master Plan puts forward several strategies, including the development of a “Creativity and Innovation Centre” (described in more detail below) and/or the provision of shared and/or dedicated multi-purpose space at new community centres (potentially in partnership with MASS or similar non-profit organization). The Town will consider other partnership opportunities that respond to justified local arts and cultural needs within the context of the Master Plan’s Guiding Principles and the proposed partnership framework.

The proposed Creativity and Innovation Centre – essentially a “community centre campus” with an arts and cultural focus – is a concept that could be made possible through the relocation of central library functions at 120 Navy Street. The vacated portion of this building – which is linked via the plaza with the Oakville Centre for the Performing Arts – could be utilized to develop a downtown street-level cluster of creativity, technology and information-based service agents in the library, theatre, Oakville Galleries, and other arts and cultural users. Redesign of Centennial Square, renovation of the lower studio theatre, improved lobby space, etc. would also greatly enhance the ability of this site to meet local cultural needs.

Some of the many services and spaces that could potentially be developed at the Creativity and Innovation Centre include collaborative work areas, multi-media space, technology centre, interactive kiosks, expanded performing arts studio space, traditional and non-traditional library programming and collections, local history discovery centre, display space, etc. Although the notion of the Creativity and Innovation Centre requires more investigation in terms of its physical size, space design, complement of services and partners, phasing, management and delivery model, funding, etc., this location provides a very real opportunity to build upon the existing infrastructure in a vibrant downtown setting.

The recommendations also address strategies to improve the delivery of cultural services and facilities, including the Oakville Centre for the Performing Arts, Erchless Estate, and Oakville Galleries, as well as several matters related to staffing, marketing, funding, etc. For example, some non-profit organizations are concerned that the needs of the arts, culture and heritage community are not receiving the same proportion of municipal assistance as recreation and parks. In order to expand cultural opportunities within the community, there is a need for additional municipal staff resources to be allocated toward facilitating the arts and cultural sector in Oakville. Given the significant interest by all age groups for additional arts and cultural programming and expression of interest for arts facilities, it is recommended that a Community Cultural Plan be prepared. The Community Cultural Plan should be prepared to assist in the implementation of the PRCL Master Plan by establishing specific actions for addressing the varied needs of the local cultural sector.

## 6.5 RECOMMENDATIONS

Topic Area	Recommendation
<b>Arts &amp; Cultural Space</b>	<p>D1 In order to accommodate the needs of local art / cultural practitioners and non-profit groups the following options should be considered:</p> <ul style="list-style-type: none"> <li>a) Centennial Square could be redeveloped to create a “Creativity and Innovation Centre” at such time as space becomes available in the existing Central Library (due to new main library being developed) and Centre for the Performing Arts. The vacated portion of library space could be renovated and – together with creative use of the plaza, the parking lot – would provide for an enhanced Centre for the Performing Arts (through redevelopment of the lower studio theatre), Oakville Galleries, appropriate storage space and studios, display and rehearsal space for the local arts and cultural community. Partnerships, coordinated fundraising, and a unique management and delivery model will all be required to make this project a success.</li> <li>b) When a new community centre is developed to serve the recreational needs of the population growth in the north and northwest (potentially along the Trafalgar Road corridor, north of Dundas Street), the facility could be designed to accommodate cultural and art programming, displays and activities as well as recreational programs.</li> <li>c) Any redevelopment of Queen Elizabeth Park and former school site should give consideration to appropriate space for arts programming and displays.</li> <li>d) The Town of Oakville explore a partnership for the development of a community-based arts facility with MASS (Music and Arts Shared Space) or with other reasonable parties at any future Community Centre or major civic facility. The partnership is recommended to be in a similar vein as the recently developed gymnastics facility at Glen Abbey Community Centre and should be consistent with the partnership framework established through this Master Plan process. In exploring this partnership, MASS or other reasonable parties should be requested to submit a copy of a business plan for review by the Town and the Town should continue to support MASS in their pursuit of funding opportunities including, but not limited to, Trillium Grant applications.</li> </ul>
<b>Oakville Centre for the Performing Arts</b>	<p>D2 The Town should undertake a business plan to determine the cost-benefit of expanding and renovating the main theatre at the Oakville Centre for the Performing Arts. Until such time as this study has been undertaken, the Oakville Centre for the Performing Arts should not be expanded, but should continue to maintain a balance between local community groups and touring groups.</p>

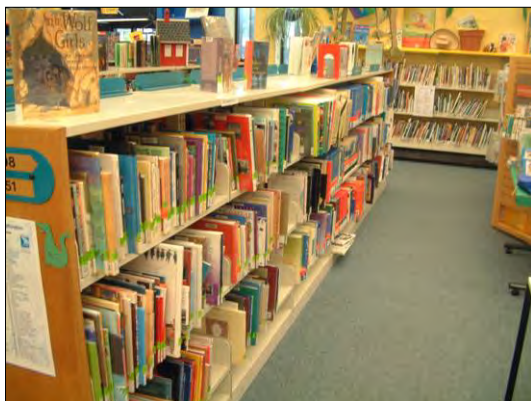
Topic Area	Recommendation
<b>Oakville Centre for the Performing Arts</b> (continued)	D3 In the short-term, improvements should be undertaken to the Oakville Centre for the Performing Arts. First is redesigning the front portion of the building as part of a recommendation to interconnect the various uses of the Centennial Square site (as part of the Creativity and Innovation Centre concept). The improvements to the lobby and street-front appearance of the Centre for the Performing Arts should be undertaken in harmony with the recommendations relating to the Central Library, Oakville Galleries at Centennial Square and the Centennial Pool and should occur as part of an overall feasibility study and business plan. Second, consideration should also be given to expanding the studio theatre space on the lower level.
<b>Oakville Galleries</b>	D4 The Town and the Oakville Galleries Board should consider consolidating the functions of the two art galleries at one site with appropriate storage space.
<b>Erchless Estate</b>	D5 The Town should complete and implement a site plan for the Erchless Estate site and that the museum work to expand its outreach services through cooperative efforts with other like-minded delivery agents in the Town.
<b>Staffing</b>	D6 Dedicated staff is needed to act as a catalyst, promote, assist and help develop arts and cultural opportunities while ensuring that the interest is community initiated. Staff should also be responsible for determining the costing and level of assistance to be provided for special events and festivals.
	D7 Special events should continue to be run by the community organizations and volunteers with more appropriate use of staff time. Furthermore, the Recreation and Culture Department should develop consistent criteria regarding the commitment / responsibility of Town employees regarding the organization of special events, in consultation with affected stakeholders.
<b>Subsidies</b>	D8 Affordable access to arts and cultural opportunities for youth should be made a priority; this will likely require greater equity between the municipal subsidies allotted to recreation and culture.
<b>Strategies / Future Studies</b>	D9 The Town and its partners should establish a coordinated arts marketing infrastructure and strategy.
	D10 A Community Cultural Plan should be developed to provide the framework for the future planning of arts and cultural facilities and services for the varied stakeholder groups in the community. The Plan should establish a vision, goals and strategic actions that will address facility, service and activity needs.
	D11 The Town will encourage and promote public art opportunities (i.e., art that becomes part of the environment rather than art which has to be specially visited in designated spaces) in its parks and leisure facilities, where possible and appropriate, in partnership with the community.

## SECTION 7 LIBRARY FACILITIES

### 7.1 OVERVIEW

The Town of Oakville and Oakville Public Library (OPL) are committed to providing a seamless, integrated, user-friendly, and responsive “one window” customer service system in the delivery of its parks, recreation, culture and library services. The Library has an ongoing working relationship with Town departments to plan and deliver an “integrated provision of service” for Oakville residents. In this light, this section responds to a series of key issues for the Oakville Public Library and, in turn, provides information on service delivery options for the Library.

Furthermore, a detailed analysis of current and long-term public library space needs and distribution was undertaken for the Oakville Public Library system based on the context provided by the guiding principles and strategies identified through the background research. Given that the Town is still very much in the growth stage, the Oakville Public Library will require a building program involving the creation of new branches and/or the expansion of existing branches that will be spread over the next twenty-plus years.



### 7.2 INVENTORY

The Oakville Public Library service delivery model utilizes a four-tier system that exemplifies the average branch distribution system in Canada:

- A central branch library;
- Four branch libraries appropriately distributed throughout Oakville to serve demographic and geographic catchment areas;
- E-services which are available Town-wide; and
- Extension services / outreach designed to address the needs of specific target audiences (e.g., home delivery to shut-ins; book deposits in seniors' centres; book nooks; etc.).

Together, the five library branches presently provide a total of 92,544 square feet of public library space (book nooks and deposit stations are not included in the space analysis).

#### **Oakville Public Library Locations and Space Allocation**

<b>Name of Library</b>	<b>Location</b>	<b>Size (sq. ft.)</b>
Central Branch	Southeast	38,012
Woodside Branch	Southwest	14,007
White Oaks Branch*	East	10,125
Glen Abbey Branch**	West	16,150
Iroquois Ridge Branch**	East	14,250
<b>TOTAL</b>		<b>92,544</b>

\* Public Library usable space in a combined school/public library facility

\*\* Library Branch is part of a multi-use community centre

### 7.3 KEY CONSIDERATIONS

As a result of austerity measures, bottom-line economics, the impact of new technologies and the popularity of super bookstores, several societal trends have emerged that are impacting the way in which the Oakville Public Library will plan its future facility investments, including:

- Building multi-use facilities that house both branch libraries and other civic uses, such as community centres. This – as well as improving coordination between the Library and the Town – is a principle that OPL supports and will continue to implement where possible and desirable.
- Adopting larger capture zones that allow sufficiently-sized community branches to effectively provide service to residents preferably within a 3-kilometre radius.
- Ensuring that the provision of library space keeps pace with population growth and is responsive to community needs.
- Designing libraries for “place-making” and community space.

The consultation process indicated that more access to library space is required through longer hours and additional service locations, including teen space and space for programming. Programming space is required to support the activities of local artisans (e.g., cultural creatives) and accessible and affordable meeting rooms are needed to provide for varying community needs.

Furthermore, in its continuing efforts to improve the social, cultural, and economic wellbeing of the community, the Oakville Public Library will place considerable emphasis on

serving the “target” markets of seniors, multi-cultural populations, children and teens.

### 7.4 SPACE NEEDS & DISTRIBUTION

At present, the Town has an established service level of 0.58 square feet of library floor space per capita. This level of service is considered to be reasonable based both on identified local needs and benchmarks established by similar communities. Furthermore, as library space needs are very closely linked with growth forecasts and associated Development Charges funding, it would be to the Library’s advantage to attempt to maintain this level of service into the future in order to maximize its financial resources and, in turn, its service to the community. Space expansion in concert with population growth has been the Library’s objective in recent years and should continue to be a priority.

Application of the 0.58 square feet per capita standard yields a need for approximately 52,500 additional square feet to meet the needs of the Town’s ultimate build-out population of 250,000. This need will be experienced incrementally over time as new residents move into Oakville, as will corresponding demand for additional library collections.

In addition to the overall space allocation, geographic distribution is a fundamental consideration in the establishment of a library building programme as there is an expectation that – to the greatest degree possible – branch libraries be accessible to all Oakville residents. The analysis undertaken for this Plan utilized a 3-kilometre service radius for branch community libraries (2.5-kilometres for branches less than 12,000 square feet) as well as the Central Branch library.

SECTION 7: LIBRARY FACILITIES

The distribution analysis illustrates that the Oakville Public Library has excellent geographic coverage, with a majority of households within 3-kilometres of a branch. The largest gaps are located at the edges of the Town – in the Southeast plan area (Clearview and Eastlake), Southwest (west of Bronte Creek), in the Northwest (Palermo area), and in the future growth areas to the North. The only significant overlap involves the White Oaks Branch, which shares service areas with the Glen Abbey and Iroquois Ridge Branches.

To the greatest extent possible, the Library will provide an accessible distribution of library facilities and services that meets the diverse range of community needs in an efficient and cost-effective manner.

In order to achieve the library space and distribution requirements, a number of strategies have been proposed to provide the Oakville Public Library system with an additional 52,500 square feet of space. The proposed library development program consists of the projects listed below, each of which are described in more detail in the recommendations that follow.

<b>Recommended Library Development Program</b> (listed in expected order of implementation; timing will be dictated by population growth and/or timing of joint municipal building projects)	<b>Approximate Square Footage</b>
#1 Develop a new Neighbourhood Branch in the North	20,000
#2 To facilitate the development of the proposed Creativity and Innovation Centre: a) Reduce the “Library” space at the existing Central Library; and b) Develop a new Main Library at a new location in the North	-15,000 40,000
#3 Subject to a feasibility/needs study, develop a new Neighbourhood Branch in the Palermo area	17,500
<b>Total</b>	<b>62,500*</b>
<b>Additional space needs by build-out (250,000 population)</b>	<b>52,456</b>

\*See recommendation E3



## 7.5 RECOMMENDATIONS

Topic Area	Recommendation
<b>Main Branch</b>	<p>E1 Develop a larger Main Branch (approximately 40,000 square feet) in an accessible location in the northern part of the Town. Due to Recommendation “E2”, approximately 25,000 square feet would be new space to serve population growth, while 15,000 square feet would be a reallocation from the existing Central Library. The preferred location for the new main library is in an accessible location in north Oakville on a major arterial road.</p> <p>This full-service library facility may house the following (to be confirmed through future study): library administration, board room, ILS (integrated library system) support, e-services, comprehensive reference services and collection, bibliographic and technical services, central distribution centre and inter-library loans, business information, community information management team (Information Oakville), newcomer services, and storage space.</p>



Topic Area	Recommendation
<p><b>Main Branch</b> (continued)</p>	<p>E2 Building on new trends in innovation and the creative cities movement, the existing Central Branch should be redesigned to retain a heritage focus with a new emphasis on ‘cultural creatives’ as part of the vibrant downtown area. The reduction in library space due to functions (including administration, processing, reference services, special collections, etc.) moving to the north of Oakville will accommodate these new activities; a reduction from 38,000 square feet to approximately 23,000 square feet is recommended. This library would be considered to be a “Neighbourhood or District level library”.</p> <p>The redesigned full-service branch (at 120 Navy Street) may house the following (at a minimum and to be confirmed through future study): branch collections and services, group study space, genealogy services and collections, local history, larger meeting rooms (multi-use space), discovery centre(s), one tenant (Arts Council), one facility partner (Oakville Galleries), appropriate spaces and services related to the proposed creativity and innovation focus, and tourism information.</p> <p>The Oakville Public Library should assist with the establishment of a planning partnership related to the proposed creativity and innovation focus at the existing central branch. This may require adoption of the following strategies:</p> <ul style="list-style-type: none"> <li>• Develop a process for ongoing consultation and dialogue with the members of the creative class in Oakville.</li> <li>• Develop partnerships with other cultural and creative groups.</li> <li>• Engage the public and increase awareness of the role of cultural creatives in the community.</li> <li>• Develop a vision and model for a Creativity and Innovation Centre.</li> <li>• Develop a process that will facilitate a cultural shift in the library system towards an even greater focus on creativity and innovation: Such a cultural shift will require:             <ul style="list-style-type: none"> <li>- Awareness training about the potential library role in facilitating community creativity and innovation;</li> <li>- Including creativity and innovation as principles in library planning and decision-making;</li> <li>- Adopting staffing models that value creativity and innovation; and</li> <li>- Providing training for library staff in creativity and innovation standards and trends.</li> </ul> </li> </ul>

Topic Area	Recommendation
<b>Neighbourhood Branches</b>	<p>E3 Develop two new neighbourhood branches in the 15,000 to 20,000 plus square foot range. These should be situated to serve the following geographic areas:</p> <ul style="list-style-type: none"> <li>a) North – approximately 20,000 square feet; and</li> <li>b) North/West – approximately 17,500 square feet (Palermo Village area).</li> </ul> <p>As further development in the north continues, feasibility studies on branch locations, design and the ultimate size of the new branches scheduled for the north and Palermo should be conducted. It is necessary to confirm the total size for these new branches as the current plan would create a projected oversupply of library space system-wide against the current square foot standard. There may be sufficient justification to retain or reduce the size of any future library branches. Options will need to be explored to confirm the impact to service standard levels as well as capital and operating costs. This is subject to future review and growth projections.</p> <hr/> <p>E4 The Iroquois Ridge Branch is experiencing significant crowding and the internal space template should be redesigned to alleviate these pressures.</p>
<b>Extension and Outreach Services</b>	<p>E5 There are a number of neighbourhoods within the Town that – due to growth or accessibility concerns (e.g., they are located more than 3-kilometres away from a library branch) – have expressed a desire for additional library services. These areas include Bronte (west of Bronte Creek) and Clearview. Extension and outreach services should be considered for these areas. In general, the library should continue to give attention to the need for, design and delivery of extension services as an element critical to the overall effectiveness of its service delivery model in order to adequately serve the residents of Oakville. The market analysis cannot be properly predicted for the distant future, but rather researched and designed in what could be a five-year timeframe (i.e., linked to regular strategic planning).</p>
<b>Library Design</b>	<p>E6 The Oakville Public Library should continue to redevelop and renovate in a manner that creates physical spaces (welcoming, contemporary and open space – private study, collaborative rooms, genealogy, teaching space, teen space, meeting rooms for business organizations, coffee shops, etc.) that create a sense of 'place', and which are reflective of community needs and styles.</p>

Topic Area	Recommendation
<b>The Education Sector</b>	<p>E7 The ongoing school and education-related activities initiated by the Oakville Public Library should continue, including:</p> <ul style="list-style-type: none"> <li>• Providing resources that address the needs of students in a complementary mode, remembering that the school should be the primary provider of school-related materials.</li> <li>• Developing joint or shared programs with schools. For example, 'Battle of the Books' is a successful joint program. Joint programming should be left to library staff to develop. Library staff must be empowered to develop peer-to-peer relationships with teachers for the purpose of developing joint programs.</li> <li>• Seeking greater teacher and parent involvement in the development of a 'Homework' program. One way of involving parents to a greater extent would be to work through the Parents Council and to use these councils as communications vehicles. The Library may wish to undertake additional market research to identify community demand for a homework program prior to exploring options with other partners.</li> <li>• Develop policies and best practices that will maximize the use of school-related services and resources at Oakville Public Library.</li> </ul> <p>Oakville Public Library will continue to use a variety of partnership opportunities such as COOL, CELPLO, Knowledge Ontario and Halinet as the vehicle for joint licensing of electronic products and for the creation of digital content (such as CIOC, AlouetteCanada, Knowledge Ontario and HALINET) and curriculum support projects such as OSCR.</p>
	<p>E8 The Oakville Public Library should continue to monitor student and youth public library requirements and adjust services as required including reviewing the excellent Youth Online program and adjusting it to meet future needs. This could include:</p> <ul style="list-style-type: none"> <li>• The continued development of online resources specifically for teens and including younger grades in the program and developing stronger liaisons with teacher-librarians and with schools.</li> <li>• The continued development of Kids Online project that would introduce children to electronic databases, to online searching, and include a curriculum-based catalogue that would identify library materials related to the curriculum.</li> </ul>
	<p>E9 Monitor and review the library needs of post-secondary students and the impact of technology (e.g., online databases, Knowledge Ontario) on the resource sharing of resources between the Oakville Public Library and post-secondary institutions. The review may require the development of service principles to guide the development of services for post-secondary students.</p>

SECTION 7: LIBRARY FACILITIES

Topic Area	Recommendation
<b>Technology</b>	<p>E10 The Oakville Public Library should continue to place a major emphasis on e-services and work toward full integration in service planning and in funding sources. Because web-based and online services are an integral part of library services funding for these services should be eligible under the Development Charges by-law.</p>
	<p>E11 As a creative approach to addressing the 'holds' problem, The Oakville Public Library should establish an arrangement with a book vendor whereby a library user could buy a book directly through the library web site, rather than joining the wait list for the book. Then, once the user has read the book he/she could donate it to the library.</p>
	<p>E12 In order to improve user convenience and address the lack of time issue, the Oakville Public Library should develop a just-in-time delivery prototype. The service should be fee-based. The service should be based on partnerships with just-in-time experts in the e-book, bookselling and courier delivery companies.</p>
	<p>E13 In order to maximize access to the online resources available through the library, searches of the online catalogue should also include the online databases. In this way the library will indeed provide 'one place to look' for online data. The Oakville Public Library should identify and acquire a system with this functionality.</p>
	<p>E14 Several of the online products acquired by the library have license limitations (e.g., no more than 3 simultaneous users). The Oakville Public Library should track and analyze usage to determine whether or not license restrictions are not inhibiting use and if they are, the library should negotiate licenses that allow for a greater number of simultaneous users.</p>
	<p>E15 Several of the online databases licensed by the library provide full-text versions of books. The library has continued to purchase print versions of the same texts. The Oakville Public Library should analyze usage statistics of those items that are available both electronically and in print to determine if a transfer of resources from print to online is warranted. The online version will inevitably provide access to a greater number of users. Pop-window surveys would be a good way to sample user success and usage.</p>
	<p>E16 The Oakville Public Library should continue to improve web-based reference services and to monitor the usage of print and virtual reference services with consideration to expanding virtual reference services and reducing expenditures on print reference and the number of staff dedicated to facilitated on-site reference.</p>
<b>Socio-Demographics</b>	<p>E17 All branches within the Oakville Public Library system should continue to have space that is designed and designated for seniors – accessible, comfortable, warm and inviting with adequate social seating that is appropriate for interaction.</p>

Topic Area	Recommendation
<b>Socio-Demographics</b> (continued)	E18 In order to support the neighbourhood library concept and the mini-library concept, the Oakville Public Library should continue to ensure that library collections are placed at hospitals, seniors homes and other institutions for the aged and that the home delivery service to people who are unable to leave their homes is maintained.
	E19 The Oakville Public Library should continue to work with the Halton Multi-cultural Council and with established ethnic communities (e.g., Caribbean, Croatian, Korean, Portuguese, etc.) to increase general public and staff awareness of ethnic groups, to identify their library and information needs, and to ensure ethnic communities that they can find support at the library.
	E20 The Oakville Public Library should continue to develop and pursue strategies to develop stronger partnerships with Oakville's various cultural groups, such as Asian, Caribbean, Chinese, Croatian, Hindi, Korean, Portuguese, Punjabi, Serbian, Spanish, Urdu, etc. to foster cross-cultural library events and to support areas of the collection.
	E21 The Oakville Public Library should develop a strategy to be the first place to look for new Canadians who are seeking basic information on services and programs in Oakville. This strategy should include developing a multicultural brochure in major languages that welcomes new Canadians to the library and to the community. The brochure must contain meaningful information and be more than a simple introduction.
	E22 The Oakville Public Library should continue to offer an outstanding level of services and programs for children and seek enhancements that will continue the current high level of quality. These enhancements could include: <ul style="list-style-type: none"> <li>• Dependant upon budget availability, the Children's Advocate position, which is currently half time, could be made a full-time position dedicated to the children's services.</li> <li>• Continuing to develop a Kids OnLine project, similar to the Youth OnLine program that will introduce children to electronic databases, to online searching, and should include a curriculum-based catalogue that would identify library materials related to the curriculum.</li> </ul>

SECTION 7: LIBRARY FACILITIES

Topic Area	Recommendation
<b>Socio-Demographics</b> (continued)	E23 The Oakville Public Library should increase the allocation of resources to teen services including: <ul style="list-style-type: none"> <li>• Maintaining a staff position with responsibility for teen services;</li> <li>• Enhancing and expanding the Youth Online program to include development of online resources specifically for teens; and</li> <li>• Developing a process to coordinate the community services requirements of students and facilitating teen volunteer opportunities at the library.</li> </ul>
	E24 The Central Branch should consider modifying its “teen’s area” to include a video and games area, listening stations and sitting area (coffee shop).
<b>Service Delivery</b>	E25 The Oakville Public Library should identify two branch libraries that will have extended hours. These branches should be the two that are located in community centres.
<b>Strategic Partnerships</b>	E26 The Oakville Public Library should adopt a project driven policy on partnerships, which is based on the principle that the public library collections, facilities and staff are community resources. The library should adopt a partnership policy that recognizes the value of working collaboratively and cooperatively with local government, non-profits and private sector organizations.
	E27 The Oakville Public Library should approach community business groups such as the OEDA and Chamber of Commerce, to use the business module of the community information (CIOC) database.
	E28 New approaches to partnerships and new technologies themselves have expanded the opportunities for other groups in the community, such as the CCAC, to become intermediaries to deliver library-designed services such as the Halton Community Services Database. In its marketing strategy, the Oakville Public Library should clearly articulate the use of intermediaries in service delivery and continually seek further partners to extend this model.

## **SECTION 8 SERVICE DELIVERY CONSIDERATIONS**

### **8.1 OVERVIEW**

One of the objectives of the Parks, Recreation, Culture and Library Master Plan is to undertake an assessment of the existing leisure delivery system within the Town and to identify the most appropriate and efficient service delivery model that will best position the municipality to meet current and future requirements. Specifically, the Plan is to identify areas of synergy between the recreation, culture, parks and library system services and facilities, comment on administrative support necessary to maintain the recommended delivery model and to provide advice related to the Town's relationships with its community partners.

The primary focus of this section is on the Town's Recreation and Culture Department, which is the primary delivery agent of indoor leisure facilities, programs and community support with the municipality. This Department works hand-in-hand with several other departments and agencies in the community, including the Town's Infrastructure Services Commission (e.g., Parks and Open Space Department), Oakville Public Library, and various not-for-profit and volunteer organizations. Where appropriate, the recommendations contained in this section provide direction regarding enhanced cooperation and synergies between all delivery agents in the community, however, the emphasis is on the roles, responsibilities and functions of the Recreation and Culture Department.



As part of the background studies, a more detailed examination of the service delivery implications of this Plan was prepared to serve to assist municipal staff in the implementation of the Master Plan's recommendations.

### **8.2 CONTEXT**

The Recreation and Culture Department's structure and the selected service delivery model should reflect the Master Plan's Guiding Principles. Therefore, recommendations associated with the structure of the Department and the manner in which programs and services are to be created and delivered must be sensitive to the overarching principles and associated directions identified in the Plan.

The table on the following page links the service delivery implications to the relevant Guiding Principles of this Plan.



SECTION 8: SERVICE DELIVERY CONSIDERATIONS

Principle	Service Delivery Implication
<p><b>Build Healthy and Creative Communities</b></p>	<p>The Town will focus its programmatic energies on the “target markets” of children, youth, students, older adults and vulnerable populations before it will expand energies on serving adult markets – this is relatively consistent with the Town's traditional programming focus. This principle also sets out the Town's responsibility to support and enable the volunteer sector as well as work with Oakville's community organizations to build capacity and to ensure that they are effective contributors to the parks, recreation, cultural and library systems.</p> <p>It is recognized that the Town will continue as the primary provider of facilities that serve its core markets and that the Department will ensure that an appropriate inventory of programs is available to the target markets. However, this does not necessarily mean that the Town would actually deliver all of the programs in the inventory, but rather that staff would make certain that Oakville residents within each market have access to program opportunities that are specific to their particular requirements. The function of providing facilities is separate from the Town's program delivery role.</p>
<p><b>Meet the Needs of Our Diverse community and Ensure Accessibility</b></p>	<p>The Town would directly provide programs where there were voids in community services provided by others or where accessibility was an issue (e.g., cost, language or cultural issues, transportation or access for the physically challenged, etc.). The principle also speaks to the Town taking a leadership role in skill development programs as well as those linked to the trend of self-motivated, spontaneous and unstructured physical activity.</p>
<p><b>Commitment to Customer Service</b></p>	<p>The Town will endeavour to provide a seamless, integrated and user-friendly service delivery system. Customer service standards will be established as well as an approach to ensure that the standards are being maintained. This illustrates the Town's commitment to utilizing modern approaches (such as new technologies) to improve service delivery as well as continuous consultation with residents and user groups to ensure that programming remains consistent with their needs.</p> <p>Finally, this principle touches on the issue of staff training and appropriate community development activities that ensure there is capacity within volunteer organizations to deliver appropriately designed and effectively delivered quality customer service.</p>
<p><b>Seek Partnerships</b></p>	<p>The Town will support coordinated community development and establish a formal partnership framework that would apply to its relationship with all outside groups including its traditional and new community partners.</p>
<p><b>Ensure Appropriate Service Levels</b></p>	<p>The Town is committed to providing appropriate and necessary facilities and programs through the deployment of adequate levels of resources. Enhancements to service levels or realigning program inventories will be justified through community consultation and information arising from the Department's monitoring activities. By establishing a mechanism to “stay close to community needs”, appropriate responses – either in the form of direct program delivery or through community connections – would be made possible.</p>

Principle	Service Delivery Implication
<b>Exercise Financial Accountability</b>	The financial aspect of the service delivery plan should include elements to ensure that the system is financially sustainable and utilizes the most current cost-efficient and effective management approaches. From a pricing perspective, this could involve the development of a tiered fee package in order for the Town to realize appropriate revenues given prevailing market conditions.

### 8.3 KEY THEMES AND CONCEPTS

The Recreation and Culture Department's service delivery model should reflect several key themes that are embedded in the Master Plan's Guiding Principles and that are consistent with generally accepted business practices of progressive, innovative and customer-focused organizations. Consequently, the recommendations included in the service delivery component of the Master Plan emphasize the following concepts.

a) Working together as a team

Regardless of their area of responsibility, all staff should fully understand the Recreation and Culture Department's philosophy and "raison d'être". Through collaboration and cooperation, staff will be expected to support one another, share responsibilities, respect the contributions of other individuals or service units and work towards a common purpose.

b) Empowered accountability

Basic guidelines should establish the boundaries within which each service area will operate. Within the context of these ground rules, staff should be empowered to make decisions and take action to take thoughtful chances with the knowledge that they will be accountable for their performance.

c) Financial accountability

As a key success factor, financial sustainability is considered in the recommended model and approach to the delivery of services.

d) Creativity

As the recreation and leisure services environment changes, it will be up to the Recreation and Culture Department to innovate, create and adapt itself in response to the needs for new types of services, facilities and programs.

e) A dynamic process

Effective business models are flexible and adaptable so as to respond to changes in the marketplace, adjustments in the business environment or new priorities developed by senior decision makers.

## 8.4 RECOMMENDATIONS

Recommendation	Explanation
<p>F1 Adopt a mechanism to determine the most effective and efficient delivery of programs and services required to meet the parks, recreation and cultural needs of the Town's target markets.</p>	<p>Currently, the Town assumes a “direct” program delivery role for certain aspects of its overall program inventory. The Department also collaborates with user groups and external organizations to “facilitate” the delivery of programs and services by others – sometimes referred to as indirect program delivery. The process to decide upon the most appropriate delivery approach (i.e., the Town adopting a program delivery or facilitator role) would benefit from a formal decision mechanism governed by a series of criteria linked to the Plan’s Guiding Principles. The mechanism could be used to decide upon the Department’s most appropriate delivery direction for new programs or also to help reassess its role for existing services. This mechanism should also provide guidance regarding a universally accepted approach to community development, as well as advice about capacity issues necessary for the Department to expand its community development activities.</p>
<p>F2 Realign the Recreation and Culture Department to more adequately reflect the important connections between key service areas and to smooth reporting relationships within service areas.</p>	<p>Three service units – (1) recreation services; (2) support services; and (3) cultural and heritage services – would seem to be the most appropriate alignment given the focus of the Department and the needs of the community.</p>
<p>F3 Adopt a standardized framework for integrated business planning that will be utilized by operating units within the Recreation and Culture Department.</p>	<p>The framework should include templates and common approaches to articulate: (a) the specific profile and outlook of the business activity (such as describing the intended audience); (b) the characteristics of customers; (c) market implications; (d) a method of analyzing the opportunities and threats associated with certain service strategies; (e) a means of simply and clearly identifying business objectives and action plans required to meet the objectives; and (f) a straightforward and effective budgeting format that is based upon the business objectives and action plans.</p> <p>The process of developing the business-planning framework should consider input from all affected departments and divisions and should identify and develop an action plan to produce appropriate tracking and reporting methods to ensure access to regular and accurate information.</p>

SECTION 8: SERVICE DELIVERY CONSIDERATIONS

Recommendation	Explanation
<p>F4 Adopt a Town-wide market driven service delivery philosophy and encourage integrated planning and management of the Town's parks, recreation, cultural and library facilities.</p>	<p>Integrated planning would ensure that key decisions and operating plans benefit from the input of all those who should contribute to or would be affected by the output of the planning process. At a departmental level, the process would result in standards to ensure consistent delivery of quality services throughout the municipality, thresholds of performance, program coordination, etc. At an operational level, community centre staff would make tactical decisions in terms of the manner in which the services would be delivered at a local level.</p>
<p>F5 Adopt a decentralized approach to service delivery.</p>	<p>Once the most appropriate service delivery approach is determined, it should be utilized and applied to the circumstances of each program and jurisdiction. Quality recreation, leisure and cultural services should be delivered in communities and neighbourhoods throughout Oakville. All delivery agents would be expected to conform to Town values, principles and service quality standards and the Recreation and Culture Department would be required (from time to time) to ensure that agents are in compliance with all required obligations.</p>
<p>F6 Appoint specialists in each service and/or program area (e.g. aquatics, fitness, arenas, seniors, etc.) of the Recreation and Culture Department.</p>	<p>Oakville is a rapidly growing community and is challenged with a variety of emerging issues. To address these challenges, specialists (full or part-time) should be appointed and made responsible for market research, trend tracking and preliminary program and service planning. These staff could also assist in setting standards for the manner in which facilities are operated and services are delivered to ensure consistency across the Town, regardless of the choice of service provider. The Department may also have to ensure that community organizations that deliver programs – either on behalf of the Town or as renters of Town space – conform to appropriate safety and quality standards.</p>
<p>F7 Utilize Oakville's Sport and Physical Activity Plan as a method of advancing Oakville as a livable community.</p>	<p>The Town's "active community" initiative represents an opportunity to focus planning and programming energies towards a common theme that could provide Town-wide advantages. The vision, mission, goals and objectives of the Sport and Physical Activity Plan could act as a filter or lens through which programming, facility development, and partnership possibilities could be screened and selected. Also, the concepts that are embedded in the plan can act as markers to help direct decisions that may be currently outside of the Recreation and Culture Department's purview but could have a significant and positive influence on improving the healthy living behaviours including raising levels of physical activity by Oakville residents.</p>

SECTION 8: SERVICE DELIVERY CONSIDERATIONS

Recommendation	Explanation
<p>F8 Consider strengthening the connection between parks and recreation by aligning Parks and Open Space with the Recreation and Culture Department.</p>	<p>Parks and open spaces are extremely important to the Recreation and Culture Department fully realizing its objective of building a healthy community. The increasing popularity of outdoor activities and the importance of trails and pathways to enhancing opportunities for Oakville citizens to adopt healthy and active lifestyles suggest there should be a close connection between parks, recreation, leisure and cultural planning and decision-making. Moreover, parks maintenance and activities occurring in all outdoor Town spaces should be held to the same high standards as other initiatives of the Department.</p>
<p>F9 Utilizing the integrated planning model, maximize synergies and cost saving efficiencies between recreation, parks, culture and library services.</p>	<p>Building on the findings of the Master Plan and other Town initiatives, opportunities should be identified and actionable plans developed to eliminate duplication of service and maximize the cost efficient delivery of supporting services to operating units. Where possible, cross-utilization of staff in operating units and cross-marketing could be considered.</p>
<p>F10 Implement a change management program to help staff effectively deal with a changing environment.</p>	<p>In view of recommendations included in the Master Plan, it is likely that change in the Department will occur in the foreseeable future. Given that individuals react differently to change, it is important that staff have access to training and other supports so that a constantly changing environment is managed well by staff.</p>
<p>F11 Adopt a standardized partnership framework to guide decisions about service delivery partnerships and facility development decisions.</p>	<p>The framework should be equally applicable to relationships with traditional partners such as not-for-profit organizations, community groups and volunteer agencies and non-traditional groups such as private enterprise. The framework should also provide guidance about an appropriate process to deal with unsolicited partnership proposals (i.e., special requests).</p>
<p>F12 Create a comprehensive marketing strategy and communications plan.</p>	<p>The goals of a comprehensive marketing strategy should be to: (a) elevate the profile and value of the Recreation and Culture Department by locally promoting the benefits of recreation, leisure, library and cultural services; and (b) increase the public's awareness of the services available through the Department. The strategy would include a variety of initiatives and mechanisms to ensure quality and consistent messaging, maximum reach of promotional activities and result in a broad penetration rate. The strategy should also include a monitoring and evaluation element and may include assignment of dedicated staff.</p>

## **SECTION 9 FINANCIAL & IMPLEMENTATION STRATEGY**

### **9.1 OVERVIEW**

The implementation and financing strategy is a multi-year phased plan to guide the actions, responsibilities, and budget decisions of the Town with regard to parks, recreation, culture and library facilities. To assist in carrying these recommendations forward, this section provides estimates and guidance regarding capital development costs, ongoing operational costs, the optimal timing associated with new and enhanced facilities, as well as a process for monitoring and updating the Master Plan.

The Master Plan attempts to balance limited resources and strategically allocate them to facility needs that would meet the identified current deficiencies and projected demands by adhering to the recommended service provision standards. Alignment to community input, trends, demand projections and recommended service standards has meant that the proposed facility timing and funding does not fully coincide with the Town's 2004 Development Charges Study. To fund the implementation of the Plan strictly from Development Charges would be impossible and unrealistic at this time, given the needs of the community and current financial situation; the Town will require additional capital funding sources. As such, the recommendations of the Master Plan will be implemented as funding and opportunity permit.

### **9.2 TIMING**

The Master Plan recognizes the need for a phased implementation of the recommendations. Timing of the proposed facility development strategies is based on the following phases:

<u>Term</u>	<u>Timing</u>
Short-term	2007 to 2011
Medium-term	2012 to 2016
Long-term	2017 to 2021
Future term	2022 to Build-out



### 9.3 CAPITAL COST ESTIMATES

The following cost drivers, based on examples of recent construction of comparable quality in other municipalities, have been used to calculate the estimated capital costs for the Master Plan's recommendations:

- \$175sq.ft. to construct and equip general community centre components, including arenas;
- \$300sq.ft. to construct and equip indoor pool facilities;
- \$250sq.ft. to construct and equip the proposed Creativity and Innovation Centre;
- \$320sq.ft. to construct and equip library facilities (exclusive of collections);
- varying costs for building renovations or expansions and for construction of outdoor recreation facilities (in line with recent parks-related development costs); and
- \$864,838/hectare (\$350,000/acre) to acquire land.

All projected estimates in this section, unless otherwise stated, are based on 2006 dollars and include building construction costs, design and project management fees, and fixtures, furnishings, and equipment. These estimates reflect the current operational and capital/construction environment; costs for certain construction materials could escalate considerably in the coming years and the Town should account for these factors in its annual and long-term budgeting.

#### Estimated Capital Costs of the Master Plan's Recommendations

Facility	Short-Term (2007-2011)	Medium-Term (2012-2016)	Long-Term (2017-2021)	Future-Term (2022-Buildout)	TOTAL CAPITAL COSTS*
<b>Indoor Recreation and Culture</b>	\$44.5 million	\$29.1 million	\$21.3 million	\$9.0 million	<b>\$103.8 million</b>
<b>Outdoor Recreation and Parks</b>	\$32.4 million	\$23.9 million	\$13.4 million	\$14.9 million	<b>\$84.6 million</b>
<b>Library</b>	\$7.8 million	\$20.1 million	\$0.5 million	\$6.4 million	<b>\$34.7 million</b>
<b>TOTAL CAPITAL COSTS*</b>	<b>\$84.7 million</b>	<b>\$73.1 million</b>	<b>\$35.1 million</b>	<b>\$30.3 million</b>	<b>\$223.2 million</b>

\* Totals may not add due to rounding

With any estimate, it is expected that a more comprehensive financial analysis will be undertaken prior to implementing each recommendation in order to ensure that the budget accurately reflects the level of investment required. Similarly, it is important to note that the actual size of the proposed buildings – which will be confirmed through subsequent feasibility studies – could increase or decrease depending on shifting standards, trends, public input, and local needs.

It is possible that some recommended facilities may require land acquisition. In these cases, land acquisition should take place as soon as possible to avoid the potential impediments of land availability and market price appreciation. Should these facilities be built on existing Town-owned lands, some cost efficiencies will be realized.

The projected timing and estimated total costs of implementing the Master Plan's capital development program are shown on the following pages.

SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

**Estimated Capital Costs - Indoor Recreation and Culture Facilities**

Facility	Additional Requirements	Short-Term (2007 to 2011)	Medium-Term (2012 to 2016)	Long-Term (2017 to 2021)	Future Term (2022 to Build-out)
<b>QE Park Community Centre:</b>					
Functional Design Study, Decommission Existing School and Facility Construction (indoor pool, gymnasium, multi-use program space, youth space, seniors space, active living program space/ meeting rooms)	n/a	←→			
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$14,500,000</b>	<b>\$14,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>North Community Centre: (not incl. arena development)</b>					
Land Acquisition (for community centre and arena)	6.0 ha	←→			
Feasibility Study and Facility Construction (indoor pool, gymnasium, youth space, seniors space, multi-use program space, fitness/active living program space)	n/a		←→		
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$22,464,028</b>	<b>\$5,239,028</b>	<b>\$17,225,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Arenas*:</b>					
First Twin Pad Arena (part of North CC) - Feasibility Study and Facility Construction	n/a	←→			
Second Twin Pad Arena - Land Acquisition	1.54 ha	←→			
Second Twin Pad Arena - Replace or Refurbish Oakville Arena and add Second Pad	n/a		←→		
Third Twin Pad Arena (North) - Land Acquisition	3.6 ha	←→			
Third Twin Pad Arena (North) - Feasibility Study and Facility Construction (Twin Pad Arena, Multi-use space)	n/a			←→	
Single Pad Arena - Land Acquisition and Facility Construction (twinning of existing or partnership)	1.54 ha				←→
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$55,379,618</b>	<b>\$24,632,767</b>	<b>\$7,102,500</b>	<b>\$15,750,000</b>	<b>\$7,894,351</b>
<b>Creativity &amp; Innovation Centre:</b>					
Creativity & Innovation Centre - Phase 1 (incl. bus. plan)	n/a		←→		
Creativity & Innovation Centre - Phase 2	n/a			←→	
Creativity & Innovation Centre - Phase 3	n/a				←→
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$10,080,000</b>	<b>\$80,000</b>	<b>\$3,750,000</b>	<b>\$5,500,000</b>	<b>\$750,000</b>
<b>Seniors' Facilities:</b>					
Expand existing Seniors' Centre(s)	n/a		←→		
Expand seniors' space at multi-use community centre(s)	n/a				←→
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$1,377,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$377,000</b>
<b>Total Capital Cost (2006\$)</b>	<b>\$103,800,646</b>	<b>\$44,451,795</b>	<b>\$29,077,500</b>	<b>\$21,250,000</b>	<b>\$9,021,351</b>

\* Two twin pads are proposed in the North, however, one quad pad could be considered in place of the two twin pads. Should a quad arena be built, this will affect timing of the remaining proposed twin pad.



SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

**Estimated Capital Costs - Parks and Outdoor Recreation Facilities**

Facility	Additional Requirements	Short-Term (2007 to 2011)	Medium-Term (2012 to 2016)	Long-Term (2017 to 2021)	Future Term (2022 to Build-out)
<b>Soccer Fields:</b>					
Mini Soccer Fields	5	0	3	0	2
Minor Soccer Fields	15	2	7	5	1
Major Soccer Fields (lit)	12	8	1	0	3
Artificial Turf Fields (lit)	8	3	3	0	2
Lighting of Unlit Major Soccer Fields	2	2	0	0	0
Convert Ball Diamonds to Mini Soccer Fields	1	1	0	0	0
Convert Ball Diamonds to Major Soccer Fields (unlit)	5	4	1	0	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$31,676,830</b>	<b>\$13,699,715</b>	<b>\$9,398,120</b>	<b>\$3,267,825</b>	<b>\$5,311,170</b>
<b>Ball Diamonds:</b>					
Minor Softball Diamonds	2	2	0	0	0
Major Softball Diamonds (lit)	3	0	1	1	1
Major Hardball Diamond (lit)	1	0	1	0	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$4,234,990</b>	<b>\$1,127,610</b>	<b>\$1,638,780</b>	<b>\$734,300</b>	<b>\$734,300</b>
<b>Multi-Purpose Fields:</b>					
Multi-Purpose Fields (lit)	3	2	0	0	1
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$2,458,170</b>	<b>\$1,638,780</b>	<b>\$0</b>	<b>\$0</b>	<b>\$819,390</b>
<b>Tennis Courts:</b>					
Tennis Courts	14	2	5	3	4
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$2,681,910</b>	<b>\$383,130</b>	<b>\$957,825</b>	<b>\$574,695</b>	<b>\$766,260</b>
<b>Basketball Courts:</b>					
Full Basketball Courts/ Convert existing Tennis Courts	6	4	1	1	0
Half Basketball Courts/ Convert existing Tennis Courts	14	10	2	0	2
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$1,992,276</b>	<b>\$1,379,268</b>	<b>\$306,504</b>	<b>\$153,252</b>	<b>\$153,252</b>
<b>Splash Pads:</b>					
Splash Pads	6	3	1	1	1
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$1,251,558</b>	<b>\$625,779</b>	<b>\$208,593</b>	<b>\$208,593</b>	<b>\$208,593</b>

*continued...*

SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

**Estimated Capital Costs - Parks and Outdoor Recreation Facilities (continued)**

Facility	Additional Requirements	Short-Term (2007 to 2011)	Medium-Term (2012 to 2016)	Long-Term (2017 to 2021)	Future Term (2022 to Build-out)
<b>Playgrounds:</b>					
Barrier-Free Play Equipment	18	7	6	3	2
Village Squares with Playgrounds	38	8	13	9	8
Develop New Playgrounds (South of Dundas St.)	7	4	3	0	0
Replace Outdated Playgrounds	18	12	6	0	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$13,993,292</b>	<b>\$4,397,764</b>	<b>\$4,876,558</b>	<b>\$2,561,382</b>	<b>\$2,157,588</b>
<b>Skateboard Parks:</b>					
Skateboard Parks	4	3	1	0	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$1,566,576</b>	<b>\$1,174,932</b>	<b>\$391,644</b>	<b>\$0</b>	<b>\$0</b>
<b>BMX Parks:</b>					
BMX Park	1	1	0	0	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$62,000</b>	<b>\$62,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Outdoor Ice Rinks:</b>					
Develop Artificial Ice Rink with Boards	1	1	0	0	0
Basketball Courts for Winter Skating Opportunities	6	4	1	1	0
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$7,000,000</b>	<b>\$5,500,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$0</b>
<b>Linked Major Trail System:</b>					
Linked major trail system*	n/a	n/a	n/a	n/a	n/a
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$13,500,000</b>	<b>\$1,100,000</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$4,400,000</b>
<b>Capital Equipment:</b>					
Capital equipment for parks, open space & trail maintenance	n/a	n/a	n/a	n/a	n/a
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$4,200,000</b>	<b>\$1,350,000</b>	<b>\$1,400,000</b>	<b>\$1,150,000</b>	<b>\$300,000</b>
<b>Parkland:</b>					
Parks and Open Space	2.2 ha/1000	n/a	n/a	n/a	n/a
<b>Subtotal Capital Cost (2006\$)</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Total Capital Cost (2006\$)</b>	<b>\$84,617,602</b>	<b>\$32,438,978</b>	<b>\$23,928,024</b>	<b>\$13,400,047</b>	<b>\$14,850,553</b>

\* Cost estimates under Linked Trails refer to the development of asphalt and natural trails outside of planned parks. New estimates on the approximate extent of trails outside of planned parks in North Oakville have now been obtained. Costs assigned to new park development includes the cost of developing linkages to the natural trail system and is not a budget item under Linked Trails. Cost estimates also do not include the construction of crossings over or under the QEW or bike lanes on roadways. These later items are budgeted in the Transportation Master Plan.

SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

**Estimated Capital Costs - Library Facilities**

Facility	Additional Requirements	Short-Term (2007 to 2011)	Medium-Term (2012 to 2016)	Long-Term (2017 to 2021)	Future Term (2022 to Build-out)
<b>Iroquois Ridge Branch Library:</b>					
Space Re-configuration	n/a	↔			
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>New Branch Library - North:</b>					
Land Acquisition	1	↔			
Feasibility Study and Facility Construction	n/a		↔		
Collections	n/a		↔		
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$9,167,829</b>	<b>\$6,359,429</b>	<b>\$2,808,400</b>	<b>\$0</b>	<b>\$0</b>
<b>New Main Library:</b>					
Land Acquisition	0.8 ha	↔			
Feasibility Study and Facility Construction	n/a		↔		
Collections	n/a			↔	
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$16,143,370</b>	<b>\$691,870</b>	<b>\$15,016,250</b>	<b>\$435,250</b>	<b>\$0</b>
<b>Existing Central Library:</b>					
Transform Central Library into Branch Library	n/a		↔		
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$2,340,000</b>	<b>\$40,000</b>	<b>\$2,300,000</b>	<b>\$0</b>	<b>\$0</b>
<b>North Oakville Library Assessment:</b>					
North Oakville Branch Library Study	n/a	↔			
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>New Branch Library - Palermo:</b>					
Land Acquisition	0.6 ha	↔			
Feasibility Study and Facility Construction	n/a			↔	
Collections	n/a				↔
<b>Subtotal Capital Cost (2006\$)</b>	<b>\$6,932,353</b>	<b>\$518,903</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$6,383,450</b>
<b>Total Capital Cost (2006\$)</b>	<b>\$34,733,552</b>	<b>\$7,760,202</b>	<b>\$20,124,650</b>	<b>\$465,250</b>	<b>\$6,383,450</b>

**9.4 OPERATING COST ESTIMATES**

As part of the Terms of Reference for this project, there was requirement to develop operating cost estimates for major recommendations proposed in the first 5-years of the Master Plan (short-term, 2007 to 2011). These costs have been based on a series of assumptions, the most notable being that the operating profile of these facilities is similar to that of existing Town of Oakville facilities. The estimates noted below are felt to be reasonable guidelines for long-term budget planning and should be updated through a more detailed examination at the appropriate time.

<u>Facility</u>	<u>Estimated Average Annual Operating Cost</u>
QE Park Community Centre	\$640,000
North Community Centre (Twin Pad Arena)	(\$75,000)
North Branch Library	\$1,029,100
Parks and Open Space*	\$480,000
<b>Total Average Annual Operating Cost once all Facilities are Up and Running</b>	<b>\$2,074,100</b>

\* does not include costs associated with the maintenance of natural heritage system, with the exception of trails

**9.5 POTENTIAL FUNDING SOURCES & CONSIDERATIONS**

Although the estimated capital costs, as projected, present considerable financial challenges, there are also a number of potential opportunities available to mitigate them; some of that are within the municipality’s control and others that are contingent on external factors.

In implementing the recommended capital projects, the Town of Oakville has access – or potentially has access – to the following funding sources:

- Development Charges;
- Financial arrangements with public, not-for-profit and/or private sector partners;
- General revenues;
- Parkland cash-in-lieu funds;
- Senior government grants/programs;
- Property taxes and special levies;
- Reserve funds; and
- User fees.

More specifically, the Town has some level of control over capital expenditures through the following mechanisms and options:

- Engaging in partnerships with the private or non-profit sectors to develop or operate facilities. By relieving the Town of these fiscal responsibilities, the resources of the Town can be more effectively deployed. Furthermore, the operation of facilities by third party operators (where appropriate) can assist in reducing the burden on the Town while also creating the potential for additional sources of revenue.

- Investing additional capital dollars into new facility development in the short-term in order to increase service levels (and, thereby, funding) in the Town's subsequent Development Charges By-laws;
- Increasing and/or redirecting a portion of user fees toward capital building funds;
- Obtaining debenture financing in each year where capital expenditures are required;
- Reducing the forecasted size of the buildings by realizing certain efficiencies;
- Directing a percentage of any tax increase into a capital building fund with the option to eliminate that percentage from the tax rate once the capital funding target is reached;
- Creating a "Community Infrastructure Development Fund" for the purpose of accumulating funds from the sale of surplus lands for the development or improvement of applicable facilities; and
- Delaying or deciding not to proceed with a project as outlined in this Plan, with the result being the lowering of recommended service levels and, in turn, the inability to meet local leisure needs.

Conversely, some of the external factors that could affect the level of financial commitment, particularly over the longer-term, include:

- Shifting demographics and participation rates, which could reduce the demand forecast for specific facility and program types;
- Changes to the current funding legislation (i.e., Development Charges Act);

- Availability of provincial or federal capital funding grant programs; and
- Increasing housing densities could increase the funds that would be made available through Development Charges in future years.

## 9.6 DEVELOPMENT CHARGES

Many of the facilities recommended in this Master Plan are eligible to receive funding through the Development Charges (DC) Act, which covers 90% of growth-related capital based on historic service levels; the remaining 10% is typically financed by the municipality through a combination of reserve funds, tax dollars, fundraising, and/or surcharge (user fee reserve). There was strong community support and justification for a number of facilities, however, challenges exist. Funding limitations apply primarily to replacement facilities and initiatives that represent a new level of service, particularly those that are non-growth related.

As indicated above, development charges rates are based on historic levels of service (a 10-year period) and are collected on new building construction and redevelopment projects, therefore, the funds are closely linked with population and employment growth. In cases where the municipality has not constructed or expanded facilities to keep pace with population growth over the past ten-years, service levels will decline and so too will the per unit development change fund in future years. This can result in a situation where certain capital projects are under-funded, especially if the desired service level is greater than what was delivered over the last 10-year period. Presently, this scenario is applicable to the Town of Oakville in a number of areas, with indoor ice pads being the most glaring example.

SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

On the other hand, with the addition of each new facility the service level is enhanced and there is increased opportunity for future funding from development charges. It is important to understand that the multi-purpose community centres recommended by this Master Plan contain a collection of facilities (e.g., arenas, gymnasiums, indoor pools, etc.) for which the Town already has a development charges service level that can be applied to the development of said facilities.

Replacement facilities that serve existing residents are not eligible for Development Charges funding and, therefore, require an alternate stream of financial support. In terms of the recommendations of this Plan, this applies to some of the components of the proposed QE Park Community Centre (e.g., indoor lane pool, gymnasium), as well as Oakville Arena and portions of library projects.

Based on the anticipated DC receipts for the period covering 2007-2013 (as stated in the Town's 2004 DC Study), it is projected there will be some \$12.4 million available from DC's for recreation facilities, \$39.5 million for parks, trails and open space infrastructure, and \$6.8 million for library infrastructure and collections (for a total of \$58.7 million). These figures do not account for reserves or other external factors. For example, these funds could increase depending on when additional facilities are put in place and, therefore, the standard could be increased particularly for the next round of development charges that would allow a greater proportion of the cost to be recovered. Conversely, lower growth projections than were forecast in the 2004 Background Study would, other things being equal, lower the quantum to be recovered from development charges. Anticipated future funding levels should be refined once the Town's Development Charges Study is updated in preparation of the new by-law in 2009 or before.

Recommendations that, at the present time, appear to have limitations with their funding sources are discussed below. As Development Charges rates are updated every five-years, it is difficult to suggest with any certainty what the anticipated funding levels will be beyond 2008 (the Town's is expected to enact a new DC By-law in 2009). Therefore, only those capital projects that are proposed to be initiated (at least in the initial stages of planning) within the next 2-3 years are identified.

- a) The Town's current service level for "major facilities" (e.g., community centres, arenas, etc.) is affected by the level of construction that occurred between 1994 and 2003 (Iroquois Ridge was built near the end of this time period, River Oaks Community Centre was expanded, etc.). Despite these investments, many of the recent DC receipts have been allocated to the expansion of the Glen Abbey Community Centre, leaving an amount that is insufficient to cover the bulk of the costs associated with the recommended short-term building program (which includes the development of the QE Park Community Centre and Phase 1 of the North Community Centre).
- b) Based on current information, Oakville Arena is scheduled for refurbishment or replacement prior to the 2012/13 ice season due to issues with the facility's structural integrity. This Master Plan has identified both a short and long-term need for several new indoor ice pads and, therefore, it is anticipated that the ice time provided by this facility will be replaced. Replacement facilities that are fully allocated to existing populations – as well as decommissioning activities – are not eligible for DC funding and, therefore, other avenues must be explored.
- c) The space component of the proposed Main Library that is to be re-allocated from the existing location to the

proposed location (approximately 15,000 square feet) will likely require non-DC funding. Furthermore, additional funding may be required if it is determined that existing service levels are not adequate to ensure that library collections and technology are continuously renewed and improved to meet local needs.

- d) The proposed Creativity and Innovation Centre includes a number of inter-related, but separate elements that may or may not have designated funding sources at this time. For example, the expansion/renovation of the lower studio theatre will likely not be eligible for funding under the current Development Charges Act, nor would any improvements to the Oakville Galleries. The library renovations at this location may also require non-DC funds. It is anticipated that other elements of the Creativity and Innovation Centre will be able to be partially funded through Development Charges, although this will become more apparent when a detailed business plan is completed. Other sources of capital dollars will also be required to construct this facility, and consideration should be given to the full range of opportunities (including, but not limited to, fundraising and contributions, sponsorships, grants, etc.).
- e) While the PRCL Master Plan does not propose specific requirements or routes for future trails or bike lanes, it is apparent that the public strongly supports the expansion of these opportunities in Oakville. Expansion of the Town's trail system can be phased in over time and will likely require substantial funding, especially where land acquisition and the construction of bridges are concerns. Fortunately, the Town's Development Charges By-law allows for the collection of funds for major trails and bridges in North Oakville, for the development of parkland across the entire Town (several of which will internal trails and trails links), and for transportation projects related to

the movement of pedestrians. The Transportation Master Plan may provide more detail in terms of total costs and funding sources.

- f) Non-Development Charges funding may also be required for new land acquisition related to one or more of the recommended capital projects, depending on the locations that are ultimately chosen.
- g) The Master Plan – through its supplementary documents – will also set out a framework for addressing unsolicited proposals and special requests from the community for the construction of facilities, allocation of funds, provision of land, etc. An example of the type of request that could impact municipal expenditures is the partnership that the Town recently entered into with the gymnastics club at the Glen Abbey Community Centre. It is possible that other proposals could come forward from the community in the future regarding facilities (e.g., indoor soccer venues) that, by virtue of the proposed arrangement, would be advantageous for the municipality to participate in. The majority of the funding for these types of projects would likely be required from the third-party, however, some level of financial support may be required from the municipality, which may or may not be available through traditional means.

It is possible that there will be moments in time when provincial and/or federal grants may support a specific project or when alternative methods of taxation will become available to municipal governments. No matter what occurs, the Town's first obligation is to deliver on the service standards outlined in this Plan, recognizing that these strategies and priorities will be reviewed every five years. In this light, standards should be flexible to meet changes in trends, community preferences, demographics, and other unanticipated factors. However, it is anticipated that the

Guiding Principles and methodologies set out in this Plan will continue to have relevance throughout subsequent reviews.

The Town has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking this Master Plan in the first place. Although the Town will be challenged in providing the appropriate financial resources to meet the service standards recommended in this Plan, the Town has an obligation to make every reasonable effort to implement these strategies through a variety of appropriate and acceptable means including encouraging, supporting and working in partnership with third party providers to enhance services. To achieve the vision that Oakville residents and municipal officials have established and to maintain the high quality of life that the community has come to expect, financial contributions from all sectors will be required.

## 9.7 MONITORING & UPDATING THE PLAN

### 9.7.1 Monitoring the Plan

The Master Plan is a long-range, strategic planning document. It will guide decision-making related to parks, recreation, culture and library investments in the Town for the foreseeable future. With any document that utilizes a long-term planning horizon, the further into the future that projections are made, the more difficult it becomes to ensure accuracy. As a result, there is a need for the recommendations contained in this Plan to be reviewed periodically to ensure that it remains reflective of current realities and responsive to the changing needs of the community.

Trends change and often unforeseen factors emerge which create unanticipated increases or decreases in

participation and which, in turn, may impact substantially upon facility provision. Continued monitoring of the participation levels (as well as overall population figures) in the Town's major leisure activities is necessary to identify significant changes and to relate the change to the corresponding impact on the facility and park provision recommendations. As a result, the direction of the Plan may need refocusing from time to time.

To properly monitor the Plan, some additional tasks are required, including the monitoring of participation levels by the Town. Ongoing tracking of recommendations should also be the responsibility staff. Tracking should include status updates at the discretion of senior management, Council, and/or the Library Board. This approach will assist in keeping the Master Plan current and community responsive.

### 9.7.2 Updating the Plan

Through the monitoring of participation levels and qualitative considerations, adjustment of resource allocations, and implementation of shifts in political pressures and direction, it is possible that certain components of the Plan will require updating.

Updating the Plan requires a commitment from all staff involved in the delivery of leisure services, Council, the Library Board, and the public. An appropriate time for an update of the Plan is during the annual budgeting process. The following steps may be used to conduct an annual review of the Master Plan early on in the budgeting process.



SECTION 10: FINANCIAL & IMPLEMENTATION STRATEGY

- (1) Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing recreation initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
- (2) Issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).
- (3) Review of Plan for direction regarding its recommendations.
- (4) Staff identification of recommendations to be implemented in the short term. Due to implications identified during steps #1 and #2, the output of this task may result in the identification of projects or timing that do not correspond with the recommendations of the Plan.
- (5) Prioritization of short term projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.).

- (6) Preparation of a staff report. If staff recommendations and priorities differ significantly from those recommended in the Master Plan, the report should detail the reasons for the new direction. If staff recommendations support those established in the Plan, the report should explain how their recommendations conform to the direction of the Plan.
- (7) Communication to staff, Council, and the Library Board regarding the status of projects, criteria used to prioritize projects, and projects to be implemented in the coming year.
- (8) Budget revisions as necessary.

The following table contains recommendations for the ongoing monitoring and systematic updating of the PRCL Master Plan.

Topic Area	Recommendation
<b>Monitoring the Master Plan</b>	G1 The Town should implement a system for the regular monitoring of the Master Plan.
<b>Updating the Master Plan</b>	G2 The Town should implement a system for the regular review and updating of the Master Plan.
	G3 In 2010/11, the Town should reconfirm the directions, recommendations, and priorities of the Master Plan.
	G4 In 2015/16, the Town should undertake a complete review and update of the Master Plan.