



OAKVILLE

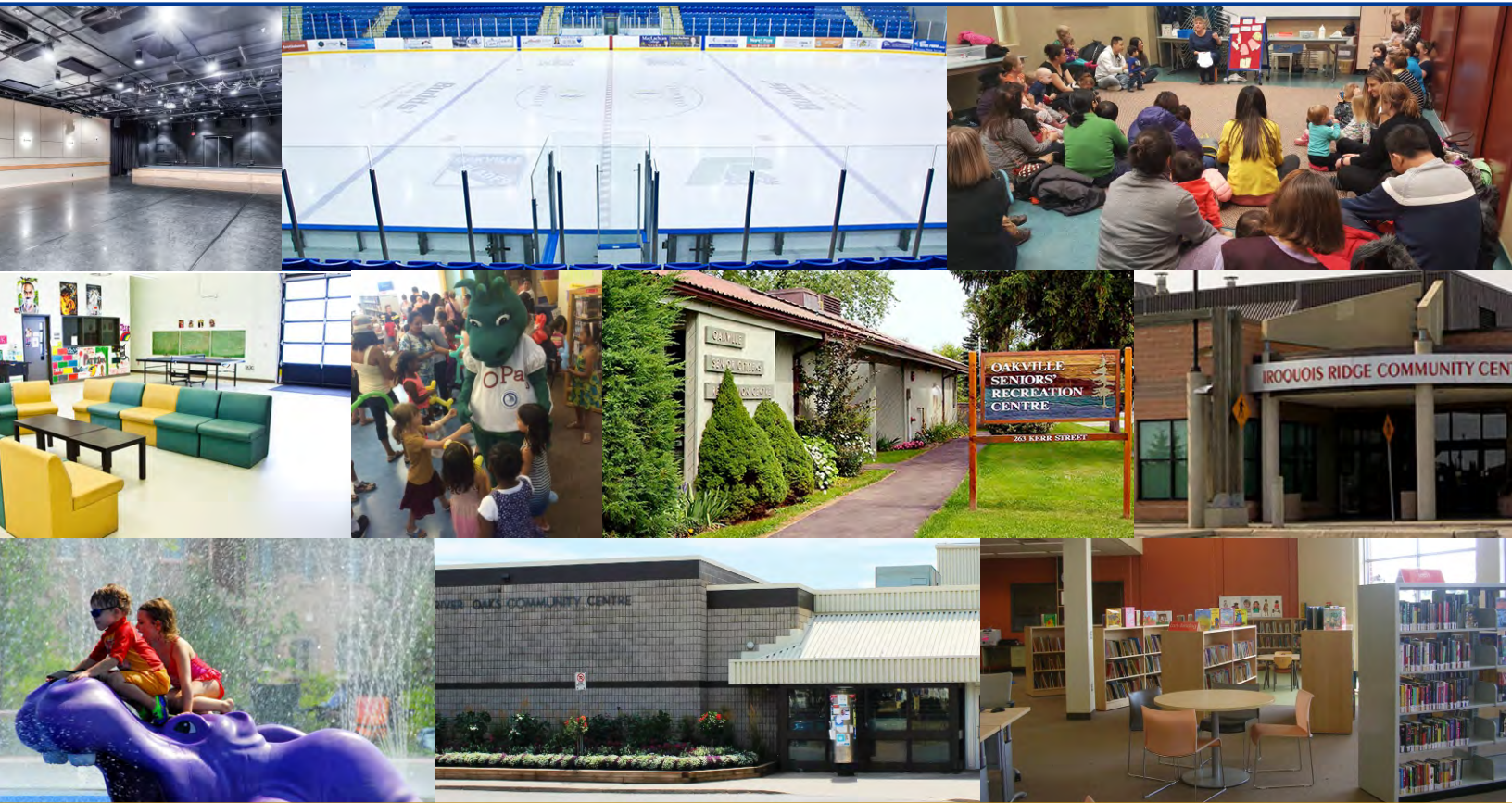


Oakville Public Library

Town of Oakville | Oakville Public Library

# Five-year Review of the 2012 Parks, Recreation and Library Facilities Master Plan

April 2017



Approved by Town of Oakville Council  
(May 2, 2017)





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April 2017

Prepared by:

  
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# Table of Contents

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<u>Section</u>	<u>Page</u>
<b>Section 1. Introduction.....</b>	<b>1</b>
1.1 Study Purpose .....	1
1.2 The Importance of Parks and Community Facilities .....	2
1.3 Methodology.....	2
<b>Section 2. Master Plan Status &amp; Accomplishments .....</b>	<b>4</b>
2.1 Recent Accomplishments.....	4
2.2 Summary of Recommendations from the 2012 Master Plan .....	6
2.3 Local Initiatives & Recent Studies .....	10
<b>Section 3. Community Context &amp; Trends .....</b>	<b>17</b>
3.1 Community Profile .....	17
3.2 Emerging Trends & Best Practices .....	30
<b>Section 4. Strategic Framework .....</b>	<b>42</b>
<b>Section 5. Recreation Facilities .....</b>	<b>43</b>
5.1 Community Centres .....	43
5.2 Indoor Pools.....	46
5.3 Arenas .....	49
5.4 Older Adult Centres .....	52
5.5 Youth Centres.....	55
5.6 Gymnasiums.....	56
5.7 Fitness Centres.....	57
5.8 Arts and Culture Facilities .....	59
5.9 Other Indoor Facilities .....	61
5.10 Soccer & Multi-use Fields.....	61
5.11 Ball Diamonds .....	66
5.12 Cricket Pitches.....	69
5.13 Tennis & Pickleball Courts.....	70
5.14 Basketball Courts .....	72
5.15 Outdoor Pools & Splash Pads.....	73
5.16 Playgrounds.....	75
5.17 Skateboard & Bike Parks .....	76
5.18 Outdoor Skating Rinks.....	78
5.19 Leash-free Dog Parks.....	79
5.20 Outdoor Community Event Spaces .....	80
5.21 Other Park Facilities .....	82

<u>Section</u>	<u>Page</u>
<b>Section 6. Active Parkland</b> .....	<b>84</b>
6.1 Existing Parks and Open Space Supply.....	84
6.2 Parkland Needs .....	86
6.3 Parkland Acquisition .....	89
6.4 Cash-in-lieu of Parkland .....	90
6.5 Parks in Areas of Intensification.....	90
6.6 Trails.....	92
6.7 Accessibility Standards.....	94
<b>Section 7. Library Facilities</b> .....	<b>95</b>
7.1 Current Inventory.....	95
7.2 Future Needs.....	97
7.3 Recommended Provision Strategy.....	99
<b>Section 8. Implementation</b> .....	<b>106</b>
<b>Appendix A: Status of Action Plans from 2012 Master Plan</b> .....	<b>A-1</b>
<b>Appendix B: Updated Mapping</b> .....	<b>B-1</b>

# Acknowledgements

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We would like to thank all of those who contributed to the development of this Five-year Facilities Master Plan Review. This document is a product of the vision and dedication of the Town of Oakville staff within the Recreation and Culture, Parks and Open Space, Planning Services, and Finance Departments, as well as the Oakville Public Library.

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# Section 1. Introduction

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## 1.1 Study Purpose

Keeping pace with local parks, recreation, library, and cultural facility needs is vital to ensuring that residents continue to have opportunities to be healthy, active, and engaged. With this goal in mind, the Town of Oakville re-examines its long-range infrastructure strategy on a regular basis.

In 2012, the Town of Oakville updated facility-related components of its 2006 Parks, Recreation, Culture, and Library Master Plan as part of Vision 2057 and to coincide with the Development Charges review. The 2012 Plan was approved in principle by Town Council in October 2012 and there is a need to reassess the capital recommendations of the Master Plan in light of the impending 2017 Development Charges review. This Five-year Review of the 2012 Parks, Recreation and Library Facilities Master Plan is structured as a technical, internal exercise focussed on key changes that have occurred in recent years.

Oakville residents pride themselves on their well-connected community and first-rate parks, recreation, culture, and library facilities. In preparing the Five-year Review, maintaining and improving the community's high quality of life is a priority. Oakville's population is also growing and community needs are evolving. Regular planning is required to ensure that indoor and outdoor recreation, culture, parks, and library facilities respond to current needs and anticipated growth.

In response, this Review contains recommendations pertaining to new facilities required through build-out, taking into account the changes that have occurred in Oakville since the approval of the 2012 Facilities Master Plan. Specifically, this Review examines the following items:

- Changes in demographics and implications of intensification and growth on facility provision
- Progress and plans for new facilities (which will guide the town's development charge update and long-term financial plan)
- Relevant updates to planning and land use policy
- Emerging trends in sport and leisure
- North Oakville parks facility distribution plan
- Library service and facility provision trends

The intended audience for this report is Town of Oakville administration as the Review will be used as a technical document to inform the town's development charge update and long-term financial plan. No public consultation has been undertaken as part of this Five-year Review, although the input received through the 2012 Master Plan and related initiatives have been considered in the development of this Review.

While services, operations, and programming are indirectly considered as part of the analysis, there are no specific recommendations in this Plan – the emphasis of this Review is on parks, recreation, culture, and library facilities. Furthermore, arts and cultural facilities are identified as part of this Review; however, they are more fully addressed as part of the town's Cultural Plan (2009, 2016) and frequent reference is made to this Plan in order to strengthen the linkages between them.

## 1.2 The Importance of Parks and Community Facilities

Quality municipal facilities are essential to the town's ability to offer effective and efficient services that meet community expectations. Individuals, households, and entire communities all benefit greatly from access to quality parks, recreation, culture and library services and facilities. These outcomes and benefits have been well documented and include (but are not limited to):

- Physical health and wellness benefits from participation in active endeavours.
- Intellectual benefits from access to information resources and lifelong learning opportunities.
- Social benefits from engagement in meaningful community activities.
- Environmental benefits from the protection of open spaces and the provision of alternative transportation choices.
- Economic benefits from the attraction and retention of residents and businesses, both of which are drawn to Oakville partly because of its high quality parks, recreation, and library facilities.

## 1.3 Methodology

Monteith Brown Planning Consultants (MBPC) and Dillon Consulting Ltd. were retained to prepare this report; MBPC was also responsible for the development of the 2006 and 2012 Master Plans and has a great familiarity with the town and its facilities. A Steering Committee consisting of key Town of Oakville staff from various departments provided oversight and assistance to the consulting team.

The Five-year Review makes use of provision targets that will help Oakville identify and plan for new parks and facilities. These targets are based upon a combination of market-driven factors (such as demand, trends, and demographics), public input expressing local desires and expectations (from the 2012 Master Plan), 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. Most provision targets are population-based, such as one multi-use community centre per 45,000 residents, and are continually in flux as both the population and inventory change.

For more localized facilities that residents expect to be able to walk or bike to (e.g., playgrounds, splash pads, community rooms, etc.), geographic distribution also becomes an important consideration. Assessing spatial distribution is not an exact science, as each community exhibits direct socio-economic characteristics, built form, traffic patterns, and expectations. For example, for years, Oakville's development has largely been low-density and automobile-dependent. Amenities have been distributed based on this model through the development of larger, community-level facilities. However, residential intensification will eventually lead to changes in Oakville's urban form. Many of these areas will be characterized by dense populations, high-rise buildings, mixed land uses, and access to transit and alternative transportation choices. In these areas, the reliance on the public realm to provide respite, accommodate gatherings, and protect community identity is heightened. In some cases, existing community infrastructure within these areas will not be sufficient to accommodate new residents. Parks, facilities, and trails are vital to community health and social development and appropriate access is a necessity.

It should also be noted that, with this being a town-wide Review, further analysis will be required in some cases to more specifically define facility components, timing, operating models, locations, and costs. The timing and priority of most capital projects proposed in this study are linked to expected participation rates and population forecasts. New information, changing trends, public input, partnership alignment, and the availability of land and funding all have the potential to influence the implementation priorities. Implementation of this report should be monitored regularly and the entire study should be updated every five years.





## Section 2. Master Plan Status & Accomplishments

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This section outlines major initiatives and achievements since the 2012 Master Plan was prepared, along with a summary of the Plan's implementation status.

### 2.1 Recent Accomplishments

The town has made substantial progress in implementing the 2012 Master Plan, undertaking several ambitious projects including (but not limited to) the following:

- a) renewal and expansion of the Oakville Arena and Senior's Centre – Trafalgar Park Community Centre (2018 completion)
- b) village square and neighbourhood park development in North Oakville
- c) enhancements to digital library content, 3D printing, and library spaces to make them more accessible, collaborative, innovative, and flexible (including a new Creation Zone at the Iroquois Ridge Branch)
- d) various capital infrastructure renewal and rehabilitation projects
- e) planning for the next phases of North Park indoor and outdoor infrastructure
- f) changes to the youth centre model and opening of a youth centre north of the QEW
- g) establishment of a fitness centre at the Queen Elizabeth Park Community and Cultural Centre (QEPCCC)
- h) introduction of a new library holds/return depot (as well as library programming, AWE stations for children, a book nook and friendly finds collections) at the QEPCCC
- i) implementation of RFID technologies – including SmartGates and Checkout Kiosks – at all Oakville Public Library Branches
- j) new playground installations, soccer fields, basketball courts, a splash pad, and trail development
- k) endorsement of the South Central Public Lands Study and ongoing planning for the South East Oakville Community Centre
- l) completion of the initial Downtown Oakville Cultural Hub Study
- m) completion of several plans and studies, such as Recreation and Culture Strategic Directions, 2016 Cultural Plan, 2017 Library Strategic Plan, and 2017 Age-Friendly Baseline Study
- n) initiation of an update to Livable Oakville, which could impact growth forecasts and related policy
- o) development and fostering of many unique partnerships in program and facility delivery

## Key Facts and Figures



440,000 sqft / 100,000 Population  
3,816,000 visits  
288,800 membership scans

## Recreation Facilities



68,000 sqft / 100,000 Population  
277 theatre use days

## Cultural Facilities



50,000 sqft / 100,000 persons  
1,778,000 items circulated  
8,418,000 service transactions (2015)

## Library Facilities



**59,000**  
Hours of permitted  
sport field usage

## Customer Satisfaction

(source: 2015 Town of Oakville Citizen Survey)



All point in time data current to February 2017. All annual data current to 2016 unless otherwise indicated.  
Source: Town of Oakville and Oakville Public Library.

## 2.2 Summary of Recommendations from the 2012 Master Plan

The 2012 Master Plan contained 76 action plans identifying project and time-specific actions, as well as continuous best practices that provide overall direction on facility provision and design. The majority of the action plans have been completed or are in progress, however, some options have changed and new pressures have emerged, resulting in shifts from certain recommendations.

Of the 76 actions put forward in the 2012 Master Plan, 93% were identified for implementation between 2012 and 2016, while the balance are longer-term actions. Of the short-term actions, **71% have been completed or are in progress**. 29% have not been acted upon for various reasons, such as lack of funding, delayed growth, other priorities, or a change in direction; most of these will require further review through this Five-year Review.

**Table 1: 2012 Master Plan Implementation to Date**

Action (to date)	Recommendations	Percent
Completed / In Progress	50	71%
No Action / Further Review Required	20.5	29%
<b>Total</b>	<b>70.5</b>	<b>100%</b>
Timeframe Not Yet Reached	5.5	--

The status of action plans are discussed further in the facility-specific assessments later in this report and are documented in **Appendix A**.

The following table has been extracted from the 2012 Parks, Recreation and Library Facilities Master Plan and updated to the present date (the “current municipal supply” is based on inventory data current as of December 31, 2016). Mapping of the town’s current facility inventory is identified in **Appendix B**.



**Table 2: Municipal Recreation Facility Inventory & Future Development Strategies**

Facility Type	Current Municipal Supply	2012 MP Provision Target	Total Future Needs & Strategies identified in 2012 Master Plan
<b>Community Centres</b>	<p><b>4 facilities:</b></p> <ul style="list-style-type: none"> <li>- Glen Abbey CC</li> <li>- Iroquois Ridge CC</li> <li>- River Oaks CC</li> <li>- QEPCCC</li> </ul>	1 per 45,000 population	<p>2 more multi-use / multi-generational centres:</p> <ul style="list-style-type: none"> <li>- new multi-use facility recommended Sixteen Mile Community Centre</li> <li>- new multi-generational facility recommended for Southeast Oakville (former hospital site)</li> </ul> <p>1 smaller centre:</p> <ul style="list-style-type: none"> <li>- recommended for Palermo Village</li> </ul>
<b>Indoor Pools</b>	<p><b>6 pools / 5 locations:</b></p> <ul style="list-style-type: none"> <li>- Iroquois Ridge CC (2)</li> <li>- Centennial Pool</li> <li>- White Oaks Pool</li> <li>- Glen Abbey CC</li> <li>- QEPCCC</li> </ul>	1 per 32,000 population	<p>2 more pools:</p> <ul style="list-style-type: none"> <li>- multi-tank design recommended for Sixteen Mile Community Centre</li> <li>- also plan for the replacement of Centennial Pool on a site in Southeast Oakville</li> </ul>
<b>Arenas</b>	<p><b>13 ice pads:</b></p> <ul style="list-style-type: none"> <li>- Sixteen Mile (4)</li> <li>- Joshua's Creek (2)</li> <li>- River Oaks CC (2)</li> <li>- Glen Abbey CC (2)</li> <li>- Kinoak (1)</li> <li>- Maple Grove (1)</li> <li>- Oakville (1)</li> </ul>	1 per 650 organized youth participants	<p>1 more ice pad:</p> <ul style="list-style-type: none"> <li>- location to be determined</li> <li>- redevelopment of Oakville Arena anticipated for 2018</li> </ul>
<b>Seniors' Facilities</b>	<p><b>4 locations</b></p> <ul style="list-style-type: none"> <li>- Sir John Colborne</li> <li>- Oakville Seniors' Centre</li> <li>- Iroquois Ridge</li> <li>- QEPCCC</li> </ul>	Scale declining over time from 0.5sf to 0.32sf per resident (age 55+)	<ul style="list-style-type: none"> <li>- provide dedicated seniors' space at the Sixteen Mile Community Centre and potentially another future civic facility</li> <li>- possible expansion to the Sir John Colborne Seniors' Centre</li> <li>- replace the Oakville Seniors' Centre with a new facility at the redeveloped Oakville Arena / Trafalgar Park Community Centre (to be open by 2018)</li> </ul>
<b>Youth Facilities</b>	<p><b>3 locations:</b></p> <ul style="list-style-type: none"> <li>- Nottingham</li> <li>- Bronte</li> <li>- QEPCCC</li> </ul>	No specific target recommended	<p>At least two more:</p> <ul style="list-style-type: none"> <li>- provide dedicated youth space at the Sixteen Mile Community Centre and consider a second stand-alone centre north of the QEW</li> </ul>
<b>Gymnasiums</b>	<p><b>3 gymnasiums:</b></p> <ul style="list-style-type: none"> <li>- QEPCCC (2)</li> <li>- Glen Abbey CC</li> </ul>	1 per 50,000 population	<p>At least two more:</p> <ul style="list-style-type: none"> <li>- provide gymnasiums at the Sixteen Mile Community Centre and redeveloped Oakville Arena / Trafalgar Park Community Centre</li> </ul>

Facility Type	Current Municipal Supply	2012 MP Provision Target	Total Future Needs & Strategies identified in 2012 Master Plan
<b>Fitness / Active Living Centres</b>	<b>4 locations:</b> - Iroquois Ridge CC - River Oaks CC - Glen Abbey CC - QEPCCC	1 per multi-purpose community centre	At least two more: - provide a fitness and active living centre at the Sixteen Mile Community Centre - all new community centres may provide active living programs, including Southeast Oakville  Fitness space also being added to the Trafalgar Park Community Centre
<b>Arts &amp; Culture Facilities</b>	<b>5 locations:</b> - Oakville Centre for Performing Arts - Oakville Galleries (2) - Oakville Museum - QEPCCC	n/a	n/a – addressed in Cultural Plan
<b>Public Libraries</b>	<b>95,935 square feet</b> at 6 locations (plus a Holds Depot)	0.58 square feet per capita	147,900 square feet by build-out
<b>Other Indoor Facilities</b>	Various partnerships with groups such as indoor soccer, curling, gymnastics, etc.	No specific target recommended	Variable – to be assessed through partnership framework
<b>Soccer Fields &amp; Multi-use Fields (outdoor)</b>	<b>93 fields</b> (unlit equivalents – see note 1) consisting of 59 (69.5 ULE) municipal fields (9 lit, 3 lit artificial turf fields, and 47 unlit fields); plus 22 (23.5 ULE) school fields (3 unlit turf, 10 soccer, and 9 football)	1 field (unlit equivalent – see note 1) per 100 organized youth participants	142 unlit equivalents (incl. school fields), with the understanding that several of these will be developed as lit and/or artificial turf fields
<b>Other Fields (football, rugby, field hockey, and/or lacrosse)</b>	<b>2 field hockey fields</b> (0 football fields, 0 other fields)	1 per 50,000 population	5 fields (2 new fields in North Oakville)
<b>Ball Diamonds</b>	<b>66 diamonds</b> (unlit equivalents – see note 2) consisting of 43 (8 ULE) municipal diamonds (15 lit and 28 unlit diamonds); plus 8 school fields	1 diamond (unlit equivalent – see note 2) per 5,000 population in North Oakville; no additional diamonds recommended south of Dundas Street	10 unlit field equivalents in North Oakville; there is a short and long-term surplus of diamonds south of Dundas Street
<b>Cricket Pitches</b>	<b>1 field</b>	No specific target recommended	1 cricket pitch (shared with 2 soccer fields at North Park)
<b>Tennis Courts</b>	<b>76 courts</b> (64 public and 12 club)	1 court per 4,000 population in growth areas	up to 14 courts in North Oakville; courts are also required in gap areas (2) south of Dundas Street

Facility Type	Current Municipal Supply	2012 MP Provision Target	Total Future Needs & Strategies identified in 2012 Master Plan
<b>Basketball Courts</b>	<b>13.5 full court equivalents</b> (3 half courts and 12 full courts – see note 3)	1 full court per 1,500 youth (ages 10-19)	4 full court equivalents in North Oakville; additional courts may be provided on a park-specific basis south of the QEW
<b>Outdoor Pools</b>	<b>5 pools</b>	No specific target recommended	no additional outdoor pools
<b>Splash Pads</b>	<b>15 splash pads</b>	distribution-based target – 1km radius in residential areas	7 in North Oakville; additional splash pads may be provided on a park-specific basis south of Dundas Street
<b>Playgrounds</b>	<b>128 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 geographic distribution
<b>Skateboard Parks</b>	<b>3 skate parks</b> (does not include one seasonal indoor venue)	1 ‘major’ skate park per 5,000 youth (ages 10-19); ‘minor’ skate parks may be provided on a case-by-case basis	6 (Southeast Oakville – 1; North Oakville – 2)
<b>BMX Bike Parks</b>	<b>0 locations</b>	No specific target recommended	2 (as pilot projects)
<b>Outdoor Skating Rinks</b>	<b>16</b> (all natural, no artificial)	1 town-wide outdoor artificial rink; natural community rinks may be provided on a case-by-case basis	1 town-wide outdoor artificial rink; natural community rinks may be provided on a case-by-case basis
<b>Outdoor Community Event Spaces</b>	<b>1 location</b>	n/a	n/a – not addressed in Plan
<b>Leash-free Dog Parks</b>	<b>6 locations</b>	No specific target recommended	Assess on case-by-case basis
<b>Other Park Facilities</b>	Various partnerships with groups such as lawn bowling, bocce, etc.	No specific target recommended	Variable – to be assessed through partnership framework
<b>Active Parkland</b>	<b>411.1 hectares</b> (including developed Community Parks, Neighbourhood Parks, Village Squares/Parkettes)	2.2 hectares of active parkland per 1000 residents town-wide	542 hectares (based on a 2031 population forecast of 246,400)

Note 1: Each lit soccer field is equivalent to 1.5 unlit fields; each lit artificial turf field is equivalent to 3.0 unlit fields (unlit turf is equivalent to 1.5 fields)

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

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

## 2.3 Local Initiatives & Recent Studies

Oakville is a growing, dynamic community and there is a need to identify strategies and undertake projects that continue to move the town forward. Summarized below are some of the more notable initiatives being carried out by the Town of Oakville and/or local organizations that have the potential to influence the demand for and provision of parks, recreation, library, and cultural facilities.

While **public engagement** is not currently a part of this Five-Year Review, it was an important component for the 2006 and 2012 Parks, Recreation and Library Master Plans. In addition, outreach to the public has been extensive for related initiatives, such as the South Central Public Lands Study, Downtown Cultural Hub Study, Library Strategic Plan, Cultural Plan, Active Transportation Master Plan, Age-Friendly Baseline Study, and more. Broad initiatives – including Vision 2057 and Liveable Oakville – were founded on the principles of inclusive public engagement. All of these reports have been carefully reviewed and considered as part of this Five-Year Review, including the comments and input provided by Oakville residents and stakeholders.

### 2.3.1 Council’s Strategic Plan: 2015-2018

The town’s Vision is “*to be the most livable town in Canada.*” A mission, values, goals, actions, and measures are also identified to assist in achieving this vision.

This Five-year Review is supportive of all five key areas of focus:

- **Good governance:** through proactive planning that creates value for residents
- **Environmental leadership:** through the effective management of parks and open space
- **Economic growth:** through the provision of high quality places and spaces that retain and attract residents and investment
- **Fiscal sustainability:** through the efficient management of infrastructure
- **Outstanding service to residents:** through spaces that promote physical activity and lifelong learning, foster creativity and community engagement, and embrace diversity

Two key actions identified for 2016-18 include: complete Oakville Arena and Seniors’ Centre (Trafalgar Park Community Centre); and build on community partnerships to explore opportunities to construct a second indoor soccer facility and gymnastics facility.

### 2.3.2 Recreation and Culture Strategic Directions (2016)

In 2016, the town’s Recreation and Culture Department developed a Strategic Directions document that sets out the Department’s vision for its future, values and operating principles, a strategic framework for 2015 and 2020, desired outcomes by 2020 and specific strategies to achieve the desired outcomes. While the Strategic Plan is entirely focused on circumstances in Oakville, it is also aligned with the National Recreation Framework that was endorsed by federal, provincial and territorial Ministers in 2015 and is, therefore, grounded in the most current thinking about the future of recreation in Canada.

The long-term vision for the Department is as follows: “*All residents of Oakville are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community wellbeing.*” Values include: public good; inclusion and equity; sustainability; and lifelong participation. Operating principles include: outcome-driven; quality and relevance; evidence-based;

partnerships and collaboration; and innovation. The Department intends to fulfill its strategic objectives by 2020 through focusing on initiatives in four key areas: increased access; enhanced community capacity; quality programs services and facilities; and effective organization and services.

Key outcomes directly related to facilities include:

- All community assets are effectively utilized
- Community groups can access appropriate spaces for their needs
- No physical restrictions to participation – barrier free
- All facilities are clean, safe, accessible and appropriate for specific use
- New facilities are developed – relevant to needs

Key strategies directly related to facilities include:

- Develop an outdoor strategy to enhance use of the town’s natural and open spaces
- Evaluate and optimize facility use/access to meet goals and community needs including addressing undersized theatre and insufficient gyms
- Explore community facility and program partnerships
- Carry out the Master Plan refresh – foundation phase (this Five-year Review)
- Develop new facility design standards
- Develop new facilities (Theatre, Southeast, Sixteen Mile)
- Maintain facilities in state of good repair and repurpose older facilities
- Develop an Events Strategy (currently being tested)

### 2.3.3 Oakville Public Library Strategic Plan: 2016-2019 (Draft)

The Oakville Public Library is currently preparing a new Strategic Plan (updating the 2012-15 plan) to create an exciting new vision for the library and the community it serves. This new strategic plan builds on the library’s successes and strengths, and address key challenges resulting from the comprehensive assessment process, such as how to assure that library facilities can best meet the needs of the growing community. It establishes the following strategic framework:

Vision: Inspiring Oakville

Mission: Cultivating discovery and creativity by:

- Providing access to resources for information and recreation
- Fostering the joy of reading and learning for all ages
- Providing a welcoming and supportive environment

Selected goals with relevance to library facilities:

Goal 2: Oakville Public Library will be a thriving energetic community commons, by complementing welcoming traditional library services with innovative and up-to-date facilities, programs, technology, digital access and collections.

Goal 4: Oakville Public Library will provide enhanced programs, facilities and services to children and teens. These will include opportunities for learning and creativity through its designated teen spaces, collections and technology.



Goal 5: Oakville Public Library will be more creative with the resourcing and funding of programs and services by maximizing mutually beneficial partnership opportunities with the public and private sector and creating practices and policies that will increase and sustain these opportunities.

#### 2.3.4 A Framework for Recreation in Canada 2015 – Pathways to Wellbeing

The Pathways to Wellbeing identifies that “Recreation” has the potential to address challenges and issues such as increases in sedentary living and obesity, decreased contact with nature and inequities that limit recreation opportunities for some populations. To make inroads to improvements in these areas of focus requires a clear understanding and commitment to a shared vision, values and goals, as well as the development and implementation of action plans. The first part of the Framework presents a renewed definition of recreation and explores the challenges and benefits of recreation today. It provides the rationale for investing in an evolved recreation strategy and describes the need for collaboration with other initiatives in a variety of sectors. The renewed definition of recreation is:

*Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.*

The Framework provides a new vision and suggests some common ways of thinking about the renewal of recreation, based on clear goals and underlying values and principles.

<p>A Vision for Recreation in Canada</p> <p><i>We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:</i></p> <ul style="list-style-type: none"><li>• <i>Individual wellbeing</i></li><li>• <i>Community wellbeing</i></li><li>• <i>The wellbeing of our natural and built environments</i></li></ul> <p><b>Goal 1: Active Living</b> Foster active living through physical recreation.</p> <p><b>Goal 2: Inclusion and Access</b> Increase inclusion and access to recreation for populations that face constraints to participation.</p> <p><b>Goal 3: Connecting People and Nature</b> Help people connect to nature through recreation.</p> <p><b>Goal 4: Supportive Environments</b> Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.</p> <p><b>Goal 5: Recreation Capacity</b> Ensure the continued growth and sustainability of the recreation field.</p>
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### 2.3.5 Cultural Plan (2009) and Cultural Plan (2016 – 2021)

The Cultural Plan 2016-2021 was developed in 2015 and approved by council in spring of 2016. The updated plan included eight recommendations, each with a set of supporting initiatives:

1. Reaching and engaging the whole community.
2. Develop a public art program.
3. Leverage the corporate art collection to engage the wider community.
4. Invest in “cultural anchors” that provide and support creativity in the community.
5. Develop public sector partnerships.
6. Increase private sector engagement and partnerships to support the arts in Oakville.
7. Ensure arts and culture are in more facilities throughout the town.
8. Consider how arts and culture can help achieve broader town goals by applying a “Cultural Lens” approach to all projects and programs.

The plan was developed in consultation with an external focus group of stakeholders and based on input gathered through public meetings and an online survey.

### 2.3.6 Downtown Oakville Cultural Hub Study

The purpose of the Downtown Cultural Hub Study (DCH) is to explore opportunities to create downtown cultural and performing arts spaces that includes a performing arts centre, art gallery, library, outdoor program space, and indoor cultural space or digital hub that will become the cultural, social, and economic heart of the community. The Study examines the best locations for these activities, looking at the Centennial Square site, the Fire Hall site and the former Canada Post office building, and the options for combining these cultural facilities with residential and office uses to help finance their development.

A series of topic-specific reports comprise the Downtown Cultural Hub Study (2014), including a Performing Arts Centre Needs Assessment, Library Needs Assessment, Oakville Galleries Needs Assessment and Business Plan, and Planning Study. Three options were developed for the DCH and the preferred option (Option 3, Dispersed – New Build) includes a new Performing Arts Centre (750 seat main theatre, 325 seat secondary theatre, lobby, restaurant/lounge, space for meetings/conferences, and cultural innovation and program space) and a full gallery program and full digital library on the post office site. However, infrastructure funding programs have not provided the opportunity for the desired scale of federal-provincial contributions and Council passed a motion in March 2016 that the town would not sell Centennial Square lands or air rights to assist in project financing.

A public opinion survey was completed in April 2016 to establish a town-wide snapshot of public opinion on the DCH. Based on these and other findings, it was recommended that the DCH be reinvented as a scalable, incremental project that will reflect public needs and expectations and address concerns over costs, such as developing a riverfront park as its first priority. In turn, a revised timeline to guide the implementation of the DCH was accepted by Council in late 2016, including (but not limited to) the following events:

- 2017 to 2018: plan new waterside gathering place for 2018 opening; finalize a planning timeline, including potential sources of funding, for renewal or replacement of cultural facilities
- 2020: opening of the new South East Oakville Community Centre on the former hospital site

- 2021 to 2022: undertake removal of Centennial Pool; create water view public feature (“amphitheatre”)
- 2023 to 2026: renewal of downtown cultural facilities in place at level of existing funding
- 2027 and beyond: replacement of downtown cultural facilities with larger performing arts centre, gallery, and library, dependent upon funding availability

### 2.3.7 South Central Public Lands Study & Oakville-Trafalgar Memorial Hospital Study

In 2012, the town initiated the South Central Public Lands Study to identify and evaluation options for Oakville Arena/Trafalgar Park, three surplus school sites in southeast Oakville, and the Oakville-Trafalgar Memorial Hospital (OTMH) lands. Action has since been taken on the two former items, while the planning of a new community centre, park, and potential future housing on the OTMH lands remains an ongoing initiative. The community centre is currently scheduled for opening in 2020.

### 2.3.8 Sixteen Mile Community Centre Market Study (Draft)

The purpose of this Study (currently in draft form) is to measure the market and community impact related to a proposed community centre to serve the growing area of North Oakville. The town has been in discussions with the YMCA of Oakville for the development, construction, and operation of the facility which could, among other things, accelerate the timetable for the delivery of the project. In doing so, the Study examines issues inherent in partnership relationships such as affordability protections, maintenance of quality services and the community’s acceptance of the town adopting a new form of community centre management and recreation service delivery. Additionally, the Study explores the impact of accelerating the development schedule of the proposed centre on the operating profiles, financial performance and customer service capacities of the town’s existing inventory of community centres.

### 2.3.9 North Oakville Trails Plan & Parks Facilities Distribution Plan

As part of Vision 2057, the Town of Oakville reviewed its North Oakville Trails Plan, a unique trail system designed specifically for the New Communities of Oakville, located north of Dundas Street (407 West, Sixteen Hollow, Glenorchy, and Joshua’s Meadows). The updated plan was approved by Council in May 2013. The town is actively looking to update the distribution plan in combination with this Five-Year Master Plan Review.

Prepared in 2009 the purpose of the North Oakville Parks Facilities Distribution Plan is to guide the location, configuration, design and development of the hierarchy of parks as defined within the North Oakville East Secondary Plan. In 2006, an agreement was signed with developers in North Oakville that set a finite amount of parkland that the town will acquire and the approximate locations for parks, in addition to several hundreds of hectares of natural open space lands. The Parks Facilities Distribution Plan indicates the number and location of parks and their associated recreation facilities. Also impacting the provision of sports fields in North Oakville (and Oakville in general) is the Municipal Lighting Study, which has placed restrictions on which sports fields can be lit.

### 2.3.10 Active Transportation Master Plan Update (ongoing)

The 2009 Active Transportation Master Plan (ATMP) identified specific actions and capital projects for cycling and walking infrastructure and short, mid and long-term actions and recommendations that establish and support a desired level of active transportation (cycling and walking) for the town. The ATMP aligns with the town's Transportation Master Plan: Switching Gears which aims to plan a transportation system in support of the anticipated growth of the community. The ATMP is currently being updated by the town with objectives for assessing current conditions and developing an improved implementation plan to expand the network, and promote cycling and walking in Oakville.

### 2.3.11 Age-Friendly Baseline Study (ongoing)

The Town of Oakville is currently conducting an Age-Friendly Baseline Study to develop and implement a custom needs assessment that includes a variety of public consultation methods for engaging older adults in Oakville. Age-friendly communities are not only designed to help older adults live safely, enjoy good health, and stay involved, but they also benefit residents of all ages. The study is examining the eight Age-Friendly Dimensions established by the World Health Organization: Outdoor Spaces and Public Buildings; Transportation; Housing; Respect and Social Inclusion; Civic Participation and Employment; Communication and Information; Community Support and Health Services; and Social Participation. To date, the study has included wide consultation with stakeholders, community agencies, and older adults.

The town is also currently undertaking an “Older Adult Service Review and Strategy” that will involve a comprehensive review of the needs of older adults in Oakville. The report will provide a strategy for service delivery that best addresses current and future needs (next five to ten years). The scope of the report will encompass all aspects of services related to older adults, including all programs, existing facilities, operations, costing, fees, staffing resources, and governance models of the older adult centres.

### 2.3.12 Long-term Capital Forecast, 2017-2026 (2016)

The Town of Oakville’s 2017-2026 capital forecast and financing strategy identifies the capital needs necessary to ensure service levels are maintained for the various programs offered across the town, while ensuring fiscal sustainability. The forecast has been built on the foundation of Council’s strategic goals resulting from many of the studies undertaken under Vision 2057 and the 2015-2018 Strategic Workplan, including the 2012 Parks, Recreation and Library Facilities Master Plan. Specifically, infrastructure renewal projects are identified using annual condition assessments, while projects related to growth, strategic priorities, and community enhancements are guided by master plans such as this one.

Parks and Open Space projects account for 16% (\$169.6 million) and Recreation and Culture projects account for 6% (\$65.8 million) of the entire ten-year capital forecast. Additional parks, recreation, and library projects are allocated under Facilities and Construction Management (5%, \$52.1 million) and Corporate Initiatives (5%, \$46.1 million). It should be noted that not all of these costs are within the scope of this Five-year Master Plan Review; e.g., significant costs are associated with Emerald Ash Borer management, harbours, cemeteries, etc. Funding for these projects comes from a blend of sources, such as Development Charges, capital levy, equipment reserves, capital reserves, reserve funds, gas tax, and external reserves.

### 2.3.13 Livable Oakville: Town of Oakville Official Plan (2009) & Growth Area Studies

The Town of Oakville has two official plans in effect: (a) the Livable Oakville Plan applies to the lands south of Dundas Street and to the lands north of Highway 407; and (b) the North Oakville East Secondary Plan and the North Oakville West Secondary Plan apply to the lands between Dundas and the 407. Among other policies, Livable Oakville sets out policies for parkland acquisition and certain community benefits (including recreation and community facilities) in exchange for additional building heights.

The Town of Oakville launched its official plan review in May 2015. Currently, the town is undertaking an Urban Structure Review to provide the basis for integrating the North Oakville Secondary Plans within the Livable Oakville Plan.



## Section 3. Community Context & Trends

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This section outlines key demographic characteristics in Oakville, such as growth and socio-demographic factors, which may impact the demand for parks, recreation, and culture facilities. In addition, leisure and library trends and broader market factors are examined to develop a more complete picture of the way in which local needs may have changed since the 2012 Master Plan was prepared.

### 3.1 Community Profile

With a population of 193,832 (2016 Census release), the Town of Oakville has become one of the most coveted residential and business centres in Ontario. Located 30 minutes from downtown Toronto, Oakville is a vibrant, beautiful lakeside town with a connection to its past – that it celebrates through preserving its strong heritage – and a bright future as one of the best places in Ontario to bring up a family or operate a business.

This thriving municipality provides all the advantages of a well serviced urban centre, while also maintaining its small town ambiance. People who live in Oakville are proud of the quality of life this great community has to offer. The outstanding range of lifestyle choices will continue to make this growing community one in which residents and businesses feel a sense of pride and connection.

**Note:** Much of the data in this section is based on the Statistics Canada Census (2016 and previous<sup>1</sup>) and National Household Survey (2011)<sup>2</sup>.



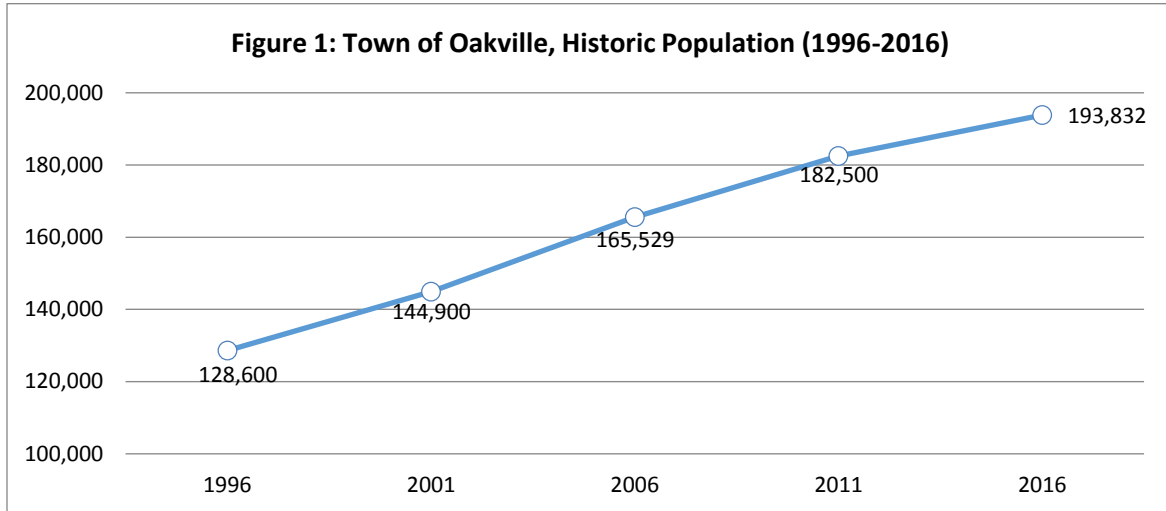
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<sup>1</sup> 2016 Census data is being released throughout 2017 and 2018 according to major topic areas. As of the date of printing, only population counts are available.

<sup>2</sup> The National Household Survey was a voluntary, self-administered survey conducted in 2011 as a temporary replacement for the long census questionnaire, which was reinstated in 2016. Due to the survey methodology, the Town of Oakville data has a global non-response rate of 21.5% which may affect data quality.

### 3.1.1 Total Population & Forecasts

Oakville’s population reached 193,832 in 2016 (excluding undercount). This is an increase of 51% since 1996 and 17% since 2006, as depicted in the following chart.



Source: Statistics Canada, Census of Canada 1996-2016

Note: excludes undercount

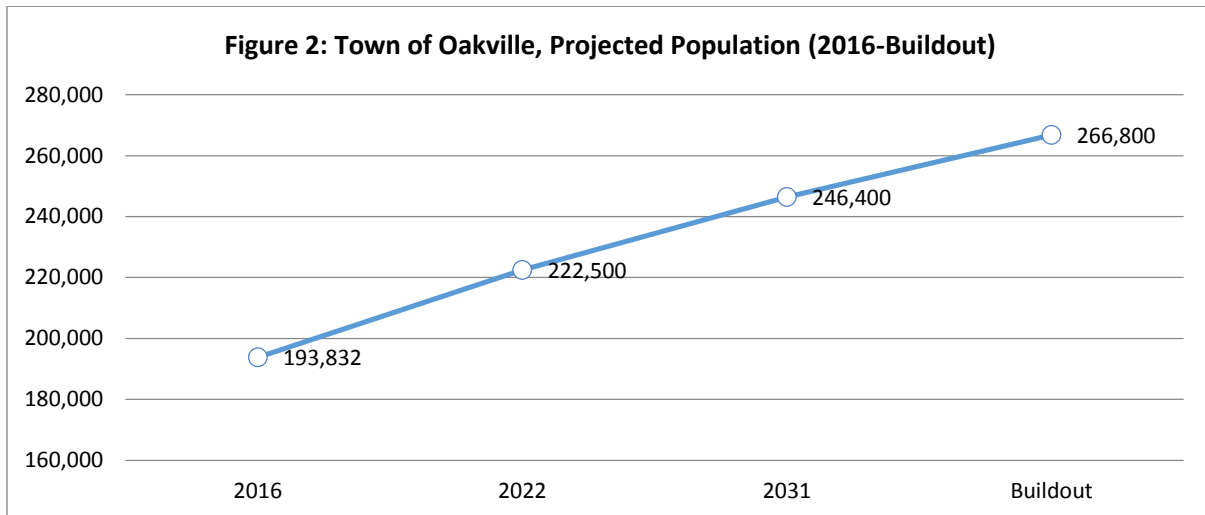
The town’s official population forecasts remain the Best Planning Estimates created by the Region of Halton in 2011<sup>3</sup>. Consistent with the Region’s Estimates, the Livable Oakville Plan forecasts the town to reach 255,000 residents by 2031. While these forecasts were used extensively in previous master plans, they are now dated. It is likely that the Region and/or town will revisit the forecasts in the coming years. In fact, the town's growth management policies and strategies are currently under review as part of the Livable Oakville Official Plan Review.

Since these forecasts were developed, two cycles of new Census data have been released and the town has grown slower than anticipated. Amendments were also made to the Provincial Growth Plan for the Greater Golden Horseshoe in 2013 that adjusted the 2031 forecasts for the Region upward (from 780,000 to 820,000) and extended the targets to 2041; it has not yet been established what percentage of this increase would be allocated to Oakville.

To address this data gap and allow for more detailed tracking of housing units, population, and employment, the town uses a growth model that was used as the technical basis for the 2013 Development Charges (DC) Background Study (see following chart). The DC Study projected a 2022 population of 222,500 (representing growth of 15% or 28,700 persons during the 6-year period starting in 2016) and a build-out population of 266,800 (representing growth of 20% or 44,300 persons from 2022 onward). No specific timetable is attributed to “build-out”, although it is generally expected to be post-2031. The town’s DC Study will be updated in 2017.

<sup>3</sup> Policy 77(3) of Halton Region Official Plan requires that local municipalities adopt and use the population forecast as the basis for their plans and provision of services.

The town’s growth model indicates that they are tracking slightly below the pace projected by the DC Study. There is, however, the expectation that development in North Oakville (in the shorter-term), combined with infill and higher density development within the built boundary (in the longer-term), will allow the town to achieve these figures by build-out.



Source: 2016 Census and Town of Oakville, 2013 Development Charges Background Study  
 Note: excludes undercount

### 3.1.2 Population Distribution

As the town grows, the majority of new development will be concentrated in North Oakville and intensification within existing neighbourhoods. The North Oakville East and West Secondary Plans forecasted a build-out population of 55,000 for North Oakville; to date, approximately 10-15% of this target has been achieved. Population and household growth in North Oakville has been occurring at a slower rate than anticipated as construction activity did not start in the area until 2011.

However, this is turning around. Recent data released through the 2016 Census indicates that 54% of the town’s population growth between 2011 and 2016 occurred in North Oakville (6,077 persons) and 39% occurred between Dundas Street and Upper Middle Road (4,451 persons).

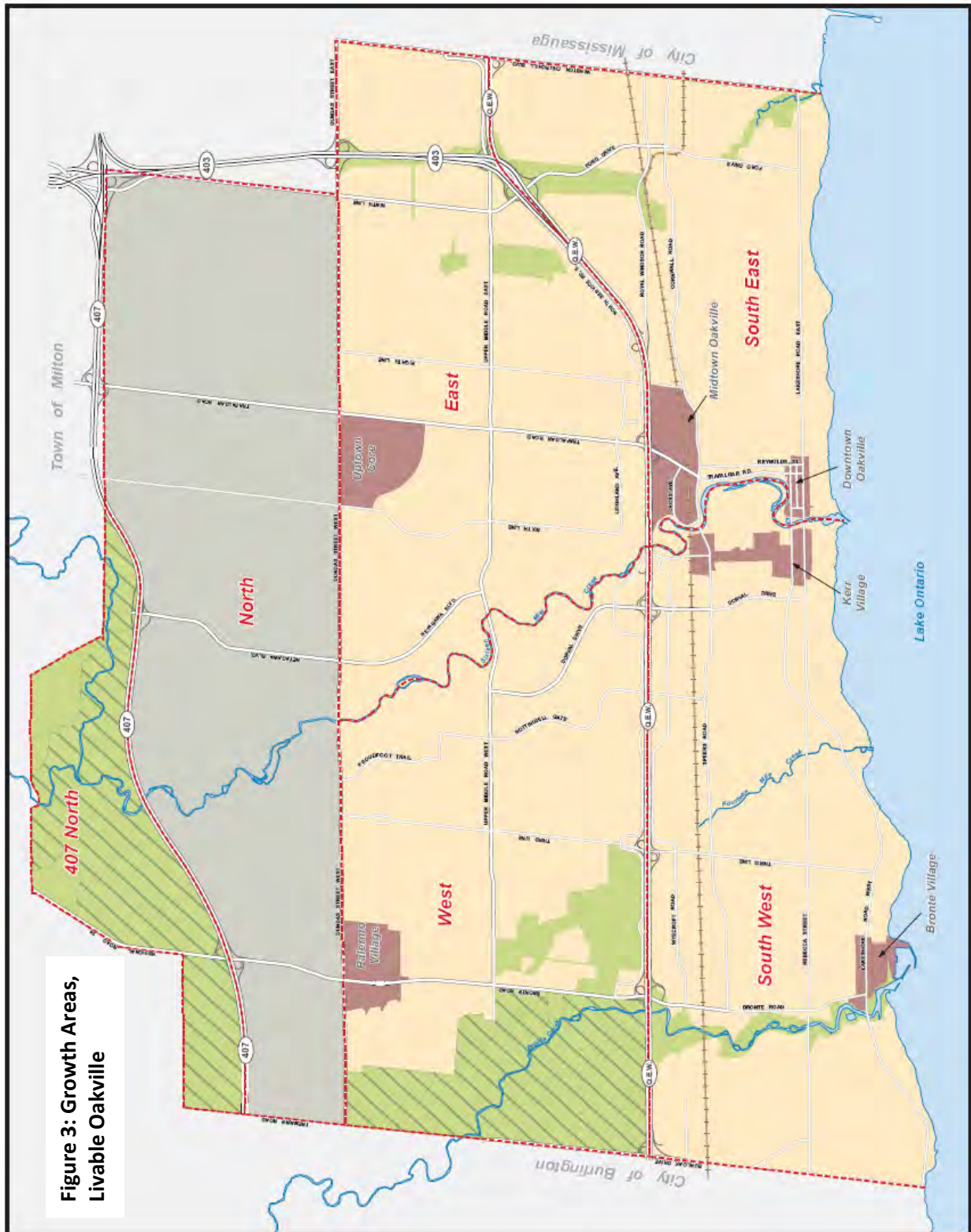
In addition to North Oakville, Livable Oakville has identified six growth areas (Midtown Oakville, Uptown Core, Palermo Village, Kerr Village, Bronte Village, and Downtown Oakville), which are in various stages of development. Specifically, the Palermo Village area has been a recent focus of the town’s growth – the area bounded by Dundas Street, Third Line, Upper Middle Road, and Burloak Drive grew by 12,793 persons between 2006 and 2016, including 3,190 persons within the past five years.

In the near term, the majority of new residential construction is anticipated to be created in the town’s designated growth areas, including North Oakville. As of early 2016, the town had nearly 19,000 residential units proposed, draft approved, or registered in the development process, representing a 12-year supply<sup>4</sup>. In addition, the recent Bronte Green Corporation Settlement allows for nearly 1,200 units on the former Saw-whet Golf Course lands near the QEW and Bronte Road.

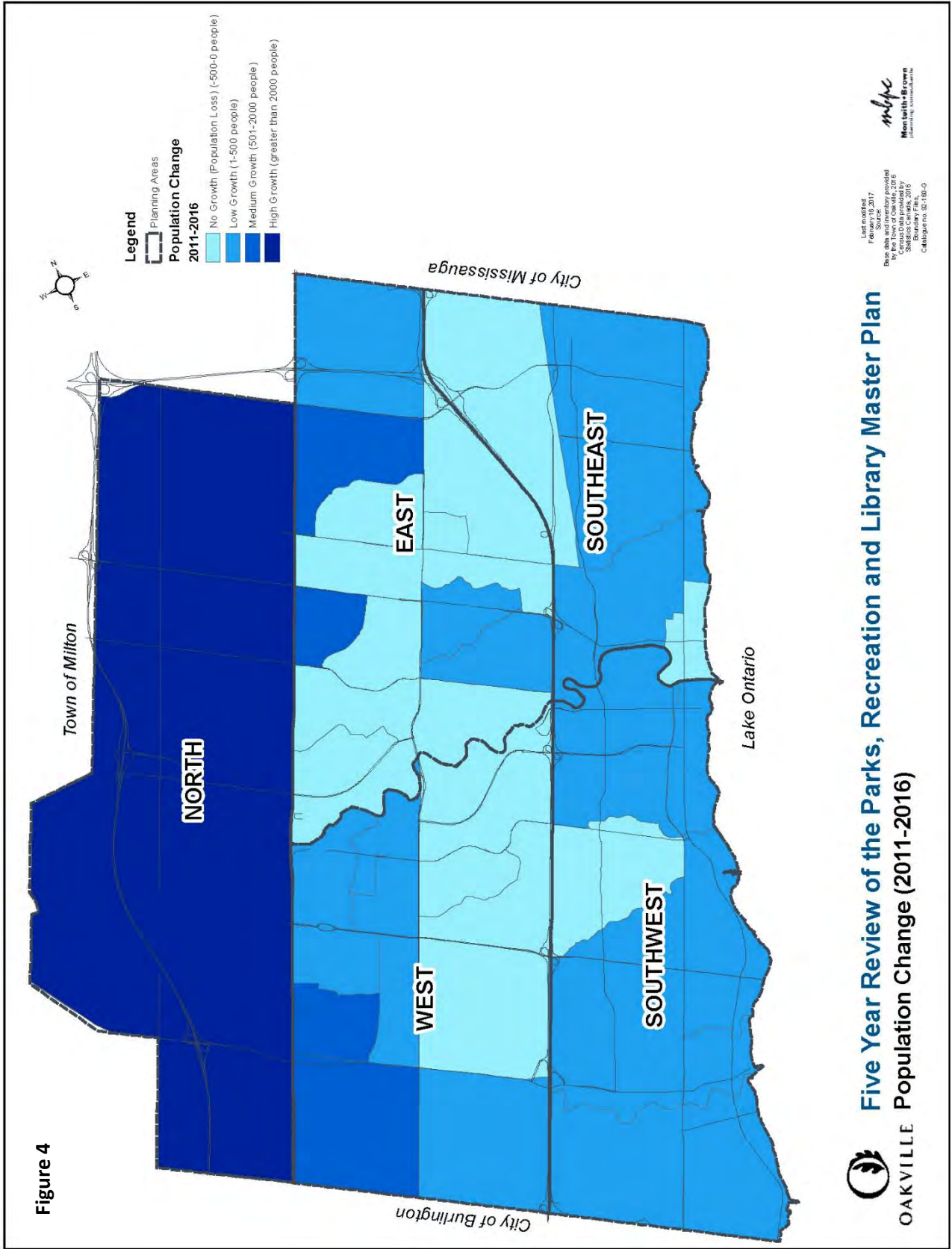
<sup>4</sup> Town of Oakville. 2015 Growth Monitoring Report. February 29, 2016.

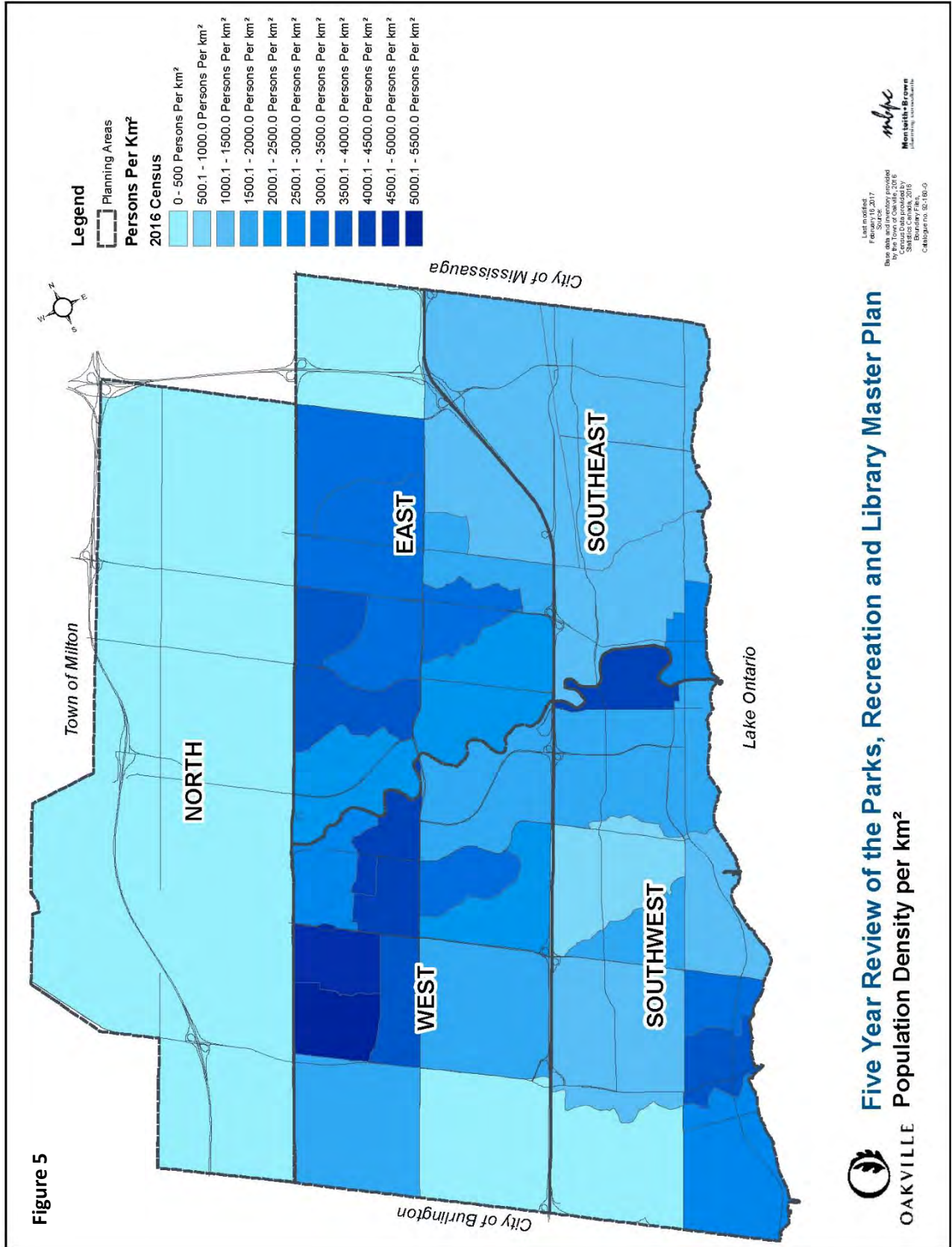


Maps depicting the town’s designated growth areas, population change (2011 to 2016), and population density (2016) are shown on the following pages.



**Figure 3: Growth Areas, Livable Oakville**





Both the 2006 and 2012 Master Plans divided the town into five geographic plan areas (north, east, west, southeast, and southwest) to better illustrate differences in the demographic composition, growth forecasts, and facility provision between various Oakville communities. These plan areas have since been employed in other municipal planning practices and have proven to be useful in long-range planning. They are referenced throughout this Five-Year Review.

Population data from the 2016 Census has recently been released and indicates that the town has grown by approximately 11,300 persons (6%). Both the most and highest rate of growth has been experienced in North Oakville, which accounted for 54% of the town’s new residents during the last five-year census period. Notable growth was also witnessed in West Oakville, which accounted for 24% of the town’s recent growth. The population in the Southeast – a mature community with little to no infill development – declined by 1%. The East and West plan areas remain the largest within the town, combining to account for 61% of its current population.

**Figure 6: Plan Areas**



**Table 3: 2011 and 2016 Census Population by Plan Area**

Plan Area	2011 Population	% of Town Population (2011)	2016 Population	% of Town Population (2016)	Change (2011 to 2016)
North	350	0%	6,430	3%	6,080
East	59,950	33%	60,949	31%	999
West	56,300	31%	58,989	30%	2,689
Southeast	24,850	14%	24,674	13%	-176
Southwest	41,050	22%	42,790	22%	1,740
<b>Town-wide</b>	<b>182,500</b>	<b>100%</b>	<b>193,832</b>	<b>100%</b>	<b>11,332</b>

Sources: Statistics Canada, 2011& 2016 Census Tract Profiles  
 Totals may not add due to rounding

The town’s growth model anticipates that future growth will be focussed largely on the North plan area and, to a lesser degree, the East plan area. Residential development in most other areas of the town is in a mature state. While there are some focussed growth nodes identified at key locations within the town, the aging of the population and a trend toward smaller household sizes (and persons per unit), mean that the population in areas such as West, Southeast, and Southwest Oakville is anticipated to remain quite stable. Nonetheless, localized park space and facilities will need to be considered for targeted growth nodes, such as Midtown Oakville and others.

### 3.1.3 Age Composition

Age is an important factor to consider in the planning of parks and recreation facilities in particular. Meeting the diverse needs of families with children and aging populations is a primary concern for many. Younger populations tend to frequent certain facilities at a higher rate and prioritize programs for children and youth, while older populations may favour more passive forms of leisure activities and flexible schedules.

Overall, the Canadian population is aging as the baby boom generation enters their senior years. Recent Statistics Canada age-based population estimates for the entire Region of Halton indicate that people ages 50+ are the fastest growing segment (17% growth between 2011 and 2015, while residents below the age of 50 grew by only 4% during this period).

The following table shows the slowly rising median age in Oakville and Ontario between 2001 and 2011 (at the time of writing, 2016 Census data has not been released for this or any other demographic characteristics discussed in subsequent pages of this section).

**Table 4: Median Age, Town of Oakville (2001-2011)**

Location	2001	2006	2011
Oakville	37.1	38.4	40.2
Ontario	37.2	39.0	40.4

Source: Statistics Canada Census, 2001, 2006, & 2011

The following table provides detail on population changes within each age cohort between the 2006 and 2011 census periods.

**Table 5: Population by Age, Town of Oakville, 2006 to 2011**

Age Group	2006 Census		2011 Census		2006-2011 Change	
<b>0 to 9</b>	21,560	13%	22,735	12%	1,175	5%
<b>10 to 19</b>	24,950	15%	27,050	15%	2,100	8%
<b>20 to 34</b>	27,495	17%	28,185	15%	690	3%
<b>35 to 49</b>	43,235	26%	45,095	25%	1,860	4%
<b>50 to 69</b>	34,525	21%	43,075	24%	8,550	25%
<b>70 and over</b>	13,835	8%	16,395	9%	2,560	19%
<b>TOTAL</b>	<b>165,600</b>	<b>100%</b>	<b>182,535</b>	<b>100%</b>	<b>16,935</b>	<b>10%</b>

Sources: Statistics Canada Census, 2006 & 2011 (excluding undercount)

In considering community facilities for older adults, sector research indicates that the needs and expectations of emerging older adults (who are expected to be healthier and more active than previous generations) may be very different than past generations. For some, “seniors” programs or facilities may appear unattractive because they may not yet identify as “seniors”. Many older adults continue to be engaged, active, and working later than other generations. For others, there may be barriers to accessing indoor recreation facilities and programs due to health challenges and disabilities.

The following table illustrates Oakville’s 2011 age composition by plan area and town-wide. On the whole, the populations in the Southwest and Southeast are older (with the largest percentage of residents age 50 and over), while the populations in the West and East are younger (with the largest percentage of residents ages 0 to 49).

**Table 6: Age Composition by Plan Area - 2011 Census**

Plan Area	0-9	10-19	20-34	35-49	50-69	70+
North	7%	9%	17%	21%	29%	17%
East	12%	16%	17%	25%	23%	8%
West	16%	16%	16%	29%	20%	5%
Southeast	9%	16%	14%	20%	29%	12%
Southwest	10%	11%	15%	22%	26%	15%
<b>Total</b>	<b>12%</b>	<b>15%</b>	<b>15%</b>	<b>25%</b>	<b>24%</b>	<b>9%</b>

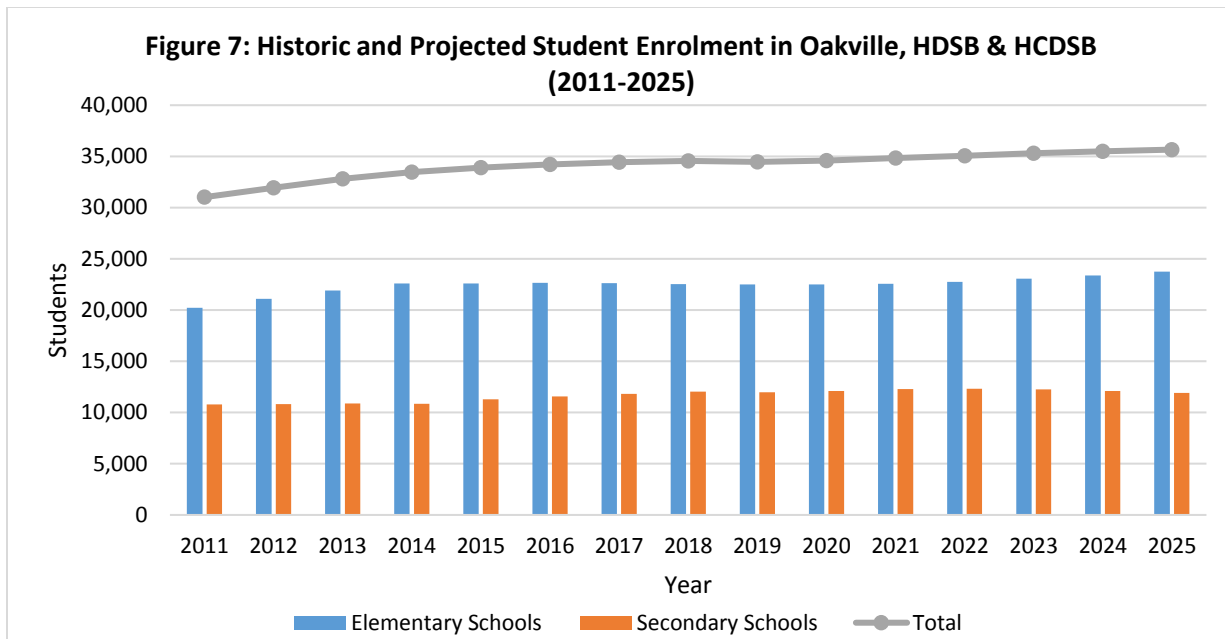
Source: Statistics Canada, 2011 Census Tract Profiles

Totals may not add due to rounding

There are currently no updated age cohort-based population projections for Oakville. Amendment 2 to the Places to Grow – Growth Plan for the Greater Golden Horseshoe contains age-based forecasts at the Census Division level (Region of Halton). The Ontario Ministry of Finance also prepares population projections at this geographic level. While the two sets for forecasts are different in many ways (most notably total population), they both indicate that:

- the Region’s **youth cohorts** will grow at a slower pace than the overall population (at about 60% to 70% of the overall rate of growth over the next fifteen years);
- the Region’s **young adult cohorts** (e.g., Millennials) will grow at least at the same pace as the overall population over the next fifteen years (one projection anticipates much faster growth for this age group); and
- the Region’s **older adult and senior cohorts** will grow faster than the overall population (at about 110% to 170% of the overall rate of growth over the next fifteen years). These are notable trends for the planning of those parks and recreation facilities that are heavily used by specific age groups.

Student enrolment projections created by the Halton District School Board (HDSB) and Halton Catholic District School Board (HCDSB) were examined to better understand potential growth in the child and youth populations. Between 2011 and 2016, total school enrolment has increased by 10% in Oakville, accounting for nearly 3,200 additional students. However, consistent with the projections noted above, slower growth is projected for the future – a total enrolment increase of 4% is anticipated between 2016 and 2025. To accommodate this growth, several new elementary schools and secondary schools are planned by both boards, predominantly in North Oakville East. However, some areas of Oakville are experiencing declining student enrolment and aging infrastructure. For example, in South and East Oakville, the HCDSB’s is undertaking reviews with the intent of consolidating school stock, which could result in the identification of surplus buildings/land.



Sources: HCDSB 2016 Annual Facility Accommodation Report & HDSB 2016 Long-term Accommodation Plan

Looking ahead, the availability and form of housing will play a significant role in the characteristics of the town’s growing population. While North Oakville will provide additional opportunities for ground-oriented housing, a gradual shift in development patterns is anticipated to result in a steady increase in the share of high-density housing forms (i.e. low- and high-rise apartments).<sup>5</sup>

Furthermore, given the size of their cohorts, Millennials and Seniors are likely to have an impact on the demand for community services and facilities, thus, it is helpful to have a broad understanding of their preferences in terms of housing types (and location). The town’s 2016 Urban Structure Study Discussion Paper provides some additional insight here:

- “Housing demand from Millennials is expected to be strongest in established neighbourhoods, around mobility hubs, on under-developed avenues and along new transit lines.” However, “as they age, the housing preferences of Millennials are expected to gradually shift from urban to suburban locations where home ownership is more affordable and housing options are broader.”
- “A large percentage of seniors are choosing to ‘age in place’; that is, to continue to live in their current home and/or community for as long as possible even if their health changes”; new housing through infill or intensification within established areas may also provide opportunities for seniors to ‘age in place’.<sup>6</sup>

<sup>5</sup> Watson & Associates. Urban Structure Study Discussion Paper, Forecast Housing Demand in Suburban GTHA Municipalities. September 2016.

<sup>6</sup> Ibid.

### 3.1.4 Household Composition

Families with or without children may have different needs for programs and facilities. The 2011 Census counted 46,920 families living in private households, 69% of which have children living at home. Anecdotally, there has also been a rise in multi-family households within the Greater Toronto Area (GTA), driven by cultural norms and the high cost of real estate. Families with a range of age groups living under the same roof may require more diverse recreation options in their neighbourhood to meet their needs.

Furthermore, as the following table demonstrates, Oakville (13%) had a lower proportion of lone-parent families than the Ontario average (17%), though this percentage increased slightly since 2006. Lone-parent families may face additional barriers to accessing indoor recreation facilities such as reliance on a single income or need for additional childcare.

**Table 7: Household Type, Town of Oakville (2006-2011)**

Household type	2006		2011	
	#	%	#	%
<b>Couple families</b>	41,445	88%	41,730	87%
<b>Lone-parent families</b>	5,470	12%	6,645	13%
<b>All families</b>	<b>46,920</b>	<b>100%</b>	<b>51,665</b>	<b>100%</b>

Source: Statistics Canada, Census 2006 & 2011

### 3.1.5 Diversity and Language

Oakville is a diverse community and is likely to become more diverse over time as immigration remains the main factor in Ontario's population growth. Different cultures use certain public services differently, or may be interested in non-traditional leisure activities. Furthermore, a recent study found that young newcomers take part in recreation half as often as Canadian-born children because of the hurdles their parents face<sup>7</sup>.

As of 2011, 32% of Oakville's residents were born outside of Canada, an increase of 1% from 2006, indicating a large but relatively stable immigrant population. 51% of Oakville residents that were born outside of Canada immigrated prior to 1991 and 72% prior to 2001. Furthermore, 23% of residents identify as a visible minority.

**Table 8: Immigration, Town of Oakville (2006-2011)**

Population	2006		2011	
	#	%	#	%
<b>Non-Immigrants</b>	112,395	68%	120,355	67%
<b>Immigrants</b>	50,250	31%	57,815	32%
<b>Non-permanent residents</b>	1,845	1%	2,260	1%

Source: Statistics Canada, Census 2006 & National Household Survey 2011

The Halton Multicultural Council shared language data for new Oakville clients that joined the organization since 2012. Of the over 8,000 new clients, 21% speak Arabic, 17% speak Mandarin, 12% speak Spanish, 9% speak Tagalog, and 6% speak Korean.

<sup>7</sup> Social Planning Toronto. [Newcomer youth access to recreation in Toronto](#). March 2016.



The following table shows how Oakville’s diversity is also reflected in reported first languages. In 2011, 47,930 residents (26%), reported that their mother tongue was not English or French, a slight increase from 2006. Besides English and French, the most often common mother tongue languages in Oakville were Polish, Italian, Portuguese, and Spanish.

**Table 9: First Languages, Town of Oakville (2006-2011)**

Language	2006		2011	
	#	%	#	%
English	119,460	72%	126,225	70%
French	3,145	2%	3,280	2%
Non-official languages	41,595	25%	47,930	26%
English and French	285	1%	n/a	n/a
English/French and non-official language <sup>8</sup>	n/a	n/a	4,020	2%

Source: Statistics Canada, Census 2006 & 2011

The following table shows that since 2006, there has been a slight decrease in the percentage of Oakville residents who most often speak English at home, but a rise in the percentage who speak multiple languages at home. Besides English and French, the languages spoken most often at home were Spanish, Korean, Polish, and Portuguese.

**Table 10: Languages Most Often Spoken at Home, Town of Oakville (2006-2011)**

Spoken most often at home	2006		2011	
	#	%	#	%
English	142,035	86%	150,715	83%
French	1,270	1%	1,350	1%
Non-official languages	17,805	11%	21,785	12%
Multiple languages	3,375	2%	7,605	4%

Source: Statistics Canada, Census 2006 & 2011

### 3.1.6 Income

Research shows that higher levels of income are associated with higher levels of participation in recreational activities. For lower-income households, costs associated with transportation, user fees, and equipment may pose barriers to participation.

**Table 11: Median Income, Town of Oakville & Ontario (2005-2010)**

Population	2005	2010
Oakville	\$82,998	\$85,743
Ontario	\$59,377	\$66,358

Source: Statistics Canada, Census 2006 & National Household Survey 2011

In 2010, Oakville’s median income was substantially higher than the provincial median income and also increased between 2005 and 2010. Oakville also had a higher labour force participation rate than

<sup>8</sup> The 2006 and 2011 Censuses collected language information slightly differently. The 2011 Census collected information on multiple first languages (English and/or French plus non-official language), while the 2006 Census only collected information on those who spoke English and French, and absorbed multiple responses into Other Language(s).

Ontario in general and a slightly lower unemployment rate. Since 2006, labour force participation has shrunk slightly but the unemployment rate has also decreased.

**Table 12: Labour Force Participation and Unemployment, Town of Oakville & Ontario (2006-2015)**

Employment	2006		2011		2015	
	Oakville	Ontario	Oakville	Ontario	Halton Region	Ontario
<b>Participation Rate</b>	70.9	67.1%	69.6	65.5%	70.4%	65.2%
<b>Unemployment Rate</b>	5.3	6.4	7.0	8.3%	5.3%	6.8%

Source: Statistics Canada, Census 2006, National Household Survey 2011, Halton Region Economic Review 2015

Various studies have identified a number of barriers that low-income families face in accessing leisure opportunities including: lack of awareness of programs, parental mistrust, lack of knowledge on the importance of active lifestyles, lack of transportation, unaffordable user fees, stigmatizing subsidy processes, transportation costs, equipment costs, and lack of places for both informal and structured activities. The proportion of households considered low income was higher in 2011 than 2006 throughout Ontario<sup>9</sup>. The proportion of households considered low income in Oakville (8.6%) continues to be lower than the Ontario average (13.9%). In 2016, the town's fee subsidy program (Recreation Connection) was accessed by over 1,300 individuals; this number has been rising and underscores the heightened need for affordability.

### 3.1.7 Education

Education is strongly correlated with income and past research has shown that higher levels of education are correlated with increased participation in recreational activities. Compared to the Ontario average, Oakville has a low percentage of residents without any certificate, diploma, or degree, and a lower percentage of residents with postsecondary education. The following table summarizes educational attainment in Oakville compared to Ontario averages. Between 2006 and 2011, Oakville saw an increase in the number of residents with postsecondary certificates, diplomas, or degrees (during this period, the Ontario average increased by the same amount).

**Table 13: Educational Attainment, Town of Oakville & Ontario (2006-2011)**

Education	2006		2011	
	Oakville	Ontario	Oakville	Ontario
<b>No certificate, diploma, or degree</b>	14%	22%	12%	19%
<b>High school diploma or equivalent</b>	24%	27%	22%	27%
<b>Postsecondary certificate, diploma, or degree</b>	62%	51%	66%	55%

Source: Statistics Canada, National Household Survey 2011. \*Totals may not add due to rounding.

<sup>9</sup> Note: Statistics Canada changed its methodology for calculating low income between 2006 and 2011. The 2006 Census uses the Low Income Cut-Off (LICO) measure which indicates the proportion of households spending 63.6% or more of its income on food, shelter, and clothing. The 2011 NHS uses the Low Income Measure (LIM-AT) which indicates the proportion of households making less than half the median income after tax. Because of this, the figures are not directly comparable.

### 3.1.8 Modes of transportation

How residents move around the town plays an important role in understanding their access to public facilities and their willingness to travel. Presently, a higher percentage of Oakville residents drive than the provincial average. 2011 data showed no discernable difference in transportation modes from 2006.

**Table 14: Transportation Modes, Town of Oakville & Ontario (2006-2011)**

Mode	2006		2011	
	Oakville	Ontario	Oakville	Ontario
Private vehicle	81%	79%	81%	79%
Transit	14%	13%	14%	14%
Walked or biked	4%	7%	4%	6%
Other methods	1%	1%	1%	1%

Source: Statistics Canada, Census 2006 & National Household Survey 2011

### 3.1.9 Market Segmentation Research

Market segmentation research based on 2015 town-registered program participants was undertaken by Environics Analytics to allow the Town of Oakville to understand more about the types of people who reside in Oakville. The research indicates that nearly 50% of unique program registrants in town recreation programming are part of the “active families” target group. “Active families” are characterized by the following demographics:

- middle-aged maintainers
- large households (4+)
- strong diversity
- university educated
- live in newer homes
- school age kids present

In terms of their leisure preferences, Environics Analytics indicates that “active families” may be interested in events that incorporate music or dancing, or outdoor activities such as golf. They are more likely to be looking for activities that will help them escape from their busy day-to-day lives.

Given growth trends, it can be expected that the “active families” segment will be well represented in Oakville’s future growth profile, suggesting strong demand amongst residents for community centre and related programming (e.g., aquatics, fitness, etc.).

## 3.2 **Emerging Trends & Best Practices**

Effective planning requires an understanding of existing and emerging trends that may affect facility needs. The 2012 Master Plan contained a very comprehensive review of trends and best practices relating to the provision and design of parks, recreation and library facilities, as well as the activity trends that are driving demand. Most of these trends continue to apply to the town moving forward, such as the need to ensure that facilities be as multi-functional and flexible as possible. Discussed below are several high-level trends that are currently affecting or about to shape how Oakville plans for and provides parks and community facilities.

*Note: The discussion in this section is not intended to be exhaustive or to identify specific implications and responses for Oakville, but rather to look at system-wide trends that may cross several service areas. Additional detail, including facility-specific profiles, can be found in subsequent sections of this report.*

### 3.2.1 Community Development & Hubs

For many years, the town has embraced a mixed service delivery system where a variety of service and facility providers focus on what they each do best, with the overarching intention of providing access to needed services. The town has traditionally delivered inclusive and affordable public access to introductory and community level services, while other providers – namely the private sector – tend to focus more on specialized, individual-centred services that are not being provided by others. This model is strengthened through a heavy reliance on volunteers and non-profit organizations that offer a broad scope of activities including minor sports and special events, often in collaboration with the town.

Through the Recreation & Culture Department’s Strategic Directions Plan (2016), the town is working to solidify its role in community development and outreach. Enhanced community capacity was a key area of focus, which includes working in partnership with community groups to ensure that they have access to appropriate spaces and that existing assets are effectively utilized. This has led to a “community hub family of facilities” model intended to reflect the unique needs of each Oakville community, with different delivery models where needed. This approach provides a greater emphasis on communication and cooperation, which is leading to more neighbourhood-based events, as well as making the best use of existing assets, which is allowing for more activities in under-utilized or non-traditional places.

Although not the primary intent of the town’s model, the use of the term “community hub” has gained a lot of traction in recent years. As a place, a community hub is a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish community life. A community hub can be a recreation centre, school, early learning centre, library, older adult centre, community health centre, place of worship, or another public space. This concept offers many social benefits, strengthens community cohesion, and fosters enhanced quality of life by providing a central location to deliver a range of services in consultation with the residents who will use them. In 2015, the Province of Ontario published “Community Hubs in Ontario: A Strategic Framework and Action Plan” to assist in the planning and delivery of integrated hub projects and has begun to offer partial funding to a number of initiatives. Implementation of community hub projects are beginning to be implemented across the Province, with some good examples emerging.

### 3.2.2 Activity & Sport Trends

The variety of activities and sports available today is much broader than in the past. This has led to many new opportunities, but has also challenged the viability of various facilities. Changing interest are driven not only by trends in leisure and sport, but also by community diversity, evolving lifestyle preferences, land use patterns, and new outlooks regarding physical activity.

In relation to the last point, the 2016 ParticipACTION Report Card of Physical Activity for Children and Youth in Canada indicates that active transportation, active play, and organized sport all contribute to overall physical activity. While the grade given overall physical activity and active play were a “D-” and “D+”, respectively (only 9% of Canadian kids get the 60-minutes of heart-pumping physical activity they need each day), a “B” was given to organized sport and physical activity participation and an “A-” to the

availability of facilities, programs, parks and playgrounds. Some suggestions for improving these grades include providing more opportunities for active outdoor play (e.g., natural playgrounds that include elements such as sand, water, wood and living plants), facilitating community use of schools, and investing in active transportation (e.g., bicycle paths and lanes). The ParticipACTION Report Card has also prompted us to reconsider how we measure physical activity and movement, through the recognition that children and youth need a combination of high levels of physical activity, low levels or sedentary behaviours and sufficient sleep each day to be healthy (sweat, step, sleep and sit).

A lack of time is consistently cited as the number one reason for not participating in recreation and leisure activities, ahead of financial or accessibility barriers. As a result, unstructured activities that are easier to fit into busy schedules are becoming more popular. Walking, group fitness, and casual play are just some of the types of self-regulated activities that are on the rise. This focus on less structured play is also extending to outdoor behavior, including 'risky play'. To this point, one of the priorities put forward in the Framework for Recreation in Canada 2015 is to *"support the child's right to play, ... enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings ... and provide ... safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together."*

To some degree, this trend is occurring at the expense of traditional activities as participation in many organized sports and registered programs is not generally keeping up with overall population growth. At the same time, there is a heightened focus on competitive sport and year-round training for youth athletes, which is leading to a greater focus on high-end training and tournament facilities.

The popularity of sports and leisure activities also changes with time. For example, racquetball and aerobics have given way to activities such as pickleball, therapeutic recreation, and new forms of body weight training. Participation in several youth-oriented activities, such as organized ice sports, is beginning to slow, partially due to an aging population and diversifying ethno-cultural backgrounds, although an increase in female participation has helped to maintain registration levels in several sports. Older adults are more interested in active living opportunities and are looking for different experiences and value-added services. In general, diversity has contributed to the broadening of activity interests, including sports (e.g., cricket, etc.), library use (e.g., multilingual collections, large print books, assistive technologies, etc.), and parks (e.g., events and social gatherings, etc.). On the latter point, event space and placemaking are also areas generating greater attention at the municipal level, similar to the town's goal (via the Harbours Master Plan) of achieving enhanced public access to the waterfront and associated amenities.



This Five-year Master Plan Review provides an opportunity to look to the future to anticipate emerging needs and respond in a strategic manner.

### 3.2.3 Arts & Cultural Trends

Research on arts attendance and participation in Canada is broad, but highlights the growing nature of this industry and the importance placed on it across the nation. For example, research conducted by the Ontario Arts Council found that visitation of historical sites was the most popular arts and cultural activity, followed by museums/art galleries, arts performances, and festivals and fairs. In turn, the 2011 Ontario Arts Engagement Study indicates that: 60% of Ontarians attend professional music concerts at least once a year; 55% attend professional plays or musicals; and 51% visit art museums or galleries. In 2008, Canadian consumers spent over \$27 billion on cultural goods, with spending on live performing arts being more than double what Canadians spend on live sports events.

As noted in the 2014 Performing Arts Centre Needs Assessment completed for the Downtown Cultural Hub Study, trends suggest that arts attendance by Canadians is on the rise and, at the same time, the definition of culture is broadening. However, expectations are rising for high quality, value-added arts and culture programs and events that fit with busy lifestyles and offer meaningful social experiences.

The presence of arts and cultural opportunities are highly desirable in any community as they play an important role in creating vibrant and livable communities and contribute to knowledge building, creative expression, and bolstering the local economy. Arts and culture includes a broad spectrum of activities including visual and creative arts (e.g., dance and music), festivals, special events, and heritage appreciation. Furthermore, as noted in Oakville's 2016 Cultural Plan, "people are experiencing arts and culture in less traditional and formal ways and settings, such as festivals, outdoor concerts, public art, and place-making."

### 3.2.4 Aging Infrastructure, Facility Design & Accessibility

Aging infrastructure has been a significant issue for many established communities over the past decade or longer as many recreation facilities were built to celebrate Canada's Centennial year in 1967, now 50 years ago. There are a number of challenges with older facilities, including (but not limited to) the following:

- many were designed to different construction and design standards and may have antiquated facility components (structural, mechanical, electrical, etc.);
- many lack modern amenities, such as larger (or a sufficient number of) change rooms, heated viewing areas, and multi-use designs;
- many have smaller footprints that are unable to accommodate evolving requirements and standards of play;
- many may not be barrier-free for persons with disabilities; and
- many are not energy efficient and thus have higher operating costs.

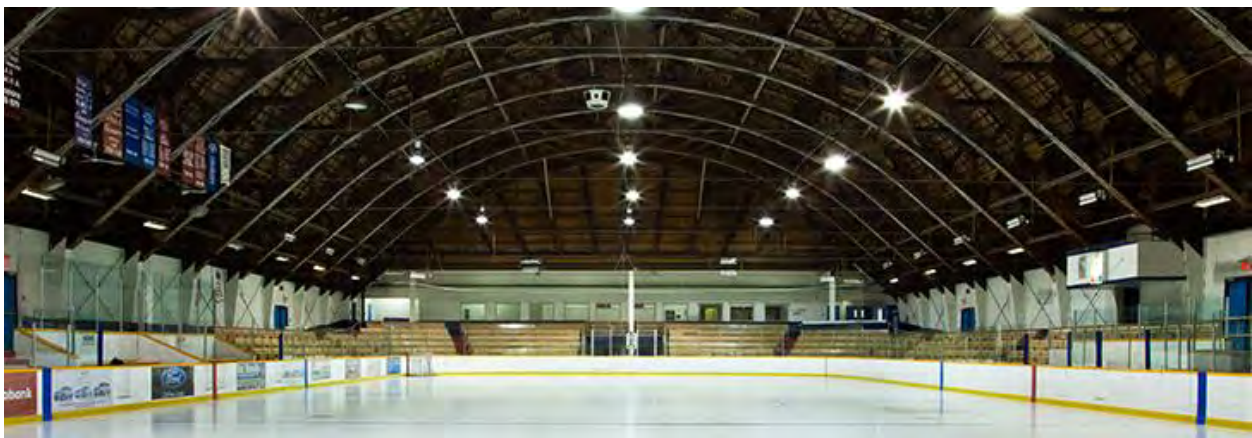
Recognizing this, recent Federal and Provincial funding programs have contributed millions of dollars toward the renewal and construction of recreational infrastructure. The Town of Oakville has benefitted from these programs, however, many of Oakville's parks and facilities are in good condition due to their era of construction and regular capital investment.

Innovation in future facility design and construction is a must. This may mean different things to different municipalities. In more progressive communities such as Oakville, this may manifest itself through continued advancements in the provision and design of energy-efficient multi-use recreation facilities, resilient and environmental sustainable park spaces, and the creation of digital hub and flexible library spaces.

Today's consumers expect and demand high quality services, a trend that is applicable to parks, recreation, and library facilities. As the cost of service rises, so too do expectations for higher levels of facility design and access. Community facilities are highly visible and desirable destinations, thus their design is vital to supporting principles of placemaking and fostering sense of place. High quality facility design should emphasize (at a minimum) barrier-free access and linkages, sociability, comfort, and activities.<sup>10</sup> New facility design should also respond to the growing demands of users to provide superior and inclusive experiences, including causal and flexible spaces for people to gather and socialize.

In this era of user convenience and cost recovery, there is a growing expectation that facilities contain something for everybody, rather than being designed solely for singular uses. Co-location of complementary facility components often creates convenient, centralized activity centres and generates operating efficiencies. Oakville's focus on the provision of high quality, multi-use, and multi-generational facilities is community-responsive and is expected to continue.

Technical building standards relating to the accessibility of indoor recreation facilities are largely governed by the Ontario Building Code (OBC) and the Accessibility for Ontarians with Disabilities Act (AODA). With this legislation in mind, the town recently created the Oakville Universal Design Guidelines to develop a made-in-Oakville standard for barrier-free accessibility that meets or exceeds the stated requirements. The accessibility legislation and guidelines have been modified or expanded since the 2012 Master Plan was completed and should be considered in this Review and its implementation. For example, additional space is often required in order to meet the guidelines, which has an impact on both capital and operating expenses. In addition to the physical accessibility of built facilities, appropriate consideration should also be given to the specialized equipment needs of persons with disabilities, such as pool chair lifts, shower benches, adult change tables, and other assistive technologies that are in high demand.



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<sup>10</sup> Project for Public Spaces. 2014. What is placemaking? Retrieved from [https://www.pps.org/reference/what\\_is\\_placemaking/](https://www.pps.org/reference/what_is_placemaking/)

### 3.2.5 Parkland Planning Policy & Evolving Urban Form

Certain areas of the town are growing faster than others, creating new pressures and opportunities. Oakville is beginning to experience residential intensification through the development of high rise construction, reclamation of underused buildings, and infill projects. While this provides an opportunity to maximize use of existing facilities, it will also become more difficult and more costly to find room for new or expanded parks and facilities in these areas. To respond to this growth, the town must be creative with existing spaces and seek new ways of doing things. Opportunities include: development and funding of new parks to a higher urban standard with integration of multi-functional spaces; the renewal and intensification of existing parks, public spaces and streetscapes; improving connections and access to parks and facilities in near-by neighbourhoods; strata parks; the integration of privately owned public open spaces; and ‘shared streets’.

#### **A Shift Toward Qualitative Standards**

Over the past several decades, many studies and comparisons have been made of municipal parkland provision standards and acquisition policies. In ‘greenfield’ development, open lands offered a clean slate for community planning and per capita park provision standards gradually increased over time in response to contemporary research and recreation needs. As the next wave of development in the GTA will be derived from intensification and infilling, the ability to consistently and evenly apply traditional quantitative parkland standards will be limited. The recent passing of Bill 73, which reduced the alternate provision standard for collection of cash-in-lieu of parkland dedications, further diminishes available resources for new parks or upgrading of existing ones.

At the same time, residents of new urban forms will be living in housing types that offer little in the way of private open space, placing demands on new and existing parks for outdoor leisure space. Provincial policies to direct urban growth support healthy, active communities and the equitable distribution of parks and open spaces for recreation. As well, it has been demonstrated that access to parks can be a beneficial and influential economic driver of intensification strategies.

The resolution of these conflicting challenges suggests a need to do ‘more with less’ when planning for parks. In built-up cities across North America this is translating into a shift away from traditional, sport-oriented parks and the establishment of more creative, multi-functional parks that serve a range of ages and leisure interests. In the new urban form, parks and public spaces are identified as key elements in ‘placemaking’ for their contributions to community greening, aesthetically pleasing spaces, enlivened streets, and healthy, social communities.

#### **Redefining Parks**

Accompanying this shift toward qualitative standards, the word “parks” is expanding in its definition to include the notion of “public or community places.”<sup>11</sup> While parks and natural areas are still key components of the larger open space system, other parts of the public realm are now recognized as important contributors to sustainable urban communities. These include linear parks that serve as connectors between key places, improving school green space for community use, enhancing event capacity with parks, and incorporating other aspects of the urban environment – street/laneways, rooftop gardens, and private or semi-private open space into the public realm. These “other” public

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<sup>11</sup> [www.pps.org](http://www.pps.org)



spaces will likely play a greater future role in ensuring continued public access to green spaces and park-like places in dense urban areas.

### **Opportunities for Non-programmed Outdoor Activities**

There are increasing efforts by municipalities, healthcare providers, and community organizations to encourage residents of all ages to engage in outdoor physical activities. With limited opportunities for the development of new parks and growing interest by residents in non-programmed activities, municipalities are seeking innovative solutions to optimize the use of available green space. The following are some key trends for non-programmed outdoor activities in areas of intensification.

**All Access Playgrounds:** These are playgrounds that are equally accessible to persons with and without disabilities. The spaces do not look significantly different from a conventional playground but include features that increase accessibility for all.

**Outdoor Fitness Equipment:** Having access to outdoor fitness equipment in parks is of increasing appeal to non-sport users, particularly amongst the older adult population. The equipment can be selected to address a number of fitness activities including warm up, cardiovascular, core strength, balance, and flexibility, and can be located within ‘outdoor gym’ spaces that promote social interaction, or as station points along a trail.

**Community Gardens:** Community gardens can include horticultural, therapeutic or sensory gardens and vegetable plots that are either tended collectively or leased individually. Their location in high density areas can support healthy eating, local food sources, social interaction and urban beautification. The successful integration of community gardens on either public or private lands requires access to water and tool storage and would benefit from an advocacy group to assist with development, maintenance and monitoring.

**Off-leash Areas:** Off-leash areas are designated spaces within existing parks or open space which allow for both dogs and owners to exercise and socialize together. At a minimum, off-leash areas are fenced lawn areas, while the more developed ‘dog parks’ may include obstacles courses, water fountains, and waste receptacles as well as shade trees, benches or picnic tables for the comfort of dog owners. In the past, municipal provision of off-leash areas was limited and they were considered drive-to facilities. However, demand for off-leash areas within walking distance is increasing across the GTA, particularly in higher density areas where private outdoor space is limited.

**Informal Field Space:** Finding space for formal sports fields can be challenging in smaller urban parks and many users are seeking opportunities for informal pick-up games as an alternate to organized field sports. Mississauga has had recent success in the development of a ‘pop-up’ soccer field with protective board fencing and portable nets in one of its parks, and is considering more. As well, the conversion of Mississauga’s Celebration Square to synthetic turf has popularized the space as an informal sports field for residents living in the City Centre’s high rises.

### **Strata Parks**

As part of innovative strategies to acquire new parkland or public open space, the use of parks with strata title, or ‘strata parks’ are being integrated into the park typology by several Ontario municipalities, including Toronto, Markham and Mississauga. Strata parks refer to parks that are built in

locations with multiple layers of ownership, such as a private parking garage on a development site, a hydro corridor or other public utility lands.

### **Semi-public Open Space**

Semi-public open space or publicly accessible private open space typically refers to the transitional area that extends from the edge of a building to the public sidewalk that is owned and managed by the building owner or its service provider. These spaces are often encouraged in new and infill development areas to create an attractive setting for the building, provide amenities for the occupants, and to augment the public realm. While not substituting for active parkland, if well designed with amenities and guaranteed public access for all or part of the day, these types of spaces can serve to supplement limited parkland in dense urban areas.

### **Shared Streets**

The concept of shared streets is an urban design philosophy which seeks to integrate pedestrians and vehicles by removing features such as curbs, lane markings, and traffic lights. While conceived of to reduce the dominance of cars and promote traffic calming, the concept is increasingly being used as an alternative strategy in areas where high land values or lack of space limit the potential for the acquisition of parks. In many dense cities side streets often operate as multifunctional spaces, where children play and pedestrians share the roadway with vehicles. Formalization of this philosophy can be seen in such projects as Bell Street Park in Seattle, where four blocks of roadway were transformed into a vibrant public space with continuous decorative pavement treatment, planters, seating areas, public art and moveable play spaces while still allowing one lane of automobile, bus, bicycle and emergency vehicle access. The shared streets approach could be applied both to the retrofitting of existing streets as well as the design of service lanes and roads within new development areas.

### **Section 37**

One opportunity for new public amenities is through Section 37 of the Ontario Planning Act, which allows municipalities to authorize increases in permitted height and/or density through the zoning by-law in return for community benefits. The benefits generally represent services, facilities, or matters that would not otherwise be provided for through the Planning Act or the Development Charges Act. In this way, they cover a variety of community services and facilities, such as recreation centres, park improvements, public art, child care, space for non-profits, affordable housing, heritage preservation, streetscapes, and many other improvements.

Although Section 37 has been in place for many years, it is a tool that has become more commonplace in large urban areas in recent times. For example, between 1998 and 2013, the City of Toronto “secured \$309 million in Section 37 cash benefits and received \$212 million in payments and accrued interest, as well as significant additional un-quantified in-kind benefits that may exceed the value of the cash contributions.” Many of these Section 37 funds have been used in Toronto to undertake upgrades and expansions to community centres, pools, sports fields, parks.

### **Bill 73**

As of July 2016, Ontario municipalities need to be mindful of new legislation enacted through Bill 73 which, in part, impacts the rate at which cash-in-lieu can be collected for higher density development

pursuant to Section 42(3) of the Planning Act. Previously this was set at a rate of 1 ha/300 units (or such lesser rate as may be specified in a parkland dedication by-law) and dependant on the inclusion of policies in the official plan dealing with parkland and the use of the alternative rate. The town's Livable Oakville Plan (Part F: 28.10.8) provides for conveyance of land for parkland or recreation purposes at a rate of 5% of the land area for residential purposes or one hectare for each 300 dwelling units. Payment of money equal to the value of the land otherwise required to be conveyed for parks (cash-in-lieu) may be required.

Bill 73 changes the calculation of cash-in-lieu paid in respect of parkland where the alternative requirement is used to a rate calculated on 1ha/500 units. Bill 73 further requires that before adopting the required official plan policies, the municipality must first prepare a parks plan (presumably satisfied by the Parks, Recreation, Culture and Library Master Plan) that examines the need for parkland in the municipality. These new requirements will apply as of Bill 73's effective date with exceptions where payment in lieu has already been made for a particular development or arrangements for payment in lieu have already been made to the satisfaction of Council.

With respect to accounting procedures, Bill 73 requires that municipalities pay all funds received under Section 37 into an account that can be used only for the facilities, services or other matters specified in the municipality's Section 37 By-law. The special account money can be invested in accordance with the *Municipal Act, 2001*. Annual, publicly-available financial statements relating to the special account must be issued to municipal council. The Planning Act already required that all payments of cash in lieu be deposited in a special account. Bill 73 adds the same annual reporting requirements as for Section 37 benefits<sup>12</sup>.

### 3.2.6 Partnerships & Funding

There are many recreation and cultural facility providers in Oakville, such as non-profits (e.g., YMCA), schools, and private businesses and the list is expanding as the town grows. To maximize investments, municipalities are increasingly partnering with other providers to fund, develop, and/or operate recreation facilities. A variety of approaches will continue to be required to maximize access for residents.

In Oakville and elsewhere, many parks and public facilities are connected to schools and there are also agreements to provide increased access to school gymnasiums. Unfortunately, school facilities also face many of the same issues as municipal facilities, including accessibility challenges, antiquated designs, aging infrastructure, etc. There is concern that recent and proposed school closures across the province will reduce community access to recreation facilities, including gymnasiums. A number of Oakville schools have been identified as surplus in recent years and the town has established a process for evaluating these matters when they arise.

In many areas, there is a strong desire among residents to see new parks and community facilities built and existing facilities improved, including enhancements to barrier-free accessibility. However, historic and current planning processes and growth patterns can create challenges to the equitable provision of facilities. For example, development charge funding is restricted to the construction of new facilities and

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<sup>12</sup> Source: 2015 Aird & Berlis LLP. Municipal & Planning Law newsletter: Bill 73 Amendments to the Planning Act

upgrades and cannot generally be used for facility replacement or new service levels. A continued emphasis on consistent funding levels, partnerships, and priority-setting is required.

### 3.2.7 The Modern Library

Library branches and physical resources, online collections and services, and outreach services are all critical elements in Oakville Public Library's service delivery model. Each of these facets has been impacted by different forces in recent years, resulting in shifting trends as documented in the library's new Strategic Plan. For example, circulation (including print, non-print, and digital) at the Oakville Public Library declined by 12% between 2014 and 2016. This decline has allowed the library to review and selectively shrink its collection in order to free up additional space for growing services and interests, such as collaborative community spaces for work, leisure, content generation, 3D printing, and digital initiatives.

Use and access to libraries is changing. The act of borrowing printed books is still by far the most popular activity at libraries, however, the desire for variety and different library formats has increased considerably in recent years. Traditional print and non-print formats (CDs, DVDs, Blu-rays, etc.) continue to dominate the library's circulation figures and this illustrates the necessity of maintaining a diverse collection to meet the needs of the entire community. The May 2015 Market Probe Survey commissioned by the Federation of Ontario Public Libraries revealed the following: 66% of library cardholders mostly read in hard copy; 17% mostly read in electronic format; and, 18% read both. Although there may be a growing tendency away from physical collections and toward digital access, broad trends indicate that many people, including children and youth, still prefer books and other physical items. As a result, physical collections will continue to coexist with emerging digital formats for the foreseeable future.

This is a period of rapid technology innovation, especially for wireless devices, making Wi-Fi and independent work/study stations more vital. Digital literacy is also quickly expanding and many libraries play a key role in the education process. New technologies are leading to the emergence of new public experiences, allowing libraries to reinforce their value to their community, including younger generations.

The impact of technology has not significantly lessened the demand for traditional materials, but has led to greater space needs – particularly for study/learning spaces and creative spaces. Conversely, the use of library-provided computers has been declining over the past few years, reflecting the trend to work on one's own laptop or other mobile devices while in the library. Self-serve technologies are now ubiquitous and have allowed library staff to become unchained from their desks and be deployed wherever and however necessary within the branch or community.



With the goal of making the library a place where people gather to learn new skills, Oakville Public Library remains committed to quality programming that support lifelong learning for people of all ages. In recent years, the library has increased its programs for teens and adults to respond to local needs.

The library offers many programs and services to newcomers to help them integrate successfully into the community. Programs are essential to libraries – they animate library resources and introduce people to all that the library has to offer.

The consolidation of smaller libraries into fewer larger, centralized, and modern facilities that can accommodate a mixture of both quiet and noisy spaces, along with conventional and cutting-edge services, continues to be a trend throughout North America. But, public demand for convenient and locally accessible facilities remains. One option is to integrate library branches into neighbourhood destinations, such as community centres. Library branches co-located with other civic facilities are vibrant customer-centric models that allow for space sharing, cross-programming, and economies of scale and should continue to be encouraged. Successful partnerships help to share risks and benefits, allowing the library to achieve strategic priorities in a more effective or efficient manner. Other models may include self-serve options such as kiosks and book vending machines that allow libraries to more thoroughly embed themselves in their communities, often at non-traditional sites (e.g., transit hubs, retail centres, etc.). In this vein, Oakville Public Library has instituted multiple enhanced library services at QEPCCC – all without on-site library staff – including a Book Nook, Awe Stations, Teen Book Depot, Holds Depot and Returns Bin, and Friendly Finds.

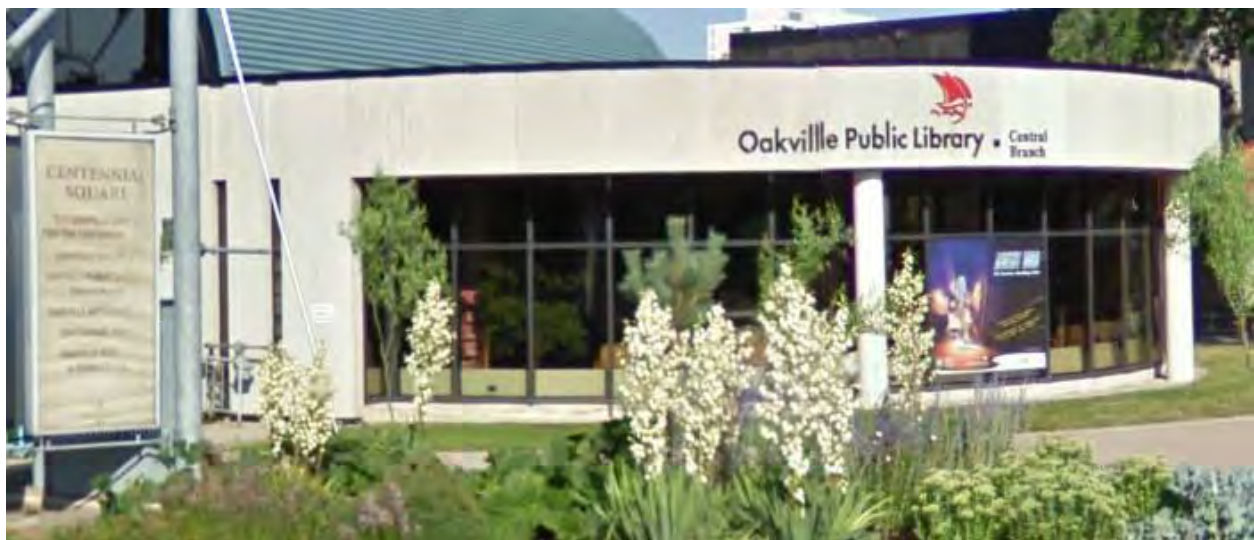


As evidenced by the recent trend of library redevelopment across North America, the design of library spaces is changing to better meet evolving functions (such as libraries serving as civic anchors and cultural integrators). Today's libraries must have quality space and good technology, along with both noisy and quiet spaces and clear sightlines to enable proper service orientation. Quality spaces are those that are flexible, spacious, accessible, and welcoming. Some examples that are being incorporated into new or redeveloped libraries include portable shelving (stacks on wheels), outdoor spaces and gardens (thinking "beyond the walls"), large lobbies where people can gather and interact, late-night access for students during exam times, ample natural light, and a wider variety of comfortable seating. Visibility is a must and having workspaces near windows shows that the library is well used.

Seating and study space are always in high demand, as are extended hours to meet the needs of a variety of lifestyles, including during student exam periods. Recent research<sup>13</sup> in the United States indicates that 57% of Americans support libraries offering more comfortable places for reading, working, and relaxing. Americans are, however, divided on a fundamental question about how books should be treated at libraries: 24% support the idea of moving books and stacks in order to make way for more community- and tech-oriented spaces, while 31% say libraries should not move the books to create such spaces.

In short, facility design and development must respond to 21<sup>st</sup> century literacies and rising expectations in a rapidly digital world. This may include (but may not be limited to):

- plans for branch renewal to create greater internal flexibility or digital connectivity or collaboration
- the creation of both quiet spaces (for individual and small group study) and noisy spaces (for gathering and collaboration), including expanded spaces for seating, study, and programming
- additional space to accommodate barrier-free access, universal washrooms, shorter stacks, wider aisles, merchandizing, gathering and collaboration, etc.



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<sup>13</sup> Horrigan, John B. "Libraries 2016" Pew Research Center, September 2016.  
<http://www.pewinternet.org/2016/09/09/2016/Libraries-2016>. Accessed October 2016.

## Section 4. Strategic Framework

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Guiding Principles, each with a series of directions, were initially prepared for the 2006 Parks, Recreation, Culture and Libraries Master Plan and then subsequently integrated into the 2012 Master Plan. The Guiding Principles are core directional statements that are intended to guide the development and implementation of the Master Plan's recommendations and future investment. Strategic directions are important tools that can assist the town in decision-making and directing municipal investment.

Since the 2012 Master Plan was prepared, several key documents have been developed that offer additional direction to the planning, design, and provision of parks, recreation and library facilities including department-specific strategic plans and "A Framework for Recreation in Canada". Given the time that has passed, as well as the evolving scope of the Master Plan, this framework has been revisited.

The strategic framework for this Master Plan Review contains an overall vision, which is supported by values and goals, as follows:

### **Vision**

To create and sustain thriving, vibrant and welcoming community facilities, parks and public spaces for the wellbeing of the residents of Oakville.

### **Values**

- Equity and inclusion
- Community engagement and placemaking
- Innovation and technology
- Stewardship and sustainability
- Evidence-based decision-making

### **Goals**

1. Welcoming, inclusive and engaging spaces that support individual and community wellbeing
2. Vibrant and collaborative spaces that build capacity
3. Flexible and high quality multi-use spaces that are adaptable to changing needs
4. Accessible spaces that are well maintained and environmentally responsible
5. Financially sustainable spaces that benefit from community partnerships

## Section 5. Recreation Facilities

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This section reviews the town's inventory of recreation facilities, assesses utilization levels, and contains a qualitative and quantitative analysis of needs focussed on the next ten years. In addition to new development, opportunities for facility optimization are examined through the perspective of emerging sports and trends.

### 5.1 Community Centres

#### 5.1.1 Supply

The town currently provides four community centres for an average of one per 48,500 Oakville residents. The supply includes Glen Abbey (GACC), Iroquois Ridge (IRCC), River Oaks (ROCC), and Queen Elizabeth Park (QEPCCC). The benchmark average from the GTA comparator group is approximately one community centre per 37,500 persons. However, there is considerable variation in community centre sizes and components across most municipalities, making comparisons difficult.

#### 5.1.2 Needs & Provision Strategies

Guided by past master plans, detailed planning for future community centres has been a focus for the town in recent years. A town-wide provision target of one multi-use community centre per 45,000 population was established in the 2012 Master Plan, supporting the need for two additional multi-use community centres by build-out (including one in North Oakville). While still a relevant target, opportunities created by facility-specific and broader community revitalization projects (i.e., Trafalgar Park and South East Oakville Community Centres) have led the town to surpass this target. Reconsideration of future community centre needs should be a focus of the next Master Plan Update.

There are three major ongoing community centre projects and one anticipated future project, described and analyzed below.

##### 1) South East Community Centre (SECC)

Recommended in the 2012 Master Plan, the South East Community Centre was endorsed in principle by Town Council in 2013. The facility will be located on the former site of the Oakville-Trafalgar Memorial Hospital and is currently in the planning stages, with a planned opening in 2020. Extensive community consultation was undertaken via the South Central Public Lands Study and subsequent consultation in late 2016.

The preliminary concept for this multi-generational facility is 40,000 to 45,000 square feet of space containing an indoor pool (to replace Centennial Pool), gymnasium, multi-purpose rooms, and space for intergenerational programming. The building programme may be subject to space and budget limitations and is to be confirmed through further consultation and research (including this Five-year Review).

The 2012 Master Plan did not recommend dedicated space for older adults in the South East Community Centre, as a new older adult centre was planned for the Oakville Arena / Trafalgar



Park Community Centre renovation. Considerable support for both programming and dedicated space for older adults was expressed through the consultation for this facility, as well as a fitness centre, and walking / running track. Community feedback suggests that facility use may be predominantly oriented toward older adults and there were also suggestions for spaces and services that support wellness, accessibility, and social inclusion. In this regard, the town is currently exploring options with the Local Health Integration Network.

Given the interest expressed by area residents, as well as the mature nature of this community, it is recommended that general community and intergenerational programming be encouraged within this facility. Dedicated space for older adults is not recommended as the Trafalgar Park Community Centre is the local hub for member-based older adult activities. Dedicated youth space – recommended through the 2012 Master Plan – is not necessary given the composition of the community and availability of supporting spaces. Consideration should, however, be given to inclusion of a modestly-sized fitness centre (with equipment, free weights, and studio space, similar to what is provided at the QEPCCC) and walking track within the design. As discussed further in the next section, the indoor pool component should focus on a 25-metre training/fitness pool that will serve as a replacement for Centennial Pool; a 50-metre pool is not supported at this location.

## 2) Sixteen Mile Community Centre (SMCC)

The 2012 Master Plan recommended that a multi-use community centre be developed at the Sixteen Mile Community Centre by 2018, however, a delay in growth has pushed this back. The facility is anticipated to consist of an indoor aquatic complex, fitness/active living centre, dedicated seniors' and youth space, multi-use programming space (including one or more gymnasiums), and a branch library. The Community Centre would be attached to the existing Sixteen Mile Sports Complex (quad pad arena) in North Park. Additionally, a new secondary school is expected to be developed directly south of the site.

North Oakville is forecasted to have a build-out capacity of 55,000 persons. Although the 2016 Census indicated that the population was 6,430, residential construction is occurring quickly and the town currently projects that North Oakville will have 22,200 residents by 2021 and 35,400 by 2031.

Due to slower than anticipated growth in North Oakville, which has affected available funding, the timing of this project has been delayed and is currently slated for 2026 and beyond through the town's long-term capital forecast. The potential timing and operational model for this facility is currently being examined through the Sixteen Mile Community Centre Market Study, which is considering the merits of a potential relationship with the YMCA of Oakville that may accelerate the timetable for the facility. At the present time, it is anticipated that the area will have a sufficient population to support the construction of a community centre in or around 2026.

3) Trafalgar Park Community Centre (TPCC) – Oakville Arena and Seniors’ Centre

The redevelopment of Oakville Arena and expansion to include a new older adult centre will combine to create the new Trafalgar Park Community Centre. This facility is scheduled to open in 2018 and will include an indoor ice pad, indoor running track, older adult centre, full-size gymnasium, fitness centre, meeting room (Kinsmen Pine Room), and outdoor improvements. It is anticipated that the Oakville Seniors’ Centre on Kerr Street will be relocated to this facility.



4) Palermo Community Space (future)

Currently outside the town’s 10-year budget forecast, the 2012 Master Plan recommended a smaller community centre in the Palermo area. The initial concept consisted of meeting rooms, activity rooms, senior and/or youth centres, teaching kitchen, and a branch library. In terms of space allocations, it was estimated that the recreation and library components would each be in the range of 10,000 to 15,000 sf. This project would represent a new and integrated model for the town and library, as a primary focus for this facility (along with traditional library services) would be civic engagement, social gatherings, lifelong learning, creativity, and innovation, more so than active recreation.

As discussed in Section 7 (Library Facilities), the library branch proposed for Palermo is recommended to be advanced to the near-term, prior to development of a branch at the Sixteen Mile Community Centre. This finding is driven by the considerable growth experienced in Palermo over the past ten years (as of 2016, this area had a population of nearly 26,000 and witnessed 97% growth since 2006). While a shared facility is still recommended, a phased construction approach with the first phase consisting of a library would help to create a community destination that can offer some level of multi-use space for community events and functions. In the longer-term, additional space should be provided at this location to accommodate neighbourhood-level recreation programming, however, more research and consultation is required to determine the most appropriate operating and building model.

### 5.1.3 Recommendations – Community Centres

1. Proceed with the development of the South East Community Centre in the short-term. The facility should have a focus on multi-generational wellness activities. Potential components, subject to budget and space availability, may include a 25-metre pool (as a replacement for Centennial Pool), gymnasium (with elevated walking track), fitness centre, multi-purpose space, and community rooms.
2. Develop a multi-use community centre as a second phase to the Sixteen Mile Sports Complex, consisting of an indoor aquatic complex, fitness/active living centre, dedicated space for youth, multi-use programming space (including one or more gymnasiums), and a branch library. The timing for this project is currently anticipated to be in or around 2026, but may be refined through the Sixteen Mile Community Centre Market Study.
3. Work with the Oakville Public Library to explore potential operating and building models for the shared facility proposed in the Palermo area. The first phase of construction should consist of a library branch, while a future phase may accommodate neighbourhood-level recreation programming through spaces such as activity and multi-use rooms, senior and/or youth centres, teaching kitchen, etc.

## 5.2 Indoor Pools

### 5.2.1 Supply

The town currently provides six indoor pool tanks at five locations (GACC, IRCC – two, QEPCCC, Centennial Pool, and White Oaks Pool) for an average of one per 32,300 Oakville residents. The benchmark average from the GTA comparator group is approximately one indoor pool per 35,000 persons.

### 5.2.2 Needs & Provision Strategies

Swimming pools are important community assets that create opportunities for individuals to participate in a variety of different forms of aquatic activity. There are several existing and emerging aquatic participation trends that are influencing pool facility designs and operating strategies<sup>14</sup>:

- Swimming is one of the most popular recreation activities for all age groups, nationwide. According to the Canadian Fitness and Lifestyle Research Institute, swimming is the top ranked activity for children ages five to seventeen and one of the top five activities preferred by adults. There is an upward national trend in indoor swimming as each generation is more likely to swim than the generation before. Data compiled for the 2017 Sixteen Mile Community Centre Market Study indicates that the overall number of participant hours at Town of Oakville indoor pools has increased between 2010 and 2016. The greatest gains were seen in drop-in utilization, while lesson growth has generally mirrored population increases and rental hours have declined.
- Swimming is a low impact activity that contributes to overall health and wellness. As the population ages, people are looking for less stressful, non-weight bearing activities that

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<sup>14</sup> Town of Oakville. OAK 50 M Pool Proposal Business Case Review. The JF Group, June 2013.

contribute to their fitness, flexibility, core stability, and muscle tone. Warm water and therapeutic pools can accommodate these activities, as well as increased demand for aquatic rehabilitation and recovery. Exercise programs such as aqua fitness and water aerobics are an increasingly significant component of aquatic participation and therapeutic pools can be used for some of these activities, in addition to instructional programs for younger children. Therapeutic pools vary in size and shape, but most have shallow depths and feature a range of supporting amenities and assisting devices including, but not limited to massage jets, benches, handles, ladders, chair lifts and resistance machines.

- Competitive swimming is popular amongst a segment of the Canadian population – 50,000 competitive swimmers are registered with Swim Canada. Nationally, participation in competitive swimming programs declines significantly after the age of fifteen.
- Swim lessons are an important element in any pool’s program schedule. Aquatic instruction primarily attracts children between the ages of five and thirteen years, after which there is a sharp drop-off in lesson participation.
- Master swimming, water polo, diving and synchronized swimming are specialized and often competitive activities that remain popular in most jurisdictions across the country.
- Aqua fitness and water aerobics are well-liked programs, especially by women and older adults. As the population ages, industry insiders expect these activities to become much more popular.
- Advances in pool design such as leisure pools with slides, wave action, pool and deck toys, etc. have resulted in an increase in the amount of swim visits per capita in jurisdictions that offer these attractive aquatic facilities.
- Leisure pools attract significantly more bathers than rectangular pools – either 25-metre or 50-metre designs. Leisure pools are capable of simultaneously accommodating more than twice the bathers than can be handled by rectangular pools. Oakville’s most utilized facilities offer leisure pool designs (Glen Abbey is a combined lane/leisure pool design, while Iroquois Ridge has a separate leisure tank) and are co-located with other recreational facility components within multi-purpose community centres.
- In large part, a pool’s design and water temperature and will be key determinants of the type of activities that the facility is capable of accommodating. The most successful indoor aquatic centres normally include a variety of features that are designed to accommodate all ages and abilities with increasing emphasis on the needs for an aging population.



A town-wide provision target of one indoor pool tank (lane or leisure) per 32,000 population was established in the 2012 Master Plan. With six indoor pool tanks (at five locations) at present, the target suggests the need for two additional facilities by build-out. The 2012 Master Plan contemplated the delivery of these facilities through a multi-tank aquatic complex as part of the proposed Sixteen Mile

Community Centre. As discussed under the Community Centre analysis, this project continues to be supported.

In the short-term, the 2012 Master Plan recommended the replacement of Centennial Pool as part of the proposed South East Community Centre. This was supported by local demand factors and recognition of the facility's age, barrier-free limitations, rising capital renewal costs, and the potential redevelopment associated with the Downtown Cultural Hub initiative. This direction remains appropriate and Centennial Pool is expected to be replaced as part of the proposed South East Community Centre.

Furthermore, given the focus on intergenerational programming at the South East Community Centre, the Town may consider the provision of a therapeutic pool to complement the rectangular tank. A therapeutic pool would be a unique public amenity in Oakville and would enhance aquatic programming for all residents, especially older adults, young children, and persons with disabilities.

It is understood that there has been considerable interest from the Oakville Aquatic Club (OAK) in the potential to include a 50-metre pool in the South East Community Centre. This would represent a new standard of provision for Oakville. The OAK has been vying for a long-course training and competition venue for several years. In 2009, a study examined the viability of a 50-metre pool to meet the regional aquatic needs of Oakville, Mississauga, and Milton; this project was abandoned due to the major cost implications of the venture. More recently, in 2013 the Oakville Aquatic Club presented a business case to the town, which was subsequently peer reviewed by The JF Group. Based on the assumptions of the business case presented to the town at that time, the peer review projected capital costs to be between \$25.9 to \$45.7 million (depending on range of amenities and construction method) and net annual operating losses to be in the range of \$1.9 to \$2.6 million.

There are currently twenty 50-metre pools in Ontario. Eleven of these aquatic complexes are owned by municipalities while the remaining nine are at universities. Four of these pools have been added to the provincial aquatic facility inventory since 2015 (two in Toronto, one in Markham, and one in Windsor) – a 20% increase. Additionally, the Etobicoke Olympium 50-metre aquatic facility in Toronto was recently renovated and updated. The new pools in Toronto and Markham were made possible through Federal funding for the 2015 Pan Am Games.

These new aquatic facility developments have dramatically increased the provincial capacity to host competitive swimming events. For example, the new Toronto Pan Am Sports Centre is a world class venue comprised of two 50-metre tanks, a dive tank, and a warm water pool. It is very likely that most national and provincial competitive swimming events as well as other high profile aquatic events will be located there. Furthermore, the Markham pool was also built with spectator capacity capable of accommodating many major events. Consequently, the balance of the pools throughout the province will likely be vying for lower tier competitions such as club meets, school events, etc.

Because most 50-metre pools are utilized for training or competitive purposes, water temperatures tend to be cooler than is generally comfortable for Aquafit participants or children's instructional programs, creating substantial programming limitations. In 2016, swim club usage accounted for approximately 8% of Oakville's pool schedules, while 83% of pool time was used for recreational swimming and registered/waterfit classes. This indicates that Oakville's pools are used predominantly for activities that favour pool designs other than a 50-metre tank.

The large water surface area of 50-metre pools requires that these venues provide for disproportionately more supervision than is required for 25-metre tanks. This disparity significantly increases the labour costs of 50-metre pools. Additionally, the utility and supply costs to heat and treat the larger water volume plus the cleaning and HVAC costs to maintain, condition, and illuminate the environment in larger natatorium drives up costs well beyond recoverable levels through program fees or rental revenues, as noted in the 2013 Business Case Review.

The combination of these considerations led past studies and master plans to recommend against the provision of a 50-metre tank in Oakville. Considering the recently enhanced supply of 50-metre pools across the province, the development of this type of pool cannot be supported from a community recreation perspective. To maximize accessibility to all town residents, future indoor pool development in Oakville should emphasize 25-metre training/fitness and leisure pools.

Furthermore, the South East Community Centre is not an ideal site for a regional sports facility (which a 50-metre pool would surely become) and this component cannot be achieved within the current budget allocation. In particular, the scale of development and traffic generated by a 50-metre training and competition venue are not a fit with the surrounding residential neighbourhood. Furthermore, area residents are older than the Oakville median, which would suggest demand for community pools with accessible entry and design features; these needs are not congruent with a 50-metre pool tank.

### 5.2.3 Recommendations – Indoor Pools

4. Develop an indoor aquatic facility (25-metre and leisure pools) as part of the proposed Sixteen Mile Community Centre.
5. Develop a 25-metre indoor aquatic facility as part of the proposed South East Community Centre, to replace Centennial Pool. Consideration may also be given to the provision of a smaller therapeutic pool to enhance aquatic programming for all residents, especially older adults, young children, and persons with disabilities. A 50-metre pool at this location is not supported.

## 5.3 **Arenas**

### 5.3.1 Supply

The town currently provides thirteen indoor ice rinks at five locations for an average of one per 14,900 Oakville residents. There is one quad-pad arena (Sixteen Mile Sports Complex), three two-pad facilities (Joshua's Creek Arenas, GACC, and ROCC), and three single-pad areas (Kinoak, Maple Grove, and Oakville Arenas). The benchmark average from the GTA comparator group is approximately one indoor ice pad per 31,000 persons, although this ratio is typically lower in smaller communities.

### 5.3.2 Needs & Provision Strategies

In many communities across Canada, participation in organized ice sports is declining due to a number of factors including:

- higher costs of equipment, travel, registrations, and ice rentals are making arena sports unaffordable for many;

- the majority of immigration is coming from countries where participation in winter sports is less common;
- the overall aging of the population has impacted registration levels as children and youth comprise a small proportion of population;
- a growing unwillingness to play during less convenient time slots that were historically well used, such as early mornings and late evenings;
- real and perceived concerns over injuries and safety; and
- the growing popularity of alternative winter recreational activities (e.g., indoor field sports), some of which are more affordable or more convenient to access; related to this is a shift towards year-round training and specialization in fewer sports, compared to the past when most people played multiple sports throughout the year.

In Oakville, registration in minor ice sports has declined by 3% over the past four seasons. Hockey Canada’s annual reports show declines in youth registration – 9% across Canada and 16% in Ontario between the 2008/2009 season and the 2014/2015 season. Currently, 8% of Canadian children and youth play hockey, less than half the percentage that played twenty years ago.<sup>15</sup> Skate Canada has also experienced a slow decline in figure skating registrations over the past decade, while synchronized skating, power skating, and masters skating programs have seen modest increases in recent years. Trends and demographic factors suggest that there may be further declines in minor hockey, although the increasing focus on skill development and adult registrations may help to sustain ice demand.

As a result, many communities are experiencing declining arena utilization and are considering the decommissioning or repurposing of ice pads, particularly those that are older single pad templates. Modern arena design templates incorporate multiple ice pads to achieve economies of scale in operation, accommodate tournaments, and allow for groups to deliver simultaneous programming.

The 2012 Master Plan discussed the need to establish a long-term direction relative to Oakville Arena, which was approaching its functional lifespan at the time. With substantial local support, the town has decided to retain the arena and expand services on the site to include the relocation of the Oakville Senior Citizens’ Recreation Centre through a major redevelopment project. The project will expand the existing Oakville Arena to a 65,500 square foot community centre while retaining the arena’s wooden roof trusses, which are recognized as a heritage feature.

The 2012 Master Plan also recommended that the town monitor arena utilization and re-evaluate ice needs at the time of the next Master Plan as the demand for an additional ice pad was not imminent and a decision had yet to be made about the future of Oakville Arena. The last Master Plan established a town-wide provision target of one ice pad for every 650 registered youth participants (the town does not collect registration data for its adult users, aside from those included in town-operated leagues).

Based on minor sport registration data from the season, the current provision level is one pad per 580 registered youth participants. Many minor ice organizations have been dealing with declining registration in recent years, most notably minor boys hockey.

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<sup>15</sup> Hockey Canada. Annual General Meeting Reports.

**Table 15: Historical Registration, Minor Ice Users, 2011-15**

Organizations	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Change	Change
Minor Oaks Hockey Association	4,069	4,049	3,904	3,851	3,639	-430	-11%
Oakville Hornets	1,219	1,153	962	1,161	1,165	-54	-4%
Oakville Skating Club	2,400	2,358	2,247	2,482	2,611	211	9%
Speed Skating	175	124	96	112	134	-41	-23%
<b>TOTAL</b>	<b>7,863</b>	<b>7,684</b>	<b>7,209</b>	<b>7,606</b>	<b>7,549</b>	<b>-314</b>	<b>-4%</b>

Source: Town of Oakville, 2016

These trends are confirmed through an assessment of arena rentals (see following table), which dropped by 6% between 2012 and 2016. The declines were driven reductions in rentals from youth and commercial groups, but partially offset by an increase in adult rentals. Surprisingly, rentals during prime time hours declined the greatest amount, by 9%.

**Table 16: Town of Oakville Arenas: Hours by Fee Permit Category, 2012-16**

Year	Hours Permitted	Type of Group				Time of Day		
		Youth	Adult	Commercial	Undefined	Prime Time	Non-Prime Time	Undefined
2012	32,314	26,199	3,839	1,218	1,058	22,796	8,460	1,058
2013	32,101	25,051	4,761	942	1,347	22,186	8,568	1,347
2014	32,107	25,254	5,114	550	1,189	22,103	8,815	1,189
2015	31,598	25,070	5,182	299	1,047	21,765	8,786	1,047
2016	30,346	24,958	4,069	315	1,004	20,787	8,555	1,004
<b>Change</b>	<b>-1,968</b>	<b>-1,241</b>	<b>230</b>	<b>-903</b>	<b>-54</b>	<b>-2,009</b>	<b>95</b>	<b>-54</b>
<b>Change</b>	<b>-6%</b>	<b>-5%</b>	<b>6%</b>	<b>-74%</b>	<b>-5%</b>	<b>-9%</b>	<b>1%</b>	<b>-5%</b>

Source: Town of Oakville, 2016

Looking ahead, in the absence of updated age cohort figures and forecasts, some assumptions must be made around future ice demand:

- 1) First, it is assumed that current participation rates will be maintained moving forward. This means that demand will change in tandem with growth in the age groups that predominantly play ice sports, which is primarily youth and young to mid-life adults to a lesser degree.
- 2) Second, it is assumed that these age groups will not grow nearly as fast as the town's overall population. Moving forward, it is estimated that the town's youth cohort (ages five to nineteen) will grow at a rate of 70% of the overall town population; this percentage will be applied evenly across all future time periods. This assumption should be revisited when new age cohort projections become available.



**Table 17: Projection of Indoor Ice Pad Needs (based on a current supply of 13 ice pads)**

Year	Population (Growth)	Estimated Youth Players (Growth)	Total Ice Pad Needs @1:650 Youth (Growth)	Surplus (Deficit)
2016	193,832	7,549 (actual)	11.6	1.4
2022	222,500 (+28,700)	8,331 (+782)	12.8 (+1.2)	0.2
Build-out	266,800 (+44,300)	9,539 (+1,208)	14.7 (+1.9)	(1.7)

Population Sources: 2016 – Census, 2022 & Build-out – Town of Oakville, 2013 Development Charges Background Study

Application of the provision target indicates that there is a current surplus of one ice pad at the present time. This is consistent with the review of permitting hours, which indicates that there were over 2,000 additional prime time hours rented in 2012, which is the equivalent of more than one ice pad. The majority of available ice times are likely on weekends and during shoulder hours, suggesting that groups will have to become re-acquainted to renting these hours as demand slowly builds into the future.



The existing arena supply should be sufficient to meet needs until at least 2022. If youth registration continues to grow in line with the youth population (the current capture rate is approximately 19%), there may be demand for two additional ice pads by build-out. Participation in the town’s adult hockey league (the ORHL) is also growing year over year, to the point that registration has been capped and the town is turning teams away due to a lack of ice time during prime time weekday hours. Longer-term arena needs (for both youth and adults) should be evaluated on a regular basis through the review of registration and usage data, as well as age-based population projections.

### 5.3.3 Recommendations – Arenas

6. Review the potential long-term demand for additional ice pads through the next five-year Master Plan Update (or earlier if supported by positive registration trends).
7. Monitor the condition of Kinoak and Maplegrove Arenas as these facilities are approaching the limit of their functional lifespan. Any major reinvestment in these facilities should be supported by a detailed analysis of current and future use.

## 5.4 **Older Adult Centres**

### 5.4.1 Supply

Oakville’s older adult centres are provided by the town and supported in collaboration by an elected Operations/Advisory Board that is responsible for finance, program, property and volunteer management. In addition, a Policy Review Board oversees matters of governance. The town’s Senior Services Division facilitates the majority of older adult programs and services, most of which are delivered through the Department’s older adult centres

The Town's older adult centres include:

- Oakville Seniors' Recreation Centre (1975) – stand-alone facility
- Sir John Colborne Recreation Centre for Seniors (1991) – stand-alone facility
- River Oaks Mature Adults Club (1986) – integrated with ROCC
- Iroquois Ridge Older Adults Centre (2001) – integrated with IRCC
- Queen Elizabeth Park Older Adults Centre (2012) – integrated with QEPCCC

These five locations include approximately 20,000 square feet of dedicated space for older adults; some sites also offer access to shared space. The number and size of older adult facilities in other municipalities varies widely, although very few communities are building new stand-alone facilities, instead preferring to integrate space for older adults within multi-use centres.

Halton Region also provides a number of services for seniors and older adults, including (but not limited to) assisted living programs, long-term care facilities, adult day programs (none in Oakville), an Older Adult Advisory Committee, and public health programs that promote wellness and healthy aging for older adults in Halton.



#### 5.4.2 Needs & Provision Strategies

The town's approach to program development at its older adult centres involves an integrated model where participants (age 50+) are able to attend registered and drop-in programs at all of the seniors' facilities for a reduced fee under a membership model. All five facilities have a combined membership of approximately 2,500, representing 4.2% of the town's older adult population (2011 Census). The town also offers a wide range of fitness, aquatic, and cultural programs through its community centres that are geared to the general population, yet increasingly attract older adults (who pay a reduced fee).

According to the 2011 Census<sup>16</sup>, 33% of Oakville's population is age 50 and over and it is anticipated that this number will grow substantially in the years to come. As noted in Section 3.1.3, age-based forecasts for the Region anticipate that the older adult and senior cohorts will increase at about 110% to 170% of

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<sup>16</sup> Age data from the 2016 Census is not yet available.

the overall rate of growth over the next fifteen years. The greatest increases will be driven by the baby boom population, currently ages 53 to 71.

For determining demand for dedicated seniors' space, the 2012 Master Plan utilized a provision ratio that declined over time, from 0.5 square feet per older adult to 0.32 square feet per older adult by build-out. This approach anticipated a shift in older adult recreation to shared spaces that support more active pursuits, suggesting that the expansion of dedicated space would not need to keep pace with the growth in the number of older adults. Nevertheless, it is anticipated that the town will maintain a core supply of exclusive space as older adults need age-appropriate services and opportunities to be with their peers. Opportunities should be sought to maximize older adult spaces before adding to the supply, including weekend programs and activities.

Although an updated space estimate cannot be calculated due to the lack of Oakville-specific age-based population projections, it is noted that the town is currently undertaking an Older Adult Review which will build off the recently completed Age-Friendly Baseline Study. Among its many objectives, the Review will examine use of existing seniors' facilities and evaluate the town's service model for emerging older adults (including issues such as fees, governance, segmentation, cultural diversity, the role of recreation and social engagement, etc.).

Looking back, the 2012 Master Plan recommended that the Oakville Seniors' Recreation Centre be replaced as part the renewal of Oakville Arena in order to provide greater functionality and a modern accessible design. Based on this direction, in 2018, the Oakville Seniors' Centre will transition from its current location and will be housed under the new Trafalgar Park Community Centre (Oakville Arena project). The re-purposing of the existing Oakville Seniors' Recreation Centre may allow for enhanced social and health services along the Kerr Street corridor.

Recent public input on the South East Community Centre identified interest in establishing dedicated space for seniors at this location. However, the town's significant investment in the nearby Trafalgar Park Community Centre (including exclusive older adult space) will create a modern hub for older adults living in the vicinity. Dedicated space for older adults is not recommended at the South East Community Centre, but rather a focus should be placed on intergenerational programming enabled through the multi-use and activity rooms, gymnasium, aquatic centre, and fitness centre.

To meet growing demand for dedicated seniors' activity space, the 2012 Master Plan also recommended that the town consider expanding the Sir John Colborne Recreation Centre for Seniors, provide dedicated and non-exclusive activity space as part of the proposed Sixteen Mile Community Centre, and provide dedicated space in a future civic facility (e.g., community centre, library, arts facility, etc.). Implementation of these actions should be delayed until future space needs for older adults can be reassessed through the Older Adult Review and an assessment of the new Trafalgar Park Community Centre model (scheduled to open in 2018).

#### 5.4.3 Recommendations – Older Adult Centres

8. Seek opportunities to maximize older adult spaces, including weekend programs and activities.
9. Reassess future space needs for older adults following a review of the new Trafalgar Park Community Centre model (scheduled to open in 2018), along with consideration of the pending Older Adult Review.

10. Dedicated space for older adults is not recommended at the South East Community Centre, but rather a focus should be placed on age-specific and general community programming enabled through the multi-use and activity rooms, gymnasium, aquatic centre, and fitness centre.

## 5.5 Youth Centres

### 5.5.1 Supply

The town currently provides three youth centres (Bronte, Nottinghill, and QEPCCC) for an average of one per 64,600 Oakville residents. Two of the centres are stand-alone facilities and all three are located west of Sixteen Mile Creek. There is no reliable benchmark average as the municipal provision of youth centres varies considerably from one community to the next.



### 5.5.2 Needs & Provision Strategies

The town's youth centres are positive, comfortable, safe, and free places for youth (generally ages 13 to 19) to hang out. Each centre offers homework help, computers, video games, resume writing, internet movie nights, job searching, on-site library, and opportunities to earn volunteer hours. Programs and activities range from arts and culture programs to outdoor activities. Trends indicate a need for more unstructured outdoor space for youth, including basketball courts, skate and bike parks, trails, and other opportunities to connect with nature.

The 2012 Master Plan recommended that the Oakville Youth Centre (then located Cross Avenue) be relocated to a location north of the QEW and that another stand-alone dedicated youth centre be developed north of the QEW. In 2016, the new Nottinghill Youth Centre opened north of the QEW in the Glen Abbey neighbourhood. Capital funding is anticipated for an additional youth centre to open in 2019, at a location north of the QEW. An improved distribution of youth centres will help to increase accessibility and to better align their locations with the burgeoning youth populations in the East and West plan areas.

The 2012 Master Plan indicated that dedicated youth facilities are best provided in response to local public demand (including consultation with youth) and a set provision target was not recommended. The Plan also recommended that youth space be considered for the South East Community Centre; however, given the proposed focus of this facility on older adult programming, this direction is no longer supported.

In meeting future needs, the town should consider a combination of dedicated facilities (with a minimum space allocation for each location), shared spaces within community centres, and outreach

programs. Future community facilities should also be designed with the needs of youth in mind. The town conducts regular reviews on the viability of existing youth centres as community needs shift. For example, a review of the Bronte Youth Centre is currently underway, including an examination of options for more community youth outreach as an alternative service.

### 5.5.3 Recommendations – Youth Centres

11. Continue to review the viability of the Bronte Youth Centre, along with alternative service options for youth outreach in this community.
12. Develop a new youth centre in East Oakville in the short-term.
13. Provide dedicated space for youth to complement non-exclusive activity space as part of the Sixteen Mile Community Centre.

## 5.6 **Gymnasiums & Multi-use Space**

### 5.6.1 Supply

The town currently provides three gymnasiums at two locations (GACC and QEPCCC – two) for an average of one per 64,600 Oakville residents. The benchmark average from the GTA comparator group is approximately one municipal gymnasium per 39,000 persons. In addition, the YMCA of Oakville has a double gymnasium and several schools and churches also provide gymnasium facilities that are available for public use. Public access to school gymnasiums is managed through a community use of schools agreement (in 2016, a total of 61 school gymnasiums were booked for over 14,200 hours).

### 5.6.2 Needs & Provision Strategies

Gymnasiums are valued spaces due to their flexibility in accommodating a wide range of activities (e.g., seniors' programming in the daytime, community programs and/or rentals in the evening and on weekends, camps in the summer, etc.). Data assessed through the Sixteen Mile Community Centre Market Study (2017) indicates that the town's gymnasiums exhibit strong usage levels and that local demand is increasing.

Meeting and multi-use activity rooms are commonly provided in varying numbers and sizes within all municipal indoor recreation facilities, as well as numerous other public and private venues, including schools.

The 2012 Master Plan established a town-wide provision target of one municipal gymnasium per 50,000 population. With three existing gymnasiums and three or more anticipated through new community centre development (Trafalgar Park, South East, and Sixteen Mile Community Centres), the town will soon exceed this target. It is recommended that this target be disregarded and instead, that gymnasiums be considered for all new or expanded multi-use community centres.

### 5.6.3 Recommendations – Gymnasiums

14. Consider gymnasiums and multi-use activity space for all future multi-use community centre developments and redevelopments, including the South East and Sixteen Mile Community Centres.

## 5.7 **Fitness Centres**

### 5.7.1 Supply

The town currently provides four fitness centres (GACC, IRCC, QEPCCC, and ROCC) for an average of one per 48,500 Oakville residents. There are several private fitness operations in the town, as well as the YMCA of Oakville. The benchmark average from the GTA comparator group varies considerably as some municipalities have chosen to rely exclusively on the non-profit and private sectors for the provision of fitness centres.

### 5.7.2 Needs & Provision Strategies

Each of the town's fitness centres are located within multi-use community centres and contain free weights, workout equipment, and fitness studios for group classes and programs. The QEPCCC fitness centre was added in 2014 based on expressed public demand and response has been positive. A fifth municipal fitness centre is being designed into the Trafalgar Park Community Centre which will complement the gymnasium and running track and allow for enhanced programming.

The town employs a universal approach to the packaging and pricing of fitness memberships at its fitness locations. Members have reciprocity privileges and are therefore able to patronize any of the facilities as frequently as they wish. Members are able to use the facilities on a self-directed drop-in basis or by participating in a number of group exercise programs (e.g., yoga, group cycling, body sculpt, etc.) that are included as part of the membership package. The Sixteen Mile Community Centre Market Study (2017) indicates that the total number of visits to municipal fitness centres increased by 16%, which can be directly attributable to the opening of the QEPCCC fitness centre.

In addition to fitness centre memberships and drop-in class admissions, the town also offers a wide range of registered fitness programs (such as pilates, yoga, tai chi, weight training, 50+ fitness, etc.) that are not membership-based and are open to all residents. Many of these activities require fitness studios with appropriate flooring, mirrors, and storage. In total, fitness-related programming comprises roughly half of all adult and 50+ program offerings; programming for older adults represents the fastest growing segment of the fitness marketplace.

Trends and usage suggest that the town should continue to support fitness and wellness programming through the maximization of space within existing facilities and future community centre development, recognizing that the size, nature, and programming of fitness centres may vary according to local needs. A fitness centre is anticipated at the proposed Sixteen Mile Community Centre and will serve as a complement to other proposed spaces.

The scope of fitness facilities and services at the proposed South East Community Centre has not been finalized. Considerable interest was expressed by area residents regarding the inclusion of more than just studio and fitness programming space at the South East facility, including an equipment-based

fitness centre. Despite its proximity to the fitness centre being built at the Trafalgar Park Community Centre, there is merit in considering a full fitness centre at the South East Community Centre.

Lastly, the 2012 Master Plan recommended that the town study the potential expansion of the fitness program area within the Glen Abbey Community Centre. Fitness membership trends and demand at this location should continue to be monitored to determine the need and timing of the feasibility study.

### 5.7.3 Recommendations – Fitness Centres

15. Include a fitness centre and studio space as part of the Sixteen Mile Community Centre.
16. Consider a fitness centre and studio space as part of the South East Community Centre.
17. Explore the viability of expanding the fitness programming area within the Glen Abbey Community Centre; monitor fitness trends at this location to determine the need and timing of future study.

## 5.8 **Squash & Racquetball Courts**

### 5.8.1 Supply

There are two squash and two racquetball courts at River Oaks Community Centre and four squash courts at Glen Abbey Community Centres. There are also a number of private clubs and other institutions (e.g., Sheridan College) within the town that contain indoor racquet courts. The municipal provision of indoor racquet courts varies considerably across the Greater Toronto Area as many do not provide any courts while others offer a limited inventory that serves as a lower-cost opportunity for residents to become introduced to the sport.

### 5.8.2 Needs & Provision Strategies

Public input received through the South East Community Centre consultation indicated a desire from some residents to see squash courts provided at this facility. There were also suggestions through the 2012 Master Plan for alterations to existing squash courts to meet international dimensions.

In 2016, there were 11,700 visits to the squash and racquetball courts at the GACC and ROCC (an increase of 11% over 2015). This equates to an average of 29 users/court/week (based on a 50-week year), 76% of which are members. Although usage is lower in the warm weather months, the usage levels indicate that there is available capacity to accommodate more participants, particularly at the ROCC. Further, the number of members has been declining over time – there were 231 court members in 2016, which is 18% lower than the 2010 membership figure of 282 identified in the 2012 Master Plan.

At the national level, participation levels in squash and racquetball have declined significantly since their peak in the 1980s. Through our work across Ontario, we believe that the sports (particularly squash) remain popular in certain areas of the province, but that the number of players has not grown substantially in recent decades. Between 1% and 2%<sup>17</sup> of the population play squash and the sport is

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<sup>17</sup> The lower number is from the Canadian Sport for Life sport program information and the higher number from the 2006 Statistics Canada Sport Participation Study.

most popular amongst males ages 20 to 55 years. Fluctuating participation levels and growing segmentation within racquet sports – which recently added pickleball to existing offerings of tennis, racquetball, and squash – makes it difficult to establish a reliable profile and outlook for the sports.

While it was once customary for private fitness clubs to include racquetball and/or squash courts as part of their overall complement of spaces, very few new clubs are providing them, instead opting to allocate additional space to group fitness studios and spaces that can accommodate greater numbers of users at any given time. The same is true in the municipal sector, where some communities have gradually been converting under-used courts to other uses that serve the broader spectrum of community need (as was the case with one court at Glen Abbey Community Centre). Bookings of squash courts generally peak in the winter months but decline significantly in the summer, suggesting the seasonal nature of the sport may not be best suited as part of a municipal community facility.

It is expected that the demand for additional squash courts in Oakville is low and, of what demand there is, it is adequately addressed through the courts GACC, ROCC, and the private sector. At this time, the expenditure required to build new indoor courts is not warranted given the low number of participants in relation to other sports and activities in the town. The need for additional courts should be determined by feasibility studies undertaken prior to the development of new community centres containing fitness centres, as racquet courts should not be built unless in response to demonstrated demand and as a complement to a fitness centre.

## 5.9 Arts and Culture Facilities

### 5.9.1 Supply

The town is responsible for the management and programming of the Oakville Museum, Queen Elizabeth Park Community and Cultural Centre, and the Oakville Centre for Performing Arts (OCPA). There are additional town facilities that have some cultural use, including community centres, older adult centres, and youth centres. Oakville Galleries – though independently run – is also a core institution within the local cultural sector. The Recreation and Culture Department also provides administration (including a public art program), support, grants, and planning services to the cultural community and is an active and organized producer and sponsor of programs and events.





### 5.9.2 Needs & Provision Strategies

Since 2009, Oakville’s arts and cultural facilities and services have been guided by a separate Cultural Plan, most recently updated in 2016. The Cultural Plan and Downtown Cultural Hub studies support the replacement of the OCPA, noting that there is a particular gap for quality local performance space offering more than the existing 485 seats. A 2016 public opinion survey conducted by Pollara Strategic Insights for the Downtown Cultural Hub found widespread support (91%) for municipal investments in facilities and programs (e.g., OCPA, Oakville Galleries, Central Library, Centennial Square, and access to the waterfront), although support was limited for tax increases to support these investments.

There is strong integration and continuity between the Cultural Plan and the Parks, Recreation and Library Facilities Master Plan in that they both make reference to community spaces that may be used for a variety of purposes. For example, Oakville’s 2016 Cultural Plan included a number of recommendations related to facilities, including:

a) Invest in cultural anchors:

- “Oakville is home to a set of cultural anchors that define the community and provide a high quality of life for those who live there. It is critically important that the town maintain those assets in order to continue delivering a high level of service to residents and visitors.”
- Recommended initiatives include renovating the Coach House at the Oakville Museum for additional program and exhibition space, replacing the OCPA in the next ten years with a new centre that includes large and small halls, and continuing investments in QEPCCC to improve access and continue the adaptive re-use of various spaces.

b) Arts and culture in more facilities:

- “Except for the replacement of the OCPA and the redevelopment of the Coach House facility, we are not recommending the development of additional new cultural facilities in Oakville. Rather, we are encouraging the idea that cultural programs and activities should be enhanced in existing facilities. Additionally, spaces supporting cultural activity should be considered when developing future community facilities as recommended in the Parks, Recreation and Library Master Plan, and when developing existing capital projects.”
- Recommended initiatives include bringing cultural programming into other town facilities (e.g., youth, senior, and community centres, parks and other outdoor facilities), assisting groups to make better use parks and public spaces (as well as schools) for arts and cultural events, integrating facilities for cultural activity (e.g., sinks and storage into community rooms, electrical service in parks, etc.) into existing town capital projects, and developing a tool to monitor space needs in the community for local artists and organizations.

### 5.9.3 Recommendations – Arts and Culture Facilities

18. Encourage opportunities to integrate cultural programs and activities through shared spaces within existing and future community recreation facilities and parks.

## 5.10 Other Indoor Facilities

There are several other types of facilities that fall outside of the traditional municipal scope of provision, but that offer significant benefit to area residents and contribute greatly to the range of local services. In the past, the town has opted to assist some of these organizations through a shared delivery models and/or agreements unique to each particular circumstance. For example, the town has recognized the growth of gymnastics and indoor soccer and has entered into partnerships with community organizations to address the construction and operation of facilities for their sports.

Future requests for municipal participation in capital projects not identified in this plan can be expected. The 2012 Master Plan recommended that a formal partnership framework be used to evaluate unsolicited requests from community organizations, with consideration to the town's ten year capital forecast and capacity to participate in such projects. The evaluation of potential capital partnerships should require the proponent to provide information such as (but not limited to):

- a comprehensive needs analysis
- a comprehensive business plan
- the club's financial capacity
- a demonstration of the sustainability of the project
- detailed evidence of community benefits
- full risk analysis

Through its Corporate Community Assistance Policy, the town has established a Community Loans Procedure (MS-SPR-002-008) that addresses many of the aforementioned items and may be used as the basis for further evaluation of capital requests.

### 5.10.1 Recommendations – Other Indoor Facilities

19. Utilize a formal partnership framework to evaluate capital proposals from community organizations, with consideration given to the town's ten year capital forecast and the town's capacity to participate in such projects.

## 5.11 Soccer & Multi-use Fields

### 5.11.1 Supply

There are a wide variety of sports and outdoor recreation field types in Oakville. These are owned by a network of providers led by the town and also including schools and the private sector. The installation of artificial turf at some schools has extending access to fields, but restrictions on new lighting installations can affect their placement.

The town currently provides 59 rectangular fields that are predominantly used for soccer but are also available for other sports such as football; 47 of these fields are unlit, nine are lit, and three are artificial turf (with lights). Through community use agreements, the town also permits 22 school fields for public use, of which three are artificial turf (without lights) and nineteen are unlit (including ten suitable for soccer and nine for football). For master planning purposes, it is common practice to convert these

fields to “unlit equivalencies<sup>18</sup>” as lighting and artificial turf surfaces allows for greater usage. In total, these 81 fields are equivalent to 93 unlit fields. The town also provides two dedicated field hockey fields and one multi-use field at Bronte Athletic Park. Additional school and private fields may also be available for use by area residents (e.g., Crusaders Rugby Club, etc.).

The supply of permitted soccer and outdoor recreation fields has declined slightly since the 2012 Master Plan was prepared. As of 2016, there is an average of one soccer or multi-use field per 2,100 Oakville residents (based on 93 unlit equivalents). On a per capita basis, the supply is well distributed throughout the town. The benchmark average from the GTA comparator group is approximately one field per 3,400 persons; however, in smaller communities that do not have the same land pressures as higher density urban areas, the provision level is typically closer to the Oakville average.



### 5.11.2 Needs & Provision Strategies –Soccer Fields

Soccer continues to be the most popular organized sport among Canadian youth. The popularity of this sport is driven by its worldwide appeal, high fitness quotient, and relatively low cost to participate. As a result, soccer fields are in high demand in most municipalities.

However, trends in Ontario Soccer Association (OSA) affiliated programs indicates that provincial soccer participation peaked in 2007 and has slowly declined each year since. Between 2007 and 2015, this amounts to 12% fewer players; the decline was most acute among youth registrants (-15%), while adult participation increased marginally (+1%). The overall decline in soccer participation may be due to several factors such as demographic trends, introduction of the OSA’s Long Term Player Development (LTPD) model, emergence of non-standard soccer clubs and academies that are not affiliated with the OSA, concussion awareness, and growing interest in competing activities.

The LTPD model has introduced several new standards specific to each age group. Some of these standards are having a direct impact on the provision of municipal soccer fields, particularly with respect to the different field sizes and standards of play, which has increased the overall number of teams and effected the demand for field time. It has also made it more difficult to project field demands based on conventional metrics.

As shown in the following table, data provided by the Town of Oakville suggests that the Oakville Soccer Club’s outdoor registration had risen gradually over the past five seasons, reaching 9,132 players in 2016. Despite these recent increases, participation in outdoor soccer peaked locally in or around 2011 (a

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<sup>18</sup> Each lit soccer field is equivalent to 1.5 unlit fields; each lit artificial turf field is equivalent to 3.0 unlit fields (unlit turf is equivalent to 1.5 fields).

figure of 10,389 was reported by the town in the 2012 Master Plan). Overall, youth registration has been in decline (though U4 to U6 participation remains strong), while adult participation has been rising. In 2016, the ratio of youth to adult registrants was 73:27, whereas in 2009, this ratio was 89:11. Clearly, adults are becoming a larger proportion of the local soccer market.

**Table 18: Historical Registration, Oakville Soccer Club, 2012-16**

Soccer	2012	2013	2014	2015	2016	Change	Change
<b>Oakville Soccer Club – Youth</b>	n/a	7,036	6,665	6,641	6,686	n/a	n/a
<b>Oakville Soccer Club – Adult</b>	1,418	1,256	2,210	2,342	2,446	1,028	72%
<b>TOTAL - Soccer</b>	<b>n/a</b>	<b>8,292</b>	<b>8,875</b>	<b>8,983</b>	<b>9,132</b>	<b>n/a</b>	<b>n/a</b>

Source: Town of Oakville, 2017

These trends are confirmed through an assessment of soccer field permits (see following table), which dropped by 18% between 2012 and 2016. The declines were driven by a 23% reduction in rentals from youth groups, but partially offset by a 14% increase in adult usage and 36% increase in rentals to commercial groups. In terms of field types, artificial and Class A fields remain in high demand (although overall usage has softened), while Class B and Class C fields have seen the greatest declines.

**Table 19: Soccer Fields: Hours by Fee Permit Category, 2012-16**

Year	Hours Permitted	Type of Group			Type of Field			
		Youth*	Adult	Commercial	Turf	A	B	C
<b>2012</b>	30,312	26,120	3,607	585	2,151	20,179	6,985	997
<b>2013</b>	29,067	23,724	4,496	847	2,444	18,764	7,150	709
<b>2014</b>	25,682	18,679	5,659	1,344	3,049	15,999	5,889	745
<b>2015</b>	27,344	21,103	5,435	806	2,872	17,652	6,039	781
<b>2016</b>	24,963	20,066	4,101	796	2,086	17,673	4,601	603
<b>Change</b>	<b>-5,349</b>	<b>-6,054</b>	<b>494</b>	<b>211</b>	<b>-65</b>	<b>-2,506</b>	<b>-2,384</b>	<b>-394</b>
<b>Change</b>	<b>-18%</b>	<b>-23%</b>	<b>14%</b>	<b>36%</b>	<b>-3%</b>	<b>-12%</b>	<b>-34%</b>	<b>-40%</b>

Source: Town of Oakville, 2016

\*Youth includes community use of schools

Registration and rental trends suggest that soccer participation reached its market saturation amongst youth around the time of the 2012 Master Plan. Future growth will largely be a result of overall population growth in younger age groups, assuming that the Club is able to maintain its current youth capture rate. Adult soccer also presents an opportunity for continued growth, as many of those that grew up playing the sport are continuing to do so.

At the time of the 2012 Master Plan (and the 2006 Plan), there was considerable pressure on soccer field supplies. In response, and to serve future growth, the 2012 Plan recommended that additional soccer fields be provided through the development of new parks and school grounds. Most new fields were slated for North Oakville, which a focus on major lit/unlit fields capable of serving both the local community and town-wide needs. To date, two additional fields have been constructed in Isaac Park. Land at the White Oaks Secondary School (North Campus) has also been acquired by the town for soccer field development.

In hindsight, it appears that 2011/12 was the peak of demand for outdoor soccer in Oakville, although usage rates are once again climbing. While the 2012 Master Plan called for a need for up to 44

additional fields by build-out (unlit equivalents), the town now has a surplus of fields and this figure should be reassessed.

A town-wide provision target of one soccer field per 100 registered youth participants was used in the 2012 Master Plan. This was increased from the target used in the 2006 Master Plan of one field per 90 youth. Provision targets are intended to respond to conventional standards of play and appropriate usage/rest periods for fields. Establishing a locally-responsive target requires an understanding of participation levels (e.g., house league, competitive, adults, etc.) and applying the target requires accurate registration data. It is critical that the town collect this data annually and track registration and usage trends on a regular basis.

Based on 2016 minor sport registration data, the town’s level of provision is one soccer field (unlit equivalent) per 72 youth participants. If this ratio is extended to include adults, it becomes one field per 98 participants. Given the growth in adult soccer, it is recommended that the target be revised to better account for their needs. Using 2016 field usage levels as a guide, a modified provision target of one soccer field (unlit equivalent) per 105 registered players (youth and adult) is recommended. This target reflects the fact that adults (along with younger children) require less field time than those in competitive youth soccer. This target should be reassessed should there be any substantial change in the participation ratios.

With 9,132 registrants (2016), application of the target of one field per 105 players suggests a current need for 87 soccer fields. With a current supply of 93 fields, there is an estimated surplus of approximately six fields (unlit equivalents). Most of the surplus fields are likely to be lower class (B or C) fields, for which rental demand has declined in recent years.

Looking ahead, in the absence of updated age cohort figures and forecasts, some assumptions must be made around future soccer field demand:

- 1) First, it is assumed that current participation rates will be maintained moving forward. This means that demand will change in tandem with growth in the age groups that predominantly play the sport, which is primarily youth and young to mid-life adults to a lesser degree.
- 2) Second, it is assumed that these age groups will not grow nearly as fast as the town’s overall population. Moving forward, it is estimated that the town’s youth cohort (ages five to nineteen) will grow at a rate of 70% of the overall town population, while adults (ages 20 to 49) will grow at the same pace as the overall town population; these percentages will be applied evenly across all future time periods. This assumption should be revisited when new age cohort projections become available.

**Table 20: Projection of Soccer Field Needs**

<b>Year</b>	<b>Population (Growth)</b>	<b>Estimated Players (Growth)</b>	<b>Total Field Needs @1:105 (Growth)</b>	<b>Surplus (Deficit)</b>
<b>2016</b>	193,832	9,132 (actual)	87	6
<b>2022</b>	222,500 (+28,700)	10,187 (+1,055)	97 (+10.0)	(4)
<b>Build-out</b>	266,800 (+44,300)	11,816 (+1,629)	112.5 (+15.5)	(19.5)

Population Sources: 2016 – Census, 2022 & Build-out – Town of Oakville, 2013 Development Charges Background Study

Based on the stated assumptions, it is projected that the town will require an additional 19.5 soccer fields (unlit equivalents) to meet needs at build-out, for a total of 112.5 fields. By 2022, four additional fields will be required. These findings assume that the town is able to bolster rentals at existing fields that are under-utilized; if there are restrictions that limit full utilization of these fields, additional fields may be required to make up for this shortfall.

North Oakville is the likely location for most of these fields. Beyond new municipal development, other strategies to expand the supply may be considered, including converting under-utilized park assets, lighting new and existing fields (in keeping with the Municipal Lighting Study), installing artificial turf, and partnering with schools and user groups. As a case in point, the town is currently discussing with the HDSB the potential development of a new lit football field in North Park.

### 5.11.3 Needs & Provision Strategies – Multi-use Fields

Depending on the level of play, sports such as football, field lacrosse, ultimate frisbee, rugby, and field hockey can be accommodated on specially designed (single use) fields or multi-use fields. Each of these sports differs slightly in their lines of play, wear patterns, and seasons, but most are able to use a full-size rectangular field. Thus, most municipalities focus on the provision of multi-use fields that aim to maximize usage and accessibility for a variety of sports, including soccer. Artificial turf is often used to mitigate some of the challenges associated with the sharing of fields and provides for a more accessible and robust surface. In Oakville, some of these sports are accommodated on fields shared with soccer (e.g., football at Bronte Athletic Park), while others have dedicated fields (e.g., field hockey at Glenashton and Glen Abbey Parks). Rugby fields are presently provided at the town-owned but privately-operated Crusaders complex and are not included in the public supply.

As illustrated in the following table, several field sports are growing in Oakville, with field hockey leading the way. Data is not available for rugby as their needs are addressed by a private club.

**Table 21: Historical Registration, Other Field Sports (excluding soccer), 2011-15**

Other Field Sports	2011	2012	2013	2014	2015	Change	Change
<b>Oakville Minor Lacrosse*</b>	422	411	463	n/a	496	74	18%
<b>Oakville Minor Football**</b>	267	360	296	301	281	14	5%
<b>Halton Field Hockey – Youth</b>	113	120	223	274	295	182	161%
<b>Halton Field Hockey – Adult</b>	29	26	108	117	108	79	272%
<b>TOTAL – Other Field Sports</b>	<b>831</b>	<b>917</b>	<b>1090</b>	<b>692</b>	<b>1180</b>	<b>349</b>	<b>42%</b>

\* Includes both box (indoor) and field (outdoor) lacrosse.

\*\* Halton Minor Football also books time but are not a CORE user

Source: Town of Oakville, 2016

The previous Master Plan recommended a town-wide provision target of one multi-use field per 50,000 population. This target remains appropriate for future planning. With three fields at present (field hockey fields at Glen Abbey and Glenashton Parks, and a football/soccer field at Bronte Athletic Park), this translates into a need for one additional field within the short-term and another by build-out. Consistent with the recommendation in the 2012 Master Plan, these two multi-use fields should be developed in North Oakville to meet the collective needs of sports such as field lacrosse, football, field hockey, soccer, etc. In the interim, the town should continue to work with local school boards to maximize community access to their artificial turf fields.

#### 5.11.4 Recommendations – Soccer & Multi-use Fields

20. Recent declines in organized soccer suggest that past projections of field needs were over-estimated. Additional information on demographic and participation factors is required to fully reassess future needs. In the interim, the preliminary assessment indicates that up to 19.5 additional fields will be required by build-out (note: these are unlit equivalents, where each lit field equals 1.5 unlit fields and each lit artificial field equals 3.0 unlit fields). Most new fields should be provided in North Oakville.
21. Develop two (2) multi-use fields in North Oakville to meet the collective needs of sports such as field lacrosse, football, field hockey, soccer, etc. Explore opportunities to accelerate the construction of one of these fields in the short-term.
22. Monitor demand for rugby and work with the local club to ensure that the long-term needs of this sport are addressed.

### 5.12 **Ball Diamonds**

#### 5.12.1 Supply

The town currently provides 43 ball diamonds, fifteen of which are lit and 28 are unlit. Through community use agreements, the town also permits eight school diamonds for public use. Like soccer fields, ball diamonds are converted to “unlit equivalencies<sup>19</sup>” for an “apples to apples” comparison as lighting allows for greater usage. In total, these 51 diamonds are equivalent to 66 unlit diamonds. Additional school diamonds may also be available for casual public use.

As of 2016, this is an average of one ball diamond per 2,900 Oakville residents (based on 66 unlit equivalents). On a per capita basis, the supply is well distributed throughout the town, except for West Oakville, which has half the number of diamonds as other areas. The benchmark average from the GTA comparator group is approximately one diamond per 5,400 persons; however, in smaller communities that do not have the same land pressures as higher density urban areas, the provision level is typically closer to the Oakville average.

#### 5.12.2 Needs & Provision Strategies

After several years of declining registration, baseball has rebounded in recent times. Participation data provided by the town suggests that there are over 2,500 affiliated players using town diamonds, a growth of 31% between 2011 and 2015. This figure does not include the many adult leagues that also play the sport; registration data is not available for these groups.

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<sup>19</sup> Each lit ball diamond is equivalent to 2.0 unlit diamonds.

**Table 22: Historical Registration, Minor Baseball, 2011-15**

	2011	2012	2013	2014	2015	Change	Change
<b>OMBA - Youth</b>	616	613	625	625	575	-41	-7%
<b>Oakville Little League - Youth</b>	997	1,048	1,030	615	1,499	502	50%
<b>Oakville Girls Softball - Youth</b>	266	266	275	338	411	145	55%
<b>OMBA/OLL/OGS - Adult</b>	50	36	53	58	39	-11	-22%
<b>TOTAL</b>	<b>1,929</b>	<b>1,963</b>	<b>1,983</b>	<b>1,636</b>	<b>2,524</b>	<b>595</b>	<b>31%</b>

A positive but more subtle trend is identified through an assessment of diamond permits (see following table), which increased by 6% between 2012 and 2016 (and 10% in the last year alone). Recent increases are largely attributed to increased rentals from youth organizations, which accounted for 87% of the town's diamond rentals in 2016. The increase in permits on Class B and C diamonds suggest that growth is greatest at the younger age groups.

**Table 23: Ball Diamonds: Hours by Fee Permit Category, 2012-16**

Year	Hours Permitted	Type of Group			Diamond Type		
		Youth*	Adult	Commercial	A	B	C
<b>2012</b>	23,769	20,621	3,036	112	18,467	3,297	2,005
<b>2013</b>	23,558	20,179	3,179	200	17,363	3,604	2,591
<b>2014</b>	20,941	17,565	3,234	142	15,956	3,006	1,979
<b>2015</b>	22,907	19,278	3,386	243	18,340	2,484	2,083
<b>2016</b>	25,184	21,838	3,199	147	17,776	4,391	3,017
<b>Change</b>	<b>1,415</b>	<b>1,217</b>	<b>163</b>	<b>35</b>	<b>-691</b>	<b>1,094</b>	<b>1,012</b>
<b>Change</b>	<b>6%</b>	<b>6%</b>	<b>5%</b>	<b>31%</b>	<b>-4%</b>	<b>33%</b>	<b>50%</b>

\*Youth includes community use of schools

Growth in local ball aligns with broader national trends that reveal that, after being considered a sport in decline for the better part of the past two decades, baseball and its variations (softball, fastball, slo-pitch, etc.) is currently experiencing a resurgence. At the provincial level, Baseball Ontario reported that competitive league participants have increased by 15% between 2004 and 2015.<sup>20</sup>

The renewed interest in baseball is driven by several factors such as a greater focus in skill development and grassroots programs to engage children and youth at a young age to participate in the sport. The growing popularity and success of the Toronto Blue Jays is also likely a contributing factor. Since Baseball Canada adopted their LTPD model, the organization has focused on developing and honing skills and coaching styles, as well as fostering leadership and organization. Suitable competition formats and facility types are also core components of Baseball Canada's LTPD model, the latter of which will have implications on the provision of diamond types and sizes in Oakville.

Aside from the development of diamonds at Palermo Park, there has been little change in the supply of ball diamonds in Oakville in the past several years, as until recently participation had been stable to declining. As a result, there were several under-utilized diamonds and the town reduced the number of school diamonds that it permits. Current trends suggest growing interest in the sport, although this

<sup>20</sup> Baseball Ontario. Annual General Meeting Reports. 2004 and 2005



should be tempered by demographic factors such as the aging population and increased ethnic diversity, as well as the cyclical nature of sports.

The 2012 Master Plan found that there was a sufficient supply of fields south of Dundas Street, but recommended a provision target of one ball diamond (unlit equivalent) per 5,000 population in North Oakville. This translated to a need for ten new ball diamonds (unlit equivalents) in the North; two diamonds (four unlit equivalents) have since been developed in Palermo Park and another is scheduled for development in 2017. In addition, the previous Master Plan suggested that the town work with users to identify fields that could be used for alternative uses, focusing on lower quality, under-utilized diamonds. Due to the recent growth in ball registration, no diamonds have been eliminated from the active inventory.

Based on common standards of play and accounting for a system that is largely youth-based, a typical diamond can accommodate approximately 60 or more players. Registration figures (2,524 in 2015) indicate that there is demand for approximately 42 diamonds for youth play (unlit equivalents), leaving the equivalent of 24 diamonds that could be used for adults and casual use. As adult registration data is not available, it is difficult to validate the degree of the diamond surplus.

If minor ball organizations continue to capture the same percentage of youth as they did in 2015 (and based on the same socio-demographic assumptions made for soccer), they will need access to an additional 4.5 diamonds by 2022 and 6.5 more by buildout, for a total of eleven additional diamonds (unlit equivalents) to serve growth. The previous recommendation of ten new diamonds in North Oakville (unlit equivalents; four have since been built, with six remaining) will not satisfy the entirety of the town's future needs. However, the current surplus of fields in other areas of the town may offer opportunity to address a portion of these needs moving forward.

Future demand should be addressed through a combination of strategies, including new development, optimizing use of existing diamonds, and upgrading existing diamonds to fit with needs. For example, strategic diamond improvements may assist in dealing with potential shortfalls and should be further assessed through discussions with local baseball organizations. In addition, a scheduling analysis should be completed to determine capacity to accommodate greater usage on existing diamonds. Lastly, registration figures for both youth and adult ball players should be monitored in order to confirm the provision target and to assist in evaluating capacity on an ongoing basis.

### 5.12.3 Recommendations – Ball Diamonds

23. Develop a minimum of six (6) additional ball diamonds in North Oakville (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds).
24. Existing ball diamonds should be optimized, with support from a more detailed scheduling analysis and improvements to selected diamonds (in consultation with local organizations). Registration figures for both youth and adult ball players should be monitored in order to confirm the facility provision target to assist in evaluating capacity on an ongoing basis.

## 5.13 Cricket Pitches

### 5.13.1 Supply

There is currently one municipal cricket pitch in Oakville – an under-sized field at Glenashton Park that has had “temporary” status for several years. The benchmark average from the GTA comparator group is one cricket pitch per 100,000 persons, although the ratios vary widely in accordance with local interest levels.

### 5.13.2 Needs & Provision Strategies

Cricket is a sport on the rise in Canada, driven in large part by our diverse cultural demographics (the sport originated in England and has become well established in areas colonized by the British, including South Asia and the Caribbean). In the GTA, where many South Asian and West Indian immigrants reside, it is estimated that there are at least 6,000 cricket players involved in organized cricket clubs and associations.<sup>21</sup> The sport appeals to a broad spectrum of age groups from children to older adults and it is expected that the popularity and growth of the sport will continue. At the community level, playing formats vary and may include altered rules. Short-format cricket is becoming more prevalent; it allows the game to be played within a one to three-hour period and some anticipate that this format will assist in drawing new members to the sport.

The 2012 Master Plan recommended that the town accommodate cricket within a shared field model (spanning two future soccer fields) at North Park (as part of the phased development of this park), while also establishing a temporary pitch at a location to be determined in order to help grow the sport. Neither of these projects have moved forward as the town has not yet initiated the next phase of development at North Park (it is in the long-term capital forecast for 2023 to 2026). There continues to be a strong case for creating a properly designed cricket pitch and efforts to accommodate a pitch in North Oakville remain a high priority.

Although the number of local cricket players is relatively low, it is a popular sport within diverse communities and municipal provision of dedicated cricket facilities is becoming increasingly common. Oakville is becoming more ethnically diverse, with immigration being a primary source of the town’s population growth, and demand for cricket can be expected to grow. The 2012 Master Plan did not establish a provision target for cricket fields as local participation is likely inhibited by a lack of facilities and programs. Monitoring of local demand may assist the town in identifying future needs.

### 5.13.3 Recommendations – Cricket Pitches

25. Develop a cricket pitch in North Park across two soccer fields in the short-term. Opportunities to establish a temporary pitch may be explored with area clubs in the interim.

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<sup>21</sup> Viswanath, G. Cricket is the fastest growing sport in Canada. The Hindu. August 8, 2014. <http://www.thehindu.com/sport/cricket/cricket-is-the-fastest-growing-sport-in-canada-mukesh-narula/article6292719.ece>

## 5.14 Tennis & Pickleball Courts

### 5.14.1 Supply

The town is responsible for 64 public tennis courts (available for casual use) and twelve club courts (membership-based complexes used for tennis instruction, league play and social events), for a total of 76 courts. As of 2016, this is an average of one public court per 3,030 Oakville residents (one per 2,550 persons when club courts are added in); the highest ratios of supply are in the Southeast and Southwest plan areas. The benchmark average from the GTA comparator group is one tennis court per 5,000 persons. The town has recently added pickleball lines to one outdoor tennis court to test demand.

### 5.14.2 Needs & Provision Strategies – Tennis Courts

Interest in tennis on the rise across the GTA, particularly amongst youth and partially driven by growing ethnic diversity. Nevertheless, the sport has not regained the levels of popularity that it enjoyed in the 1970s. In response, most communities have gradually reduced their rate of tennis court development and have adopted new models of design that allow for greater flexibility in use (e.g., pickleball, ball hockey, basketball, futsal, etc.). The recent growth in pickleball is the most significant trend affecting the racquet sport industry and is discussed further at the end of this chapter.

The 2012 Master Plan recommended a provision target of one tennis court per 4,000 population in growth areas, including up to fourteen (14) public courts in North Oakville prior to its build-out (three lit courts are to be constructed in 2017, with more anticipated into the future). This remains an appropriate target. Consideration may also be given to new courts within notable growth nodes south of Dundas Street, although this is not an immediate priority (aside from a gap area in Palermo West, as discussed below). New courts should be developed in groups of two or more and may consider co-location with other sport court uses. Depending on interest levels and partnership potential, one multi-court location could be considered for club operations in North Oakville, consistent with the town's policy and past practices for tennis club development.

The 2012 Plan indicated that there was a small surplus of courts in the town, as illustrated by the difference between the actual and recommended provision targets. It was recommended previously that the town evaluate its inventory to identify up to ten courts that could be considered surplus and candidates for elimination or conversion to basketball courts, multi-purpose pads, or other complementary uses. To date, courts at both Maplegrove Park and Old Abbey Park have been converted to basketball and the town has begun to introduce pickleball through adding lines to one tennis court in Glenashton Park. Moving forward, the town should focus on opportunities south of the QEW to convert surplus tennis courts to pickleball, which is a good fit with the aging demographics of these communities (and their higher provision ratios of tennis courts).

Despite an overall surplus in the town's more established areas, the 2012 Plan recommended that the town develop new public courts in two key gap areas south of Dundas Street. There is a good likelihood of both geographic gaps being resolved in the near term: three lit courts have been approved for construction in Shell Park in 2017, while it is possible that court development could occur in the Merton area to serve the in Palermo West area. The distribution of public courts throughout the town is reasonable and future court development should be focused in North Oakville (along with Palermo West).

### 5.14.3 Needs & Provision Strategies – Pickleball Courts

Pickleball was not considered in the 2012 Master Plan as it is an emerging sport. The town has received several requests for the sport to be accommodated locally; it was prominent suggestion from the Age-Friendly Baseline Study.

Pickleball Canada indicates that it is the fastest growing sport in North America, with the number of places to play nearly doubling between 2010 and 2016<sup>22</sup>. Popularized in the southern United States, the sport has been introduced to many Canadian snowbirds and has spread to Canada in recent years. The Sports & Fitness Industry Association 2015 Participation Report indicates that there are 2.5 million people playing Pickleball in the United States, with projections to grow to eight million by 2018. Tennis Industry Magazine reports that 68% of pickleball players are over 60 years of age and fears that the sport may erode participation in tennis<sup>23</sup>. The fact that players are largely seniors and retired persons (many are part of the more active baby boomer generation) has helped to support the proliferation of clubs across Canada. Most players are recreational, although there is a growing number of competitive members registered as members of Pickleball Canada. It is possible that the demographic may skew younger as it receives additional exposure and children become introduced to pickleball.

Played indoors or outdoors with a paddle and a plastic ball, the sport is a hybrid of badminton, tennis and table tennis. The court is the same size as a doubles badminton court (20 by 44 feet), though the net for regulation pickleball is slightly lower than a tennis net. Many municipalities in Ontario (such as London, St. Thomas, Mississauga, etc.) have responded to this trend and have modified under-used tennis courts, built dedicated courts, and/or accommodated the sport within indoor spaces. Adding pickleball lines on an existing tennis court (e.g., Glenashton Park) is a very low-cost method of quickly creating a shared use facility. However, facilities have not grown to keep pace with the popularity of pickleball and are inhibiting the continued success of the sport in many communities.

With the number of older adults expected to increase at a faster rate than the overall population, continued demand for pickleball can be anticipated. Fortunately, due to the smaller size of the courts, it is possible to fit two to three pickleball courts within the same footprint of one tennis court, thus making it easier to accommodate the sport within existing park sites. Like tennis, multi-court complexes are recommended.

Potential demand for Oakville is relatively untested; however, the growing legitimacy of the sport – combined with several local requests – support additional investment. It is recommended that the town explore opportunities south of the QEW to convert surplus tennis courts to pickleball in the short-term. In addition, through new park development in North Oakville, a second pickleball location (two to four courts) is recommended to better serve residents living in the town's growth areas. These locations can be used to test demand that can be considered through future Master Plan updates.

### 5.14.4 Recommendations – Tennis & Pickleball Courts

26. Develop up to fourteen (14) tennis courts to serve population growth in North Oakville and resolve tennis court provision in the Merton area.

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<sup>22</sup> Pickleball Canada. Strategic Plan. December 2016.

<sup>23</sup> [www.tennisindustrymag.com/articles/2015/11/15\\_pickleball\\_and\\_tennis\\_can\\_t.html](http://www.tennisindustrymag.com/articles/2015/11/15_pickleball_and_tennis_can_t.html). Accessed January 2017.

27. Explore opportunities to convert surplus tennis courts to pickleball, with a focus on areas south of the QEW.
28. Develop multiple pickleball courts at one location in North Oakville. Reassess demand for additional locations through the next Master Plan update.

## **5.15 Basketball Courts**

### **5.15.1 Supply**

The town provides twelve full outdoor basketball courts (two hoops each) and three half basketball courts (one hoop each), for a total of 13.5 courts (counting half courts as 0.5). As of 2016, this is an average of one outdoor court per 14,360 Oakville residents. The highest per capita supply is in the Southeast plan area, while the lowest is in the East plan area. The benchmark average from the GTA comparator group is approximately one outdoor basketball court per 8,000 persons, but ranges widely from one per 4,000 to 25,000 persons.

Since the 2012 Master Plan was prepared, the town has constructed a full basketball court at Nautical Park, one half court at Kingsford Gardens, and added ones at Maplegrove and Old Abbey Parks through tennis court conversions.

### **5.15.2 Needs & Provision Strategies**

Aligning provision with the youth age cohort allows for greater accuracy as they are the primary users of outdoor basketball courts. The 2012 Master Plan recommended a target of one full basketball court (two hoops) per 1,500 youth (ages 10-19). Based on 2011 Census data, the town is currently providing one court for every 2,100 youth and is underserved in this regard. This finding is supported by the high level of public interest expressed during (and since) the last Master Plan process for additional basketball courts.

To achieve this provision target, an additional 5.5 courts (for a total of nineteen) are required to meet current needs (based on 2011 Census data). Moving forward, it is expected that the youth cohort will increase in sheer numbers, but at a slower pace than the overall population. High level growth estimates suggest that an additional two full courts may be required by 2022 (for a total of 21) and three more full courts by build-out (for a total of 24). Of these 10.5 courts, approximately one-half (about five) should be provided in North Oakville. A priority should also be placed on providing courts in gap areas, with a focus on East Oakville (some of which may be growth-related) and West Oakville as these areas contain most the town's youth population. The installation of new courts into established neighbourhoods should be considered on a case-by-case basis and may be done through new development and conversion of underutilized assets.

### **5.15.3 Recommendations – Basketball Courts**

29. Develop a minimum of five (5) basketball courts (full court equivalents) to serve North Oakville.
30. Consider the development of approximately new five (5) basketball courts (full court equivalents) in gap areas south of Dundas Street by build-out. Sites should be evaluated on a

case-by-case basis, with a primary focus on locations in East and West Oakville (subject to demand and opportunity, including through the conversion of underutilized assets).

## 5.16 Outdoor Pools & Splash Pads

### 5.16.1 Supply

The town provides five outdoor pools; all the pools are in mature communities (four are south of the QEW) and are older facilities by current standards, though well maintained. As of 2016, this is an average of one outdoor pool per 38,800 Oakville residents. The benchmark average from the GTA comparator group is one outdoor pool per 180,000 persons, which reflects the lack of pool development in communities that have experienced high levels of population growth in recent years.

The town's recent focus relative to outdoor aquatic facilities has been on the development of splash pads, of which there are fifteen in Oakville. As of 2016, this is an average of one splash pad per 12,900 Oakville residents. The benchmark average from the GTA comparator group is one splash pad per 27,000 persons, suggesting that Oakville has a more favourable provision level. Most splash pads are in areas that have been developed within the past twenty years, illustrating the transition away from outdoor pools in favour of splash pads. One new splash pad has been installed since the time of the 2012 Master Plan (Isaac Park in North Oakville) and two additional projects are in the long-term capital forecast (College Park in the East – 2018 and Southeast Oakville – 2021).



### 5.16.2 Needs & Provision Strategies – Outdoor Pools

The 2012 Master Plan did not recommend any additional outdoor pools, recognizing the seasonal volatility of these facilities, their high costs (capital and operating), and the availability of indoor pools. It was recommended that studies be undertaken in advance of completing major repairs or significant lifecycle maintenance to evaluate future provision options.

The 1960s and 1970s were a period of intense outdoor pool construction in Ontario and these facilities played a predominant role in communities as destinations for socialization and learn-to-swim opportunities. Most are still operating but many have exceeded their anticipated lifespan. Across Ontario, usage of many rectangular outdoor pools has shifted in recent years and trends point to a gradual move away from outdoor pools.

With over 46,000 visits to the pools in 2016, outdoor pool usage has been quite stable for several years, even accounting for year-to-year variations. With a growing population, this means that outdoor pools are gradually losing market share. Approximately 85% of pool usage is through drop-in usage (e.g.,

recreational swimming). Outdoor pools only account for 4% of overall lesson registrations (indoor pools account for 96%) and this figure has been declining. Overall, the trending suggests that there is a slow erosion of public usage of Oakville’s outdoor pools. This is consistent with the experiences of several other municipalities, but not as severe as those that have seen their usage rates cut in half since the mid-2000s.

There are several factors contributing to the lack of growth in outdoor pool demand. The role of outdoor pools in providing learn to swim opportunities has been reduced through increased access to indoor pools, while opportunities for recreational swimming and “experience-based” waterplay are offered through backyard pools and larger-scale water parks, respectively. Furthermore, Oakville’s outdoor pools are older and require increasing levels of capital reinvestment, while pool designs are dated and limiting their appeal to users.

On that last point, due to their era of construction, most outdoor pools do not offer a modern aquatic experience. They are lacking features such as beach-entry (which improves accessibility and is also popular with toddlers, young children, and older adults), accessible washrooms, family change rooms, extended deck space and grassed areas, sprayers and splash features, etc. These features are commonly found in newer pools and appeal to entire families, making the pools more of a “destination” where people extend their stay beyond just a short visit.

The challenges with outdoor pools are well documented yet – despite the development of new facilities falling out of favour many years ago – public interest in retaining them remains high in most communities. Trends would suggest that a reduction to the number of outdoor pools – combined with strategic investment (or complete redevelopment) in selected pools to modernize and extend their appeal (e.g., leisure designs, extended deck space, etc.) – is in order. Considering the aging state of the pools, additional study is required. The preparation of an Outdoor Aquatics Strategy is recommended to more closely examine the condition of existing pools and splash pads, usage trends, future needs, and options for facility consolidation, conversion, and revitalization.

### 5.16.3 Needs & Provision Strategies – Splash Pads

Splash pads (waterplay) facilities are engaging amenities usually built in parks or public areas and often complemented by washrooms, seating, shade, and playgrounds. They appeal to young children and families looking for a fun and affordable way to cool off during summer months. They are designed with sensors and buttons that activate water features such as spray jets, water cannons, buckets, and other amenities often upon a rubberized or concrete surface. A variety of designs and themes can be employed to create unique and interactive experiences.

Splash pads offer some benefits compared to a traditional outdoor pool given that they tend to be free, drop-in facilities that can be enjoyed by people (often young children) with no swimming experience. They do not, however, provide a true aquatic experience (e.g., instructional and recreation swimming) and are focused on a much narrower age segment (usually under age 10). Because they contain user-activated features and do not require lifeguards, they are generally more cost effective to operate than outdoor pools, yet are available during daylight hours beginning earlier in the season and ending later.

Waterplay facilities respond very well to growing demands for unstructured, spontaneous forms of recreation as users simply drop-in whenever is convenient and make use of the facilities. These features are increasingly being designed to complement placemaking and public art initiatives within civic spaces.

In these instances, fountain features can be combined with public art or other civic installations to achieve a dual function relating to urban design and recreational use (examples of such include Heritage Park in Barrie, Riverwalk Commons in Newmarket, Ivey Park in London, etc.).

In terms of splash pad needs, consideration should be given to opportunity and distribution. The 2012 Master Plan suggested that splash pads be provided within 1-kilometre of all residential areas, which remains a reasonable target for future planning. In meeting this target, six to seven splash pads will be required in North Oakville (one has been built and another is anticipated for 2017). There are also several gap areas south of Dundas Street; some of these projects are in the town's long-term capital forecast and should proceed (e.g., College Park and Southeast). The redevelopment of large blocks of land (e.g., Merton) may also trigger consideration of splash pad provision should enhanced geographic distribution be required. Splash pads may also be provided as a complement to an existing outdoor pool, based on further study (see recommendation for an Outdoor Aquatics Strategy).

#### 5.16.4 Recommendations – Outdoor Pools & Splash Pads

31. Develop an Outdoor Aquatics Strategy to guide the future of outdoor pool and splash pad provision, maintenance, refurbishment, and development.
32. Develop approximately five (5) additional splash pads in North Oakville East and one (1) splash pad in North Oakville West (Palermo Park).
33. Examine opportunities to add splash pads to parks in areas south of Dundas Street that have distribution gaps (e.g., Southeast Oakville, College Park, Merton, etc.). Splash pads are ideally located in parks that have access to washrooms and parking; shade is also desired.

### 5.17 Playgrounds

#### 5.17.1 Supply

The town provides 128 playgrounds within its parks, an average of one per 1,500 Oakville residents. Per capita supplies and geographic distribution are very equal across all plan areas. Several new playgrounds, predominantly in North Oakville, have been installed since the 2012 Master Plan was prepared.

#### 5.17.2 Needs & Provision Strategies

The 2012 Master Plan recommended that the town continue to install playgrounds within Community and Neighbourhood Parks (and within selected “Village Squares”) in North Oakville in order to meet the spatial target of one playground within 800-metres of residential areas, without having to cross a major road or physical barrier. To date, playgrounds have been installed in three village squares in North Oakville and one gap area (Memorial Park, south of Dundas Street) has been resolved.

Based on this measure (800-metre radius), there are no major gaps in geographic distribution within any of the town's existing residential areas. Additional playgrounds will be required to serve North Oakville and redevelopment areas (e.g., Merton). It is understood that the town considers a modified service target of 400-metres in North Oakville. This reduced distance is generally achievable due to the different



parkland typology employed in North Oakville, which promotes walkability and connections through a series of smaller Village Squares and Neighbourhood Parks located in closer proximity.

Since the last Master Plan was developed, new regulations relating to accessibility of outdoor play spaces (i.e., playgrounds) have been introduced. These require that new playgrounds *“incorporate accessibility features, such as sensory and active play components, for children and caregivers with various disabilities”* and *“have a ground surface that is firm, stable and has impact attenuating properties for injury prevention and sufficient clearance...”*. It is understood that the town has established a goal of establishing barrier-free playgrounds at all Community Parks and that one is planned for Trafalgar Park in 2017.

Another trend in playground provision includes outdoor fitness stations and exercise zones that facilitate unstructured physical fitness activities. Referred to as “outdoor gyms” or “adult playgrounds”, equipment-based stations feature low-impact, joint-friendly equipment that use resistance created by a person’s own body weight. Research has found that playgrounds for adults can provide several benefits, from improved balance, speed, and coordination to reduced isolation and associated mood ills like depression. This is not a new concept for Oakville, which previously had an outdoor gym in South Shell Waterfront Park prior to it being removed in 2010 due to an injury. The design of outdoor fitness equipment has evolved considerably since that time, is regulated by the Canadian Safety Association, and has proven to be a valued addition to many parks systems across the GTA and North America. Consideration should be given to reintroducing outdoor fitness equipment to the Oakville parks system through a pilot project in a community park or along a well-travelled trail.

### 5.17.3 Recommendations – Playgrounds

34. Develop playgrounds in growing residential areas based on a minimum provision target of one playground within 800-metres of all neighbourhoods (without having to cross a major road or physical barrier); a modified target of 400 metres may be considered in North Oakville.
35. Barrier-free playground equipment accessible to persons with disabilities should be installed at Community Parks as part of the town’s playground replacement program.
36. Reintroduce outdoor fitness equipment to the Oakville parks system through a pilot project in a community park or along a well-travelled trail.

## 5.18 **Skateboard & Bike/BMX Parks**

### 5.18.1 Supply

The town provides three skateboard parks (the largest being in Shell Park, and smaller facilities in Glen Abbey and Glenashton Parks) for an average of one per 64,600 Oakville residents. There is one park located in each the East, West, and Southwest plan areas. The benchmark average from the GTA comparator group is approximately one skateboard park per 90,000 persons, although provision ranges widely from one community to the next. There are presently no bike parks in Oakville.

### 5.18.2 Needs & Provision Strategies – Skateboard Parks

Skateboarding is an unstructured activity with low barriers to participation that has gained mainstream popularity. From our experience, demand for skate parks is high and has expanded to include adults who learned the sport in their youth; many are now introducing skateboarding to their children.

The 2012 Master Plan recommended a two-tier hierarchy consisting of major skate parks (10,000 to 15,000sf in size, located within community parks); and minor skate parks (or “skate spots”, each being about 2,000sf in size and situated in convenient walk-to locations). This typology is consistent with those employed in many municipalities and remains appropriate in guiding the town as it expands its inventory of skate parks.

The suggested provision target for skate parks is one per 5,000 youth (ages 10-19). Ideally, future provision will focus on major skate parks, although minor skate parks may be provided on a case-by-case basis in smaller gap areas where there is an insufficient number of youth to support a major skate park. The previous Master Plan recommended three additional major skate parks, one each in Southeast Oakville, North Oakville East, and North Oakville West. These facilities have yet to be built; however, a minor skate park is planned for George Savage Park in North Oakville in 2017.

Through this Five-year Review a modified skate park development strategy is being put forward that will allow the town to achieve a supply of seven or more skate parks (major and minor) by build-out. The network should provide a variety of skate parks (in size and style) that are equitably distributed throughout the town. Site selection criteria should be established to assist in identifying potential sites and public engagement is essential in any skate park design project. The recommended provision model consists of:

- the development of two (2) Major Skate Parks to serve the growing North Oakville area and to also provide service to the East and West plan areas, which contain a higher proportion of youth; at least one of these parks should be constructed within the short-term; and
- the consideration of Minor Skate Parks in smaller residential pockets that have an identified need, as supported by community interest and local research; one potential gap worth exploring is Southeast Oakville, as well as growing areas further to the north.

The town also operates an indoor skateboard park within Kinoak Arena during the non-ice season (mid-April to the end of August). Due to its fee structure, this park is not considered to be equivalent to an outdoor skate park, but is a valued element of the town’s overall offerings. This venue provides an opportunity for both casual use and instructional classes within a supervised setting. The skate park has been expanding its selection of ramps and rails in response to growing interest, which is in line with broader trends. Additional town-operated indoor skateboarding sites are not currently anticipated, but could be considered through future facility repurposing projects, as has been the case in other communities.

### 5.18.3 Needs & Provision Strategies – Bike/BMX Parks

Bike parks offer opportunities for BMX riders of varying skill and experience to enjoy off-road cycling and build skills. Well-designed bike parks offer a diversity of progressive and technically challenging features such as dirt jumps, ramps, and pumptracks. The design of each park depends largely on how it is

intended to be used – bike parks can be tracks largely intended for casual use (with a wide variety of sizes, designs, and features) or courses sanctioned by the governing sport body (with more technical specifications). The provision of purpose-built parks is one strategy to help promote responsible riding outside of the natural heritage system (e.g., ravines, woodlots, etc.), which is sometimes used for unauthorized biking that can damage natural features.

Off-road cycling, including mountain biking and BMX, experienced rapid growth in the 1980s and 90s, (though participation appears to be levelling off<sup>24</sup>), and remains popular among people who prefer individual recreational activities. Off-road bike riding is a diverse and creative sport with highly specialized sub-categories (e.g., dirt, park/vert, street, racing, etc.) differentiated by the terrain/surface, types of equipment, and technical skills required. In keeping with this trend, there are an increasing number of bike parks in Canada, several of which can be found in the GTA.

The 2012 Master Plan recommended that the town install BMX bike parks at North Park and in southwest Oakville as pilot projects, which would allow the town to test demand and evaluate the need for additional locations if required. Presently, the town does not have any authorized bike parks. The construction of a bike park in North Park is recommended for 2018; this park can then be used to test demand for a second park in South Oakville in the longer-term.

#### 5.18.4 Recommendations – Skateboard & Bike/BMX Parks

37. Develop two (2) Major Skate Parks to serve the growing North Oakville area and to also provide service to the East and West plan areas; at least one facility should be provided within the short-term.
38. Minor Skate Parks (“skate spots”) may be considered for smaller residential pockets that have an identified need, as supported by community interest and local research; one potential gap worth exploring is Southeast Oakville, as well as growing areas further to the north. The network should provide a variety of skate parks (in size and style) that are equitably distributed throughout the town, guided by site selection criteria and community input.
39. Develop an off-road bike/BMX park in North Park in 2018. This park can then be used to test demand for a second park in South Oakville in the longer-term.

### 5.19 Outdoor Skating Rinks

#### 5.19.1 Supply

The town permits outdoor winter skating at sixteen locations, including spaces such as ball diamond infields, sport courts, and open areas. These sites rely on natural ice and volunteers, and the number can fluctuate from year to year. There are presently no refrigerated outdoor ice pads in Oakville, although one is being built at Trafalgar Park (the two tennis courts will convert into an artificial outdoor rink in the winter).

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<sup>24</sup> Outdoor Foundation. Outdoor Participation Report 2015.  
<http://www.outdoorfoundation.org/pdf/ResearchParticipation2015.pdf>

### 5.19.2 Needs & Provision Strategies

The town assists volunteers with the operation of several seasonal outdoor rinks, a practice which should continue. To assist in meeting community rink demands, the town may also consider designing new basketball and tennis courts as ‘multi-use courts’ so that they may be used as ice surfaces in the winter months.

The 2012 Master Plan recommended that the town develop one town-wide outdoor artificial (refrigerated) ice rink to create a focal point for community interaction and to promote outdoor winter activities. In response, the rehabilitated tennis courts at Trafalgar Park (2017/18) will be designed to operate as an artificial ice rink. Centrally located with nearby parking, washrooms, and ice-making equipment within the adjacent Oakville Arena, Trafalgar Park is an excellent site for this facility. No additional outdoor artificial ice rinks are recommended for the town, although usage of the Trafalgar Park rink should be closely monitored to allow for this direction to be reconsidered during the next Master Plan Update.

### 5.19.3 Recommendations – Outdoor Skating Rinks

40. Closely monitor usage of the planned outdoor artificial ice rink in Trafalgar Park to inform the review of outdoor rink needs through the next Master Plan Update.
41. Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations.

## 5.20 **Leash-free Dog Parks**

### 5.20.1 Supply

The town provides six leash-free dog parks, the same supply that was in place at the time of the 2012 Master Plan. As of 2016, this is an average of one park per 32,300 Oakville residents. There are one or two parks per plan area, except for the West Oakville, which has none but is served by nearby Palermo Park. The benchmark average from the GTA comparator group is approximately one off-leash dog park per 150,000 persons; however, the provision model for these spaces varies considerably (e.g., some are zones with restricted times for off-leash use, while others are dedicated spaces) and locations depend heavily on the policy approach at the local level. All of Oakville’s leash-free dog parks are fully fenced areas that are self-funded by dog walking groups.

### 5.20.2 Needs & Provision Strategies

Research from the Trust for Public Land suggests that off-leash dog parks are growing faster than any other type of park in America’s largest cities – the number of off-leash dog parks grew 20% in the past five years<sup>25</sup>. In recent times, off-leash dog areas have been developed by many communities for several reasons:

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<sup>25</sup> Trust for Public Land. [2015 City Parks Facts](http://www.tpl.org/cityparkfacts). www.tpl.org/cityparkfacts

- Land use policies encouraging higher residential densities are reducing lot sizes and leading to more multi-unit buildings, thereby increasing the reliance upon public space for exercising and toileting dogs. Space for dogs is a growing concern in areas of intensification across the GTA.
- National and provincial trends suggest that pet ownership is on the rise, particularly among older adults and seniors who rely heavily on off-leash area exercise as some may not be able to walk their pets as far as a younger person might.
- Observations at many leash-free parks suggest that these facilities are as much for pet owners as they are for the dogs themselves. They have become places where people come together to socialize and celebrate their common interest.

With six off leash dog parks, this is a facility type that is well established in Oakville. Looking at their distribution, there are potential gaps in provision within West Oakville and Southwest Oakville; however, establishing off-leash parks in mature communities can be difficult. The demand for additional parks is best determined through observations of usage levels at existing parks, public requests, and the identification of sponsoring organizations. As was recommended in the 2012 Master Plan, the town should continue to establish leash-free dog parks in response to community need and only in cases where location criteria can be met.

### 5.20.3 Recommendations – Leash-free Dog Parks

42. Continue to provide leash-free dog areas in response to community need (e.g., as determined by usage levels, public requests, and the identification of sponsoring organizations) and only in cases where location criteria can be met.

## 5.21 Outdoor Community Event Spaces

The focus of this section is on outdoor community-based event spaces within the parks and open space system. This facility type was not directly addressed in the 2012 Master Plan.

### 5.21.1 Needs & Provision Strategies

The town directly supports and delivers a wide range of community and special events, such as farmers' markets, sports tournaments, Canada Day, Jazz Festival, and much more. Most of these events are community-based and intended to serve local residents, although some have broader tourism appeal.

In recent years, there has been a surge in the number of events as well as their complexity. In 2016, the town's Special Events Service provided support to 417 community events, up from approximately 350 in 2015; more than half of these occur between June and August. Several new ethnic communities now living in Oakville are contributing to the growth of cultural events, as are demands for more neighbourhood-based events that building local connections and strengthen placemaking.

Oakville's event hosting capacity is well suited to accommodate a wide range of community events, but it is not limitless. Recognizing this, the first phase of an Events Strategy was developed in 2014 to provide direction on the desired level of financial and organizational support, including policy development. Since this time – and supported by the 2016 Recreation and Culture Strategic Directions guiding document – the town has increased its resourcing to special events (including dedicated staff),

as well as created several internal policies, procedures, and implementation strategies. Access to appropriate venues, however, remains a critical unresolved issue.

Many of Oakville’s sanctioned events are staged in public spaces not intentionally designed for event hosting and there is a limit to the number of events that can be hosted without being a nuisance to regular users and surrounding neighbourhoods. Common event parks in Oakville include:

- Coronation Park: This park is a popular waterfront destination for residents and visitors alike and has become the town’s primary community event site. However, Coronation Park has now reached its hosting capacity, which not only disrupts users, but can also negatively impact the adjacent neighbourhood due to increased traffic, noise, and parking overflow.
- Bronte Heritage Waterfront Park: Recent and planned improvements to this park (including the installation of a fixed, all-season tensile structure) will improve the ability of this park to host community events and performances.
- Sixteen Mile Community Centre site: The open space earmarked for the future community centre is also used for several larger events, but it was not designed for many of these uses it is now accommodating on an increasingly regular basis.

Event parks need suitable adjacencies, including sufficient parking and access to transit, as well as electrical connections, water and waste water disposal connections, public washrooms, and shade. Such a space may also include moveable tables and chairs, planters, sunshade, and passive activity options including chess boards, reading areas, etc. Flexibility and increased functionality is critical – when not programmed with animations or community events, such a space could adapt for use as casual congregation and community space.

There is a growing case to be made for the development of flexible and multi-purpose outdoor community gathering areas and purpose-designed event spaces in Oakville. Such spaces could host short-term and one-off events, as well as longer-term, ongoing, and larger-scale community events and activities (including cultural festivals, open-air markets, and community gatherings).



Based on the requirements identified by staff, it is expected that a minimum of two acres of useable event space would be required, with additional land for parking, which would more than double the land requirement. The opportunity to repurpose an existing park or secure additional land may be difficult given the established nature of the town and the negotiated settlement pertaining to parkland in North Oakville. The loss of sports fields may be required to assemble a suitable event space given the amount of land and parking required. In addition, the town should designate multiple existing parks as “event parks” and put into place a plan to install the proper support amenities and features (e.g., Riverfront Park). This may be partially implemented through new parks, which should be assessed during the design phase for their suitability for accommodating special events.

#### 5.21.2 Recommendations – Outdoor Community Event Spaces

43. Secure and establish a purpose-designed event space to serve growing community interest in special events and spaces for community gatherings.
44. Designate multiple existing parks as “event parks” and put into place a plan to install the proper support amenities and features. When new parks are designed, they should be assessed for their suitability for accommodating special events.

## 5.22 Other Park Facilities

Beyond those park facility types covered in the previous sections, there are any number of additional spaces and features that may be provided within a municipal parks system. This may include support amenities such as washrooms, benches, pathways, lighting, etc. There are also facilities that serve speciality and/or low participation activities, including club sports such as bocce and lawn bowling. These spaces and features can add variety and value to the parks system when coupled with sufficient demand, proper maintenance, effective management and successful partnerships.

The following passages identify other park facilities that require consideration in this Five-year Master Plan Review, either due to their coverage in previous plans or considerations raised through the research phase.

- a) The 2012 Master Plan did not recommend any additional investment in **bocce courts** and **lawn bowling facilities**. The Oakville Lawn Bowling Club is currently meeting needs for this activity on lands owned by the town. The outdoor bocce courts in Trafalgar Park have since been removed due to a lack of use, leaving the town with no courts in its parks system. It is understood that there have been a small number of requests for the installation of bocce courts in Glenashton Park; however, the sport traditionally has a very narrow market and its trajectory across most of the GTA is one of steep decline. As such, the reintroduction of bocce into the Oakville parks system should only be considered where there is demonstrated need and in partnership with a local community group.
- b) The 2012 Master Plan recommended that the town support the establishment of additional **community gardens and orchards** in partnership with other agencies, guided by a policy defining the town’s role in provision and management. A policy has not been developed, however, the community garden plot program has been extended. In 2017, the town will open

70 garden plots at Memorial Park and twelve additional garden plots will be developed at Shell Park in 2018, both of which will include accessible planters. This direction should continue.

- c) The provision of **public washrooms** in parks was a common request raised through the Age-Friendly Baseline Study consultation program. Additional promotion and direction is needed in this area to inform residents of their availability and to guide future park planning and redevelopment projects. The town should adopt a town-wide standard of provision for park washrooms, with an emphasis on larger neighbourhood and/or community parks, particularly those containing splash pads, skate parks, sports fields, and trailheads (i.e., “drive-to” amenities). In addition to future park sites, this assessment should consider those areas and parks that are not currently serviced, with a focus on the areas between the QEW and Dundas Street.



The demands being placed on modern parks systems are rising every year. New spaces and activities are continually being introduced, while municipalities seek opportunities to boost usage of under-utilized spaces. One trend relates to the rise in municipal intervention within the parks system – no longer are spaces built and then left to the community to be activated. Increasingly, municipalities are interested in placemaking principles and seeking to program and animate their unstructured spaces (e.g., tennis courts, skate parks, open areas, etc.). This requires thoughtful design that considers community input, programmatic needs, appropriate materials and landscaping, supporting amenities, potential partners, and much more. Even spaces intended for unstructured play are carefully designed and monitored for potential improvement. In this light, it is recommended that the town prepare an **Outdoor Recreation Strategy** that examines opportunities to extend outdoor programming within Oakville’s parks system. Both the Parks and Recreation & Culture Departments should collaborate on this initiative, as well as the ongoing design and programming of Oakville’s parks and trails.

#### 5.22.1 Recommendations – Other Park Facilities

45. The reintroduction of outdoor bocce courts into the Oakville parks system should only be considered where there is demonstrated need and in partnership with a local community group.
46. Expand the town’s community garden program over time, in response to local demand and opportunities.
47. Develop and adopt a town-wide standard of provision for park washrooms, giving consideration to their inclusion in larger neighbourhood and/or community parks (including unserved parks; e.g., those located between the QEW and Dundas Street). Potential criteria may include parks containing “drive-to” amenities such as splash pads, skate parks, sports fields, and trailheads.
48. Prepare an Outdoor Recreation Strategy that examines opportunities to extend outdoor programming within Oakville’s parks system.



## Section 6. Active Parkland

### 6.1 Existing Parks and Open Space Supply

#### 6.1.1 Inventory

Oakville has effectively planned its growth and has achieved an admirable parks and open space system comprised of approximately 1,526 ha (hectares) of land used for active and passive recreation. Included in this are extensive protected conservation lands that offer some opportunities for trails and nature-oriented recreation uses, together with their ecological attributes and functions.

The town's current inventory of developed active parkland totals approximately 411 ha, consisting of Community Parks, Neighbourhood Parks, Parkettes, and Village/Urban Squares. Active parkland accommodates most of the town's sports fields, tennis and basketball courts, playgrounds, splash pads, and other outdoor facilities, and excludes land occupied by community facilities. Passive open space lands (major and minor valleys, woodlots, and community linkages) add 1,003 ha to the parks and open space supply. An additional 112 ha of undeveloped parkland brings the system-wide total to 1,526 ha.

The following table summarizes the existing town-wide supply of active parks within the commonly used classifications, and by the five geographic service areas used for parks and recreation planning purposes.

**Table 24: Existing Parks and Open Space Supply (hectares)**

	North	East	West	Southeast	Southwest	Total
<b>Active Parkland</b>						
Community Park	27.5	45.0	20.3	15.5	66.3	<b>174.7</b>
Neighbourhood Park/Village or Urban Square/Parkette	10.2	74.5	45.8	65.5	40.4	<b>236.4</b>
<b>Sub-Total – Active Parkland</b>	<b>37.7</b>	<b>119.5</b>	<b>66.1</b>	<b>81.1</b>	<b>106.8</b>	<b>411.1</b>
Undeveloped, conveyed, Active Parkland	82.9	0.0	0.0	0.0	0.0	<b>82.9</b>
<b>Total Active Parkland – Existing and Undeveloped</b>	<b>120.6</b>	<b>119.5</b>	<b>66.1</b>	<b>81.1</b>	<b>106.8</b>	<b>494.0</b>
<b>Passive Parkland and Open Space</b>						
Tableland Woodlot	29.3	62.3	28.1	13.9	32.5	<b>166.2</b>
Community Link Park	0.0	49.0	55.5	5.5	11.3	<b>121.3</b>
Minor Valley	34.8	124.2	226.9	36.8	30.0	<b>452.5</b>
Major Valley	33.9	0.0	148.7	44.9	35.6	<b>263.1</b>
<b>Sub-Total – Passive Parkland</b>	<b>98.0</b>	<b>235.5</b>	<b>459.1</b>	<b>101.1</b>	<b>109.4</b>	<b>1,003.1</b>
Undeveloped, conveyed, Passive Parkland	0.0	29.3	0.0	0.0	0.0	<b>29.3</b>
<b>Total Passive Parkland – Existing and Undeveloped</b>	<b>98.0</b>	<b>264.8</b>	<b>459.1</b>	<b>101.1</b>	<b>109.4</b>	<b>1,032.4</b>
<b>Total Parkland – Existing and Undeveloped</b>	<b>218.5</b>	<b>384.3</b>	<b>525.2</b>	<b>182.1</b>	<b>216.1</b>	<b>1,526.3</b>

Exclusions: land occupied by community facilities and future parkland

Source: Town of Oakville, 2017

### 6.1.2 Parkland Classifications

Active parkland in Oakville is currently provided within three categories:

- **Community Parks** are town-wide facilities and are often associated with a higher order of active and structured recreational use (e.g., lit sports fields, off-street parking, etc.) and are destination parks for residents. Examples include waterfront parks and major sports parks.
- **Neighbourhood Parks** provide for active recreation uses as well as opportunities for informal or unstructured recreation at a neighbourhood scale.
- **Urban (Village) Squares and Parkettes** are small local parks – designed as urban squares or local green spaces – for unstructured uses and/or as focal points in a neighbourhood.

Opportunities for village or urban squares and parkettes are identified at the time of area-specific planning, as needed, to fulfill objectives for sound urban design principles in new development areas per Section 6.7 of Livable Oakville (2015).

6.7.1. Urban squares, as extensions of the public realm, should be safe, publicly accessible and barrier-free places that:

- a) integrate local history, culture and natural features;
- b) maximize user comfort and enjoyment;
- c) adapt to changing needs of users; and
- d) promote formal and informal social interactions.

6.7.2 Urban squares should be included in development proposals, where appropriate, and dedicated to the Town or may remain in private ownership with public access granted.

6.7.3 Large development projects are encouraged to include a single, large urban square or a series of smaller urban squares.

Community Parks and Neighbourhood Parks will continue to provide the land base for active recreation needs. It is anticipated that smaller parks such as Village/Urban Squares and Parkettes will be an important aspect of public open space within new development and intensification areas.

Village/urban squares were newly introduced as a park category and have been integrated into the parks and open space system for the North Oakville, and Midtown planning areas. However, it is not appropriate to retroactively apply this designation to parks in the rest of Oakville; they are captured under Neighbourhood Parks for the purposes of the inventory and assessment of the town-wide supply.

### 6.1.3 Provision Target

Measuring parkland per capita is a common and useful tool for monitoring how a municipality is achieving its goals in comparison to both historical standards of supply and future projections. Since 1999, the Town of Oakville has used a provision target of 2.2 hectares of “active parkland” per 1,000 residents when planning new development. The 2012 Master Plan recommended a continuation of the 2.2 hectares per 1,000 residents as a provision target and the town has been largely successful in achieving this on a town-wide basis.

With an existing population of 193,832 (2016 census), Oakville’s existing active parkland supply translates into a provision rate of approximately 2.12 hectares of active parkland per 1,000 residents, which is close to the municipal target.

A breakdown of the current provision level by service area is provided in the following table.

**Table 25: Active Parkland Provision Levels by Service Area**

	North	East	West	Southeast	Southwest	Town-wide
<b>Existing Population (2016 Census)</b>	6,430	60,949	58,989	42,790	24,674	<b>193,832</b>
<b>Existing Active Parkland (ha)</b>	37.7	119.5	66.1	81.1	106.8	<b>411.1</b>
<b>Current Provision Levels - existing (ha/1000)</b>	<b>5.86</b>	<b>1.96</b>	<b>1.12</b>	<b>1.89</b>	<b>4.33</b>	<b>2.12</b>
<b>Undeveloped, Conveyed, Active Parkland (ha)</b>	82.9	0.0	0.0	0.0	0.0	<b>82.9</b>
<b>Total Active Parkland – Existing and Undeveloped (ha/1000)</b>	120.6	119.5	66.1	81.1	106.8	<b>494.0</b>
<b>Current Provision Levels - existing and undeveloped (ha/1000)</b>	<b>18.75</b>	<b>1.96</b>	<b>1.12</b>	<b>1.89</b>	<b>4.33</b>	<b>2.55</b>

As shown on the preceding table, the town’s inventory also identifies that there is currently 82.9 hectares of conveyed, but undeveloped, parkland in North Oakville which is available to meet future growth needs. When added to the existing developed parkland this increases the current available town-wide supply to 494 hectares, which equates to 2.55 hectares per 1,000 residents in 2016.

Moving forward, based on this success, it is recommended that the provision target of 2.2 hectares of active parkland per 1,000 population be maintained. This includes all types of parks included in the active parkland supply which serve a town-wide, community, or neighbourhood function. It is acknowledged that it is not practical or possible to achieve this provision standard equitably within each of the five geographic service areas of the town, particularly in areas of intensification.

#### 6.1.4 Recommendations – Parkland Provision

49. Maintain a town-wide parkland provision target of 2.2 hectares of active parkland per 1,000 residents within classifications of Community Park and Neighbourhood Park (including Urban/Village Squares and Parkettes).

## 6.2 Parkland Needs

### 6.2.1 Town-wide

A balanced and well-designed system of parks and open spaces engages people of all backgrounds and ages and enhances the overall quality of life in a community. Oakville’s parks accommodate a broad range of interests, with opportunities for both organized sports and unstructured outdoor activities

(e.g., walking, jogging, cycling, casual sports, nature observation, social gatherings, community events, etc.). With trends towards recreating close to home and with diminishing lot sizes in new residential areas, it is anticipated that there will be increased pressure on the public parks system to provide something for everyone.

In order to achieve its provision target of 2.2 ha per 1,000 residents over the long-term the town must continue its approach of maximizing parkland dedication amounts and supplementing this through acquisition or other arrangements. Additional lands are expected to be conveyed by way of development in North Oakville. It is the future growth areas south of Dundas Street (e.g., Uptown Core, Midtown Oakville, etc.) where the town will likely have the greatest challenges in providing adequate park supplies as the higher densities will make the development of traditional park sizes more difficult.

The following table provides a forecast of town-wide active parkland needs to meet an anticipated build-out population of 266,800. When the 2016 inventory of existing, undeveloped, and proposed parkland is considered, an additional 79.3 ha of additional active parkland will be required to maintain the provision target of 2.2 ha per 1,000 residents. If the recommended active parkland provision target cannot be adequately achieved through parkland dedications and other means of acquisition, the town may need to seek non-traditional ways of support residents’ leisure and recreation needs in growth areas. Opportunities are discussed in Section 6.3.

**Table 26: Forecast of Town-wide Active Parkland Needs to Build-out**

	<b>Active Parkland*</b>
<b>Town-wide Provision Target</b> (ha/1000 residents)	2.2 ha/1000
<b>Parkland Needs</b> (Based on build-out population of 266,800)	587 ha
<b>Current Parkland Supply</b> (including Undeveloped, Conveyed Parkland)	494 ha
<b>Proposed Parkland</b> (Proposed)	13.7 ha
<b>Total Parkland</b> (Existing, Undeveloped, proposed)	507.7 ha
<b>Additional Parkland Needed</b>	<b>79.3 ha</b>

\*Active Parkland includes: Community Parks, Neighbourhood Parks, Village Squares/ Parkettes

### 6.2.2 North Oakville

An assessment and pre-determination of parkland and recreation facility needs has been made for North Oakville in the 2009 North Oakville Parks Facility Distribution Plan, with an update of the master plan and facility allocation in 2011. The total amount of parkland identified in the 2011 North Oakville Parks Distribution Plan is 193.34 hectares. Of this 120.6 hectares is existing (developed and undeveloped) with a further 10.1 hectares in the planning stages. This supply of parkland has been identified to meet forecasted populations to at least 2031 and beyond.

However, it is important to align the land base requirements of major outdoor recreation facilities with the parkland assessment. In conjunction with the updating of the outdoor recreation facility needs, the number and type of facilities to be provided in North Oakville parks was also examined. The assessment includes land intensive, major outdoor facilities including sports fields, ball diamonds, tennis courts and BMX parks, but does not include neighbourhood-serving facilities such as playgrounds, basketball courts,

and splash pads. The latter can typically be achieved even in smaller neighbourhood parks and have been accounted for and geographically distributed in the North Oakville Parks Distribution Plan.

The following table provides a comparison of the planned major facility distribution for the North Oakville parks identified in the 2011 North Oakville Parks Facilities Distribution Plan, with the forecasted outdoor recreation facility needs contained in this plan.

**Table 27: Comparison of North Oakville Outdoor Facility Needs and Planned Parkland Capacity**

Facility Type	2016 Facility Supply	Future Facility Requirements (outstanding need)	Total Facilities (Existing plus Forecasted)	Capacity of North Oakville Parks	Key Park Sites (planned facilities)	Land Area Needed (future facilities)
Soccer Fields	6.5 <sup>1</sup> (1 lit, 1 artificial  2 unlit)	19.5	26	37.5*	West Oakville Sports Park (8 lit, 2 multi-use); North Park (5 lit, 5 unlit); NP (12 unlit)	20 ha <sup>2</sup>
Multi-use Fields	0	2	2	Not specified	Include in above	3 ha <sup>2</sup>
Cricket	0	1	1	Not specified	North Park	0 ha <sup>3</sup>
<b>Total Fields</b>	<b>6.5<sup>1</sup></b>	<b>22.5<sup>1</sup></b>	<b>29.5<sup>1</sup></b>	<b>37.5<sup>1</sup></b>		
Ball Diamonds	4 <sup>1</sup>	6 <sup>1</sup>	10 <sup>1</sup>	10	Palermo Park (2 lit); Joshua Meadows (3); NP (2 major, 1 minor)	11 ha <sup>4</sup>
Tennis Courts	0	14 (plus pickleball)	14 (plus pickleball)	14 (including club facility)	North Park (6, club facility); NP (8)	1 ha <sup>5</sup>
BMX Park	0	1	1	2	Joshua Meadows Park (1); Joshua Meadows (1)	1 ha <sup>6</sup>
Skateboard Parks	0	2 major, minor tbd		7	North Park, West Oakville, Joshua Creek (3 major); NP (4 minor)	4 ha <sup>7</sup>
<b>TOTAL LAND AREA (future facilities)</b>						<b>40 ha</b>

**Notes:**

<sup>1</sup> Unlit equivalents

<sup>2</sup> 1.5 ha/field for max. size senior field with setbacks. Not including parking where applicable.

<sup>3</sup> Assumes field is overlapped with 2 soccer fields. Add 2 ha if a standalone cricket field. Not including parking.

<sup>4</sup> Based on 1.8 ha/field based on maximum baseball diamond with setback. Not including parking where applicable.

<sup>5</sup> Based on 0.06 ha per court (constructed as double courts). Assumes pickleball courts overlap with tennis.

<sup>6</sup> Assumes a track formation with max. area of 60m x 160m incl. buffers, or the equivalent area in a freeform park.

<sup>7</sup> Based on: 2 major skate parks max. 14,000 sq. facility; 4 minor skate parks max. 3,500 sq. ft. facility, however size may vary widely.

The above analysis demonstrates that the planned parkland supply in North Oakville and the associated facility allocation in the 2011 North Oakville Parks Distribution Plan will accommodate the outdoor recreation facilities requirements outlined in this plan, providing that the identified park sizes are realized.

## 6.3 Parkland Acquisition

As the town grows, the majority of new development will be concentrated in North Oakville with the balance of forecasted growth occurring through intensification within existing neighbourhoods. Notwithstanding the adequacy of the town-wide supply of parkland, it is important that ready access to parks continue to be provided at a neighbourhood level. This is in support of local recreation and leisure needs, encouraging active living and social interaction, and to reduce car dependency. The town's parkland inventory identifies 13.7 hectares of new active parkland in the planning stages. This is in addition to the existing and undeveloped town-wide parkland supply of 494 hectares. The majority, 10.1 hectares, is assigned to North Oakville with the balance in the West, Southeast and Southwest areas.

As development occurs, parkland needs should continue to be assessed on an area-specific basis to ensure that there are local parks within a reasonable walking distance, particularly in areas with young families or seniors. Neighbourhood level parks should continue to be acquired and developed to service new residential development in areas of intensification, and considering proximity and access to existing parks, the proposed form of development and its target market in terms of demographics, and the recommendations of this plan with respect to area-specific recreation needs. For example, the North Oakville Parks Distribution Plan and the Midtown Plan (Designing Midtown Oakville – Part Two) both address the parks and open space system in terms of the location and type of parkland, in relation to the proposed urban structure of these areas.

To inform future area planning, the Town should complete a Parks and Open Space Strategy that further investigates the issues and opportunities identified in this Master Plan, assess the appropriate quantity and quality of parks and public spaces in future development areas and recommend methods of acquiring or securing access to lands for parks and public spaces in areas of intensification (Refer also to Section 6.5 Parks in Intensification Areas). Such a study should be undertaken in close collaboration with Planning Services to better understand population and demographic forecasts for growth areas, and may include legal advice.

### 6.3.1 Recommendations – Parkland Acquisition

50. Continue to acquire active parkland at the maximum applicable rate as permitted by the Planning Act, via the town's implementing documents (e.g., Livable Oakville, Parkland Dedication By-law), to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. The town should continue its practice of not accepting environmentally significant lands or hazard lands as part of the required parkland dedication.
51. Explore acquisition and non-acquisition based options, if future parkland dedication amounts are not sufficient to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. This may include, but not be limited to: options available through current planning policies or the Planning Act; easement agreements, land exchanges, long-term land leases, land trusts, and other protection measures.
52. Notwithstanding the overall town-wide parkland supply, continue to plan for the acquisition and development of local-serving parks to serve new residential development considering: proximity and access to existing parks; proposed form of development and target market; and forecasted outdoor recreation facility needs.

53. To inform future planning for growth areas, the Town should complete a Parks and Open Space Strategy that: further investigates the issues and opportunities related to intensification identified in this plan; assesses the appropriate quantity and quality of parks and public spaces in future development areas; and recommends methods of acquiring or securing access to lands for future parks and public spaces.

## **6.4 Cash-in-lieu of Parkland**

In areas of development / redevelopment, the alternate provision clause under Section 42 of the Planning Act provides municipalities with authority to require either parkland or cash-in-lieu payment up to 1 ha per 300 residential units. Bill 73 changes the calculation of cash-in-lieu paid in respect of the alternative provision standard and caps it at 1ha/500 units. When the dedication is in the form of land, the rate of 1 ha per 300 units remains applicable. This effectively places a higher value on the taking of land for parks instead of cash which is not always practical in areas of dense, vertical development. Bill 73 also adds, as a matter of provincial interest, the “promotion of built form that is well-designed, encourages a sense of place and provides for public spaces that are of high quality, safe, accessible, attractive and vibrant”.

Oakville is in the process of preparing updated policies to address Bill 73 within the Livable Oakville Plan. Further study is needed to investigate the opportunities and constraints of imposing the maximum allowable cash-in-lieu provision of 1ha/500 units, its potential hindrance to development in the town, or impacts to the amount and quality of parks in growth areas. Since the enactment of Bill 73 most other GTA municipalities are also considering their options with regard to approaches toward cash-in-lieu pertaining to the alternate rate, such as capped land values, flat per unit fees, graduated scales based on site area or floor space index, etc. The Town may wish to consider these and other options at the time of updating the parkland dedication by-law.

### **6.4.1 Recommendations – Cash-in-Lieu of Parkland**

54. Update the Town of Oakville parkland dedication policies to address the limits imposed in Bill 73 for payment of cash-in-lieu of parkland. In doing so, the town should consider the constraints and benefits of applying the maximum allowable rate of 1 ha per 500 units, together with potential alternate rates of provision.

## **6.5 Parks in Areas of Intensification**

As noted in foregoing sections, increased demands for the use of parks combined with diminishing park sizes will necessitate new forms of urban parks, renewal and intensifying of existing parks, and enlisting the development industry to provide alternate types of public spaces. It is anticipated that for most infill development scenarios the available parkland dedications will not equate to the land areas that have been achieved in greenfield areas. If there are existing parks in the area this may not be an issue. However, if the area is underserved by parks a reduced park sizes may be offset, and the overall quality of life in a community enhanced, by other types of public open space and public realm improvements. The following sections summarize potential strategies for achieving parks and public spaces in areas of intensification (see also Section 3.2.5 of this Master Plan). It is recommended that these types of opportunities be further investigated through the recommended Parks and Open Space Strategy.

### ***Rejuvenation of Existing Parks***

As the town's population continues to increase there will be expectations for continued and comparable levels of service delivery in parks. This will require that areas of the town that are subject to intensification be provided with the same, or better, quality parks that are available today. Recreation trends, cultural shifts, and the experience of other parts of the world indicate that parks of the future will be more frequently and intensely used as social spaces and for non-programmed, as well as programmed uses. This suggests that multi-functional and flexible use parks that appeal to a broad range of users will be in demand. Older, traditional parks in existing neighbourhoods, particularly those undergoing infill and intensification, will need to be rejuvenated to meet these contemporary expectations. As well, facilitating access to existing or larger parks and recreational facilities in nearby neighbourhoods through transit routes, bicycle lanes, sidewalks, and linear green spaces can help to compensate for fewer or smaller parks in any given area.

### ***Section 37***

Bonusing policies currently applied in Oakville are addressed in the town's Livable Oakville Plan. Height restrictions are specific to each of the Growth Areas (Part E) and conditional on the owner entering into an agreement under Section 37 under the provisions of the Planning Act. Section 37 represents a significant opportunity for the town for acquiring public realm improvements and other community benefits within areas of intensification. Further study is needed to investigate the opportunities and constraints with implementing Section 37 within Oakville.

### ***Strata Parks***

Strata ownership refers to multi-layered ownership on a specific parcel of land, typically associated with condominiums. In the context of parks and recreation, it refers to public spaces or facilities that are developed on parking garages or other roof slab construction. While strata parks are a potential solution for the delivery of new parkland in intensifying areas with land constraints, they bring encumbrances and long-term risks associated with infrastructure replacement. Several municipalities throughout the GTA are in the process of developing specific policies to address how strata parks can be managed as viable contributions to the parkland supply. These include requiring such conditions as:

- lands that remain in private ownership are covenanted as public space;
- the park is built to municipal standards and specifications;
- the park is maintained by the municipality or to municipal standards;
- an agreement for the foregoing is in place;
- there is a discounted dedication value due to the presence of encumbrances such as below ground infrastructure.

### ***Semi-public Open Space***

Semi-public open space, while not substituting for active parkland, can serve to supplement limited parkland in dense urban areas if designed to be publicly accessible. This type of amenity space may be required through Official Plan Policy or a zoning by-law, or in a competitive market situation may be voluntarily offered to enhance the marketability of the development. The provisions of Section 37 can also be used as incentives. Trees, gardens, fountains, seating areas, public art, and outdoor seating or



dining areas are all potential amenities that can animate an urban area and accommodate passive, drop-in use. Similar to strata parks the approvals process for semi-public open spaces should include clear developer agreements to direct design, long term public use and maintenance of the space.

### ***Complete Streets / Shared Streets***

The use of streets as social and play spaces has long been a practice in dense urban cities and continues today on quiet suburban cul-de-sacs. Until recently North American towns and cities have lost sight of this, instead planning roads primarily for vehicle flow and traffic efficiency. The recent "complete streets" movement in urban design recognizes the value that sidewalks, street trees, street furniture, and outdoor commercial spaces have as public spaces, particularly in dense neighbourhoods. The European model of a "shared street," is one where pedestrians, bicycles, and vehicles share space without defined boundaries and is generally free of all traffic lights, stop signs, curbs, and line painting. Emerging North American models tend toward the use of landscaping, paving design, and bollards to discretely delineate where pedestrian areas end and vehicle traffic begins, and offer flexibility to redefine zones, as needed, to support events and activities. They are most successful in downtown business districts where there is considerable foot traffic and a desire for traffic calming. The shared streets approach could be applied both to the retrofitting of existing 'downtown' streets as well as the design of service lanes and roads within new development areas.

#### **6.5.1 Recommendations – Parkland in Areas of Intensification**

55. Through the planning and development process (including the recommended Parks and Open Space Strategy), examine and consider both traditional and non-traditional means of securing parks and public open space in areas of intensification, including: development of new parks; improving connections and access to parks and facilities in other neighbourhoods; and enlisting the support of the development industry in the provision of alternate park spaces, including, but not limited to, strata parks, semi-public open space, use of Section 37 for public realm improvements, and 'shared streets'.
56. In neighbourhoods planned for residential intensification, evaluate existing parks, open space lands, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve residents' needs.
57. Do not pursue the acquisition of non-municipal land or retain such lands for park purposes (e.g., schoolyards or surplus schools) in areas that presently have adequate supplies of active parkland unless there is a justified need for additional parkland and there are no reasonable alternatives (e.g., publicly accessible neighbourhood or community parks with playground equipment) within approximately 800 metres.

## **6.6 Trails**

A review and assessment of the town's trail system is not a component of the Parks, Recreation and Library Facilities Master Plan Five-year Review, however, trails were addressed in the recommendation of the 2012 Parks Recreation and Library Facilities Master Plan. Trails are a valued part of the open space system in Oakville and the establishment of a sustainable active transportation network consisting of roads, transit, walking, and cycling trails is a principle of the Livable Oakville plan. The town's 2009 Active Transportation Master Plan (ATMP), which identified specific actions and capital projects for

cycling and walking infrastructure, is currently being updated and continues to be a priority for implementation.

The ATMP is supported by area-specific secondary plans and the North Oakville Trails Plan completed in 2013. The North Oakville Trails Plan – together with the North Oakville East Transit Plan and the North Oakville East Urban Design Guidelines – form the basis of an active transportation strategy for the North Oakville Secondary Plan area. The active transportation network includes multi-use trails, major trails and minor trails, as well as a network of on-road cycle lanes and bike routes and controlled access to the town’s natural heritage system.

The Region of Halton has completed an Active Transportation Master Plan Study (2015) that outlines strategies, infrastructure, initiatives and programs to promote the development of an integrated, sustainable, and efficient multi-modal transportation network throughout the Region. The Halton Region ATMP builds on the objectives and recommendation of the Halton Region Transportation Master Plan (2031) – The Road to Change.

The 2012 Parks, Recreation and Library Facilities Master Plan identified that expansion of the town’s system of trails and pathways should be a high priority for the town and provides several key recommendations with respect to implementation. The updated recommendations remain important to the expansion of the town’s active transportation network and should continue to be referred to.



### 6.6.1 Recommendations – Trails

58. Continue to make implementation of the town’s Active Transportation Master Plan a high priority through the proper allocation of project, operations, and maintenance funding and resources.
59. Develop and implement a policy that clearly articulates the parameters and standards relating to signage at trail access points and along trails. In general, promotion of trails to improve public awareness of trail locations, routes, surfaces, and support facilities (e.g., washrooms) should be made a priority.
60. Wherever possible, design new trails, pathways and cycle lanes so that they connect to public transit stops (including GO stations). Appropriate bike racks should be provided at major transportation hubs.

61. Continue to upgrade and improve the Waterfront Trail to a consistent standard through quality surfaces, signage, and crossings.
62. Continue to promote and enhance trails through the Park Ambassador program.

## **6.7 Accessibility Standards**

The Design of Public Spaces Standard, which is part of the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11), establishes requirements for improving the accessibility of public spaces including recreational trails and beach access routes, outdoor play spaces, and exterior paths of travel (sidewalks and walkways). These standards should be referred to during the design or upgrading of all municipal facilities, parks, playgrounds, recreational trails, pathways and other pedestrian systems. Design for accessibility needs should be incorporated, to the extent required and feasible, considering site specific conditions, and in consultation with the town's Accessibility Committee.

### **6.7.1 Recommendations – Accessibility Standards**

63. The Design of Public Spaces Standard – which is part of the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) – should be referred to during the design of recreational trails, park pathways, and other pedestrian systems and design for accessibility needs should be incorporated to the extent required and feasible.

## Section 7. Library Facilities

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This section assesses existing and future public library facility trends and needs and identifies a preferred facility provision and distribution model for the Oakville Public Library. In particular, this Five-year Review examines the impact of growth on existing library facilities and reinforces the role that they play in community building.

### 7.1 Current Inventory

There is currently one Central Library and five branches of the Oakville Public Library, providing a total of 95,935 ft<sup>2</sup> of library space. No new branches or expansions have occurred since the 2012 Master Plan; however, a new Holds Depot (consisting of AWE stations for children, regular children’s programs, a book nook, and a Friendly Finds area) was introduced at the QEPCCC in 2016. The library also offers extensive web services and outreach locations consisting of Book Nooks (mini collections for pre-school children), Book Depot (mini collections for teens), deposit stations, and delivery to the homebound.

The following table identifies the current supply. Since the last Master Plan, the way in which some branch sizes are accounted for has been adjusted, resulting in a slightly different system-wide total.

**Table 28: Oakville Public Library Branch Inventory, 2017**

Name of Library	Plan Area	Size (sf)
Central	Southeast	43,920
Woodside	Southwest	14,206
White Oaks*	East	7,810
Glen Abbey	West	14,984
Iroquois Ridge	East	12,141
Clearview*	Southeast	2,874
<b>TOTAL (all libraries)</b>	--	<b>95,935</b>

Source: Town of Oakville, 2016

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

The Oakville Public Library is one of the busier and more innovative library systems in Canada. The system averages over 20,000 visits per week<sup>26</sup> at its six branches and there are 104,775 active library cardholders<sup>27</sup>, representing 54% of the town’s residents. Despite slowing circulating, the number of Oakville Public Library cardholders has been increasing, demonstrating continuing growth in discovering services at the library. The library is particularly well used by families with young children, students, older adults and seniors, and newcomers and is recognized for its excellent programs, services, and ability to serve as a “third place” for those needing respite from home and school/work pressures. As a result, the library is continually hearing from patrons a desire for extended hours; e.g., Friday evening and Sunday morning, particularly for branches that are co-located with community centres.

For many years, libraries have relied upon traditional output measures (e.g., circulation, visits, programs, etc.) to quantify service levels and plan for the future. For example, on average, more than nine (9) print

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<sup>26</sup> Based on a sample week, November 14-20, 2016.

<sup>27</sup> 2016 Annual Report, Oakville Public Library.

and digital items per resident were circulated in 2016 and the number of visits to the Oakville Public Library are strong. While these metrics still have a place, there is a growing need for libraries to demonstrate their value and find new ways to measure how they are being used. The Oakville Public Library is one of several public libraries that are currently in the process of developing new measures that strive to better communicate their impact on users and value within the community. These new measures may be in place to inform future master planning cycles.

In addition to ongoing community growth and changing local demographics, there are significant external influences acting on the Oakville Public Library. Section 3.2.7 identifies several of the latest trends, best practices, and thinking in the public library sector to broaden the understanding of the many changes that are impacting library facility provision.

The 2012 Master Plan and 2012 Oakville Public Library Strategic Plan emphasized the need to optimize interior spaces to increase functionality and flexibility and the library's new Strategic Plan also places a focus on enhanced interior design. In turn, the library is in the midst of branch renovations and several changes to their supporting technologies that will improve access to materials and overall customer service. The Iroquois Ridge Branch is currently closed for extensive renovations, including the addition of Oakville Public Library's first digital creation hub; a second digital hub is proposed for the Glen Abbey Branch in 2018/19. In 2017/18, checkout and check-in kiosks are being installed, along with Smartgates (security gates) and automatic material handlers. 3D printing was introduced at the Oakville Public Library in 2015 and new print management systems have recently been introduced to all branches. In addition, accessibility improvements have been made to the Central Branch, including AODA compliant elevators and a new portable Information Reference Desk. Major changes to the Central Branch through the proposed Downtown Cultural Hub remain under discussion.



## 7.2 Future Needs

Public library systems are the cornerstones of vibrant communities. With an ever-increasing emphasis on popular materials, electronic resources, collaborative technologies, and opportunities for studying and gathering, there is strong support for continued investment in the Oakville Public Library. The library is regarded as a welcoming place and a critical source for information and support for newcomers and long-time residents alike. In terms of physical space, libraries and their users are well served by locations that are combined with other public facilities such as community centres. This model was adopted many years ago and continues to promote collaborations between the Oakville Public Library, Recreation and Culture Department, and the community.



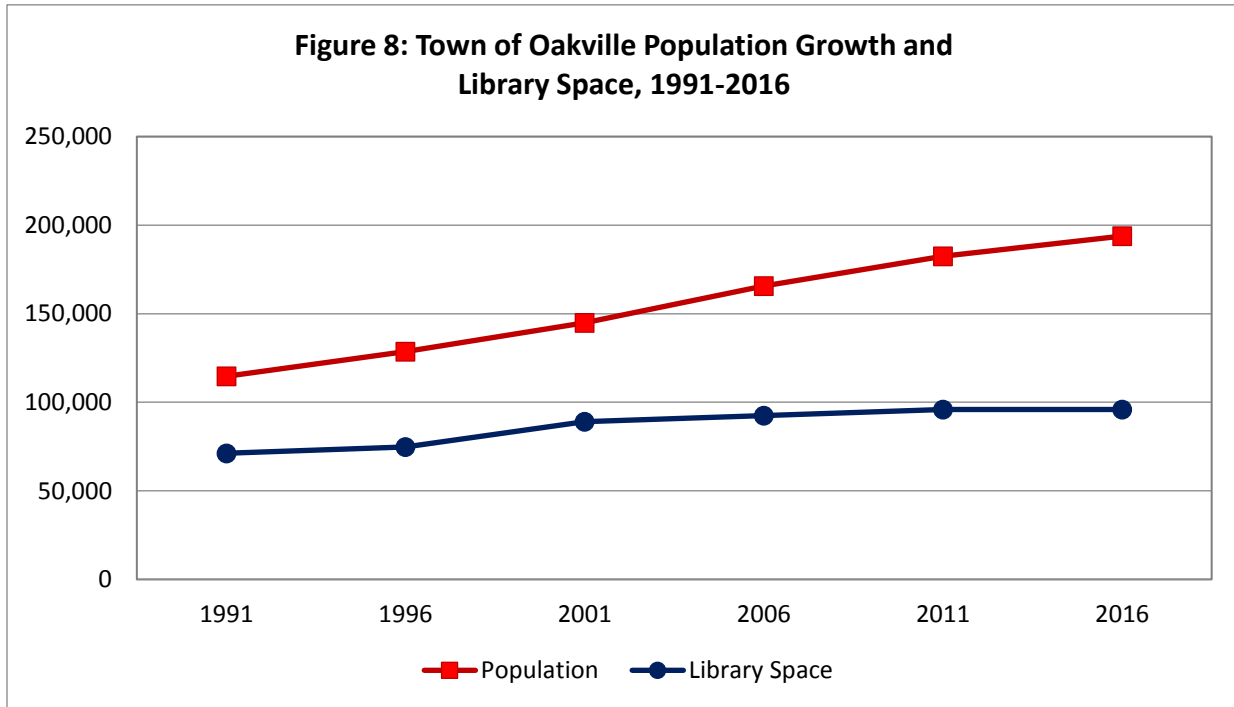
Design trends and expectations are evolving, resulting in demand for additional and flexible space, new features, as well as neighbourhood-level facilities. Additional space dedicated to individual and collaborative study, children and teens, art exhibits, comfortable reading areas, larger and more flexible programming space for community activities, wider aisle ways, and accessible book stacks to accommodate persons with disabilities are other factors that have contributed to an overall increase in library floor space. Notwithstanding new mediums and changing technologies, traditional materials such as books and audio/video resources remain in high demand.

Library facility needs are best assessed through a combination of space requirements and geographic distribution, with consideration being given to potential joint use locations with other civic facilities. The approach of using per capita standards continues to be a reasonable methodology for projecting needs at the "master planning level". Despite the recent evolution of library holdings and roles (such as an increasing emphasis on technology and the library as a community gathering place), library usage levels have remained strong and the use of a standards-based approach endures.

The amount of space required by a public library depends on the unique needs of the individual community. The assessment of local needs may be assisted by documents such as the Ontario Public Library Guidelines (Federation of Ontario Public Libraries, 2012) and Guidelines for Rural/Urban Public Library Systems (Administrators of Rural and Urban Public Libraries of Ontario – ARUPLO, 2012), which provide several measures to assist libraries in future planning in areas such as staffing, space, collection size, collection use, and hours. Where once a metric of 0.6 square feet per capita was used for undertaking a high-level assessment of system-wide library space needs, this measure has been increased to 1.0 square feet per capita in the latest ARUPLO guidelines. Unfortunately, these traditional benchmarks do not convey quality, convenience, or user satisfaction. Regular public engagement is vital to identifying local measures of success.

At present, the town has a service level of 0.49 sf/capita (95,935sf for a population of 193,852). Despite a recent slowdown in population growth, this level of provision is lower than what was being achieved at the time of the 2006 Master Plan as library construction has not kept up with population increases.

This is not unusual as per capita library space provision is a snapshot in time. Population is frequently changing; however, library building projects are more infrequent. The following graph illustrates how Oakville’s population has changed since 1991, along with changes in the supply of library space. During this period, the per capita supply of library space has fluctuated between 0.62 in 1991 to 0.49 in 2017. The gap between population and library space is projected to widen in the future if not accompanied by an appropriate library development strategy.



Population Source: Statistics Canada Census

For the purposes of library comparisons, a benchmarking exercise was undertaken with similarly sized and/or proximate library systems. This is intended to provide broad comparisons of per capita space provision levels – it should be interpreted as a snapshot in time. The seven benchmarked library systems are currently providing space within the range of 0.47 to 0.60 sf/capita – at 0.49 sf/capita, Oakville is at the lower end of this range.

**Table 29: Canadian Public Library Statistics – Square Footage per Capita**

Library System	Year	Population	Physical Branches	Library Total Square Footage	Square Feet per Capita
Burlington	2015	186,241	7	106,784	0.57
Cambridge	2015	134,900	4	71,675	0.53
Guelph	2014	126,250	6	59,256	0.47
Kitchener	2014	239,980	5	126,440	0.53
Oshawa	2014	158,000	4	94,000	0.59
Richmond Hill	2015	203,211	4	99,600	0.49
Whitby	2014	132,345	3	78,773	0.60
<b>Average</b>	--	<b>168,704</b>	<b>4.7</b>	<b>90,933</b>	<b>0.54</b>
<b>Oakville</b>	<b>2016</b>	<b>193,832</b>	<b>6</b>	<b>95,935</b>	<b>0.49</b>

Source: Canadian Public Library Statistics, Canadian Urban Libraries Council, 2014

The 2006 and 2012 Master Plans supported a target of 0.58 sf/capita. The “industry standard” that is used as a planning objective by many communities is 0.60 sf/capita, whereas the benchmarking exercise yielded an average level of provision of 0.54 sf/capita. The Oakville Public Library is currently below these levels and its provision rate is lagging; however, there are building projects anticipated for the future that may bolster this number.

Given the high level of importance that Oakville residents place on library services, it is imperative that public library space keep pace with population growth. 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 a reasonable level of provision 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. A library space target of 0.58 sf/capita continues to be a reasonable objective for the Oakville Public Library.

Population growth will continue to place increasing demands on library services and space requirements. The following table provides the space requirements for library provision based on the population projections and the library’s 0.58 square foot per capita target. Application of this target suggests that there is currently a shortfall of 16,500 square feet of library space, growing to 33,100 square feet by 2022. Approximately 58,800 square feet of additional library space will be required to meet the needs of 266,800 residents by build-out. Future space provision strategies are examined in the next subsection of this report, with a focus on the next five to ten years.

**Table 30: Projection of Library Space Needs based on Recommended Provision Target**

Year	Forecasted Population	Existing Library Space (sf)	0.58 sf per capita	
			Library Space Needs (sf)	Deviation from Current Supply
2016	193,852	95,935	112,434	+16,499
2022	222,500		129,050	+33,115
Build-out	266,800		154,744	+58,809

Population Source: 2016 Census and Town of Oakville, 2013 Development Charges Background Study





### 7.3 Recommended Provision Strategy

Up-to-date facilities, partnerships, and accessibility to all neighbourhoods are some of the key areas of emphasis in the Oakville Public Library's 2016-2019 Strategic Plan. Although new facilities will be needed to serve growing areas of the town, existing service locations must also continue to evolve. Recognizing the changing demands being placed on their branches, including the increasing need for space flexibility and innovation, the library's new Strategic Plan recommends the development of a program plan for each branch: *"Produce a comprehensive facility plan to assess the use and effectiveness of the current spatial allocations, identify space needs and revenue potential and determine which spaces require a 'refresh'."* The introduction of a Holds Depot at the Queen Elizabeth Park Community and Cultural Centre is another good example of how the Oakville Public Library is altering its services to meet changing demands and realities.



Equitable facility distribution is required to meet the diverse range of community needs in an efficient and cost-effective manner. The present distribution of libraries is very good, but new facilities will be required to serve growth in the North. An extension to existing hours of operation (e.g., Friday evening, Sunday morning, alignment with community centres, etc.) may also assist in meeting growing needs.

The 2012 Master Plan recommended a series of building projects to meet needs; none of these projects have been implemented to date, partially due to a slowdown in growth, available funding, and opportunities for co-location. It is important to note that, for any major building project, feasibility studies would be required to define branch locations and confirm design, sizing, and financial implications. The former Master Plan recommendations included:

- 1) 2013 and 2015: a neighbourhood branch in **Bronte** (approximately 3,000 sf of leased space)
- 2) 2018: a community branch at the **Sixteen Mile Community Centre** (approximately 17,500 sf)
- 3) 2020+: a full-service library facility as part of the proposed civic building along **the Trafalgar Corridor north of Dundas Street** (approximately 22,000 to 35,000 sf); this project would be linked to the Downtown Cultural Hub project and required further assessment related to timing and the potential to relocate some internal functions from the Central Branch
- 4) long-term: a branch in **Palermo Village** (10,000 to 15,000 sf) as part of a proposed community centre

In addition, the 2012 Master Plan also recommended the establishment of book nooks and book depots in areas of high need, including areas that are experiencing growth and have busy or non-existent library branch facilities.

Each of these proposed projects, along with updated provision strategies, are discussed below (grouped according to common alignments).

### 7.3.1 Bronte & QEPCCC

To respond to a small geographic gap in service and expressed public interest in library service to the Bronte community, the 2012 Master Plan recommended that a small neighbourhood branch be established through a lease arrangement at a location to be determined (potentially Bronte Village Mall, which has redevelopment potential). The town has allocated funding within its long-term capital forecast (e.g., leasehold improvements, collections, etc.) for 2018, subject to the completion of the new Strategic Plan and Master Plan Update.

In 2016, the library introduced a Holds Depot at the QEPCCC to better serve the Bronte community. This “incubator library” offers several enhanced library services, including a preschool Book Nook, Awe Stations, Teen Book Depot, programming, Holds Depot and Returns Bin, and Friends of the Oakville Public Library Friendly Finds. This is a new model that is being advanced by the Oakville Public Library and, although there are no dedicated library staff at this location, early indications are that it has been a great success. Its performance should be monitored and services expanded, if warranted.

A closer look at key service indicators for the Bronte area offers the following:

- On a per capita basis, Southwest Oakville has the same or greater access to library space as most areas of the town (Southeast Oakville excluded, which is home to the town-wide Central Branch), with a current supply of 0.33 sf/capita made available through the Woodside Branch. This compares to 0.33 sf/capita in East Oakville and 0.25 sf/capita in West Oakville; there are currently no library locations in North Oakville.
- Southwest Oakville has a population of 42,790 in 2016 and has grown by 4% since 2011 (compared to town-wide growth of 6%). The town’s forecasts for this plan area suggest very little net growth as it is largely a stable, mature community. While Bronte Village may see new development (see below), the aging of the population and corresponding decline in household size may lead to reduced populations in other parts of the community.
- Bronte Village is one of six growth areas identified in the Livable Oakville Plan. The town is currently preparing the Bronte Village Growth Area Review to assess and consider new or revised policies in the Livable Oakville Plan. The Bronte Village Main Street District, located along Lakeshore Road and Bronte Road, will be the focus area for revitalization and new development. Research and community consultation on the Growth Area Review are ongoing.
- Census Tract 0610.03, which closely resembles the boundaries of Bronte Village, had a population of 4,533 in 2016, up 11% from 4,100 in 2011. The area immediately to the west (Census Tract 0610.02, located between Bronte Creek and Burloak Drive, south of Rebecca Street) has also been growing, though the population increase slowed during this most recent census period.
- Bronte Village is nearly three kilometres away from the Woodside Branch, but only about two kilometres from the QEPCCC. The distance to the Woodside Branch is just beyond the service

radii applied in the evaluation of gap areas through the 2006 Master Plan: two kilometres (for neighbourhood branches) and 2.5 kilometres (community branches).

- The hours at the QEPCCC Holds Depot mirror that of the facility itself, with availability for 103 hours a week, which far exceeds hours at any full-service branch (e.g., Woodside is open 63 hours per week).

With this context, it is clear that Southwest Oakville – including Bronte Village – has a similar level of access to library services as many other areas within the town, particularly when per capita provision levels are considered. While there may be a small geographic gap in distribution, this has been partially addressed by the introduction of the Holds Depot at the QEPCCC. Furthermore, the range and availability of library models and services has changed since the original recommendation was made in the 2012 Master Plan (e.g., Holds Depot, etc.) and continued evolution can be expected.

In summary, the establishment of a new library branch in Bronte is not a priority for the Library Board at this time. To better serve this area and surrounding neighbourhoods, consideration should be given to the expansion of library services within the QEPCCC, as warranted.

### 7.3.2 North Oakville & Palermo Village

The town's population will continue grow, age, and become more diverse. The library is often seen by newcomers to the town as a safe place and a critical source for information and support. Library facility development is required to enhance accessibility for newer residents and to respond to future growth.

There is a void in library service provision to Oakville's northern communities. Both the Glen Abbey and Iroquois Ridge Branches currently serve these areas, but are increasingly under pressure by the residential growth and corresponding demand. 93% of the town's population growth between 2011 and 2016 occurred in the area north of Upper Middle Road, which would directly impact usage at these two libraries, as well as the White Oaks Branch.

The Palermo area (generally bounded by Dundas Street, Third Line, Upper Middle Road, and Burloak Drive) was the town's fastest growing area between 2006 and 2016. As of 2016, this area had a population of nearly 26,000 and witnessed 97% growth since 2006.

More recently, the pace of growth in Palermo has slowed and shifted to North Oakville. North Oakville has a planned capacity of 55,000, and with a 2016 population of 6,430, the area is expected to add in the range of 48,500 more residents by build-out. Application of the library space provision target (0.58 sf/capita) suggests that there will be demand for nearly 32,000 sf of space to serve residents of North Oakville by build-out.

In the short-term, Oakville's population is forecast to grow by approximately 29,000 people by 2022. Based on a provision target of 0.58 sf/capita of library space, this translates into a need for 16,600 sf in the short-term. Adding in the current shortfall of 16,500 sf, an additional 33,100 sf will be needed to meet the provision target by 2022. Most, if not all, of this amount should be located in proximity to the town's growing communities.

The 2012 Master Plan recommended the development of a 10,000 to 15,000 square foot branch in Palermo Village by 2028 as part of a proposed community centre, however, residential growth has

proceeded more quickly than once anticipated. Given the level of growth in this area, there is merit in considering the advancement of this project.

The 2012 Master Plan also recommended the development of a 17,500 square foot library branch in North Oakville as part of the proposed Sixteen Mile Community Centre. The development of this library and community centre has been delayed due to a slowdown in growth north of Dundas Street, which impacted available funding. It is currently identified in the town's long-term capital forecast for 2026 and beyond, which is consistent with the recommendation in this Five-Year Review. Residential development has begun to the east of this site and is expected to continue on an upward trajectory.

The two proposed library branch locations at the proposed Sixteen Mile Community Centre and Palermo (site to be determined) support both an equitable distribution and co-location opportunities with other town services. Both of these projects continue to be supported and should proceed in tandem with population growth in the surrounding communities. The previous Master Plan recommended that area branches be in the range of 15,000 to 20,000 square feet, with smaller branches being considered on a case by case basis; these guidelines reflect the growing space demands being placed on libraries, and allow for much needed space for programming, flexible spaces, social gathering and collaboration, and emerging digital and creative technologies.

The question then becomes one of order of priority for library development in North Oakville – which project should proceed first: Palermo or Sixteen Mile?

The pace and volume of growth that has occurred in Palermo suggests that this is community that is quickly becoming established, which is further illustrated through increased usage of the Glen Abbey Branch. Although there is currently no community centre in Palermo to co-locate with, the development of a physical library branch would help to create a community destination that can offer multi-use space for community events and functions. As noted in the community centre analysis, additional space should be provided at this location to accommodate neighbourhood-level recreation programming, however, more research and consultation is required to determine the most appropriate operating and building model. Capital funding for library development is more readily available than for indoor recreation facility development, which would suggest that the creation of a shared facility may require a phased approach. Depending on the readiness for construction, temporary sites and service options may be considered to assist in establishing a library presence in this area.

Conversely, development of the Sixteen Mile Community Centre has been delayed, as has the branch library by association. An area branch remains a priority at this location, however the population in the Palermo area is greater and likely will be for the next five or so years. As noted earlier, the Oakville Public Library has launched a new model – the Holds Depot at the QEPCCC – that assists in delivering popular services in a cost-effective manner without the same space requirements that are associated with a traditional branch. It is recommended that the town and library explore opportunities to establish a Holds Depot at the existing Sixteen Mile Sports Complex as a temporary service until such time as the Sixteen Mile Community Centre and Library is established.

Alternately, should there be insufficient space or justification for a Holds Depot at the Sixteen Mile Sports Complex, the town/library may consider a temporary location for a staffed neighbourhood branch in the vicinity (e.g., an existing retail plaza or portable building). This model was effectively employed in Brampton prior to the construction of their Mount Pleasant and Gore Meadows Branches. In Brampton, the interim locations were 3,000 sf in size, operated for an average of 34 hours/week, and

had limited collections and a small program room. While the number of visits were lower, circulation was high as they were popular locations for pick-up and drop-off. The appropriate mix of traditional and innovative library services (supported by a business plan) would need to be considered by the library should they proceed with this option.

### 7.3.3 Trafalgar Corridor & Central Branch

As noted earlier, there is a current shortfall of 16,500 square feet of library space, growing to 33,100 square feet by 2022, and 58,800 square feet by build-out. Should the Palermo and Sixteen Mile branches be built as contemplated (totalling approximately 32,500 square feet), this will address needs until at least 2022 but leave a balance of 26,300 square feet to be delivered through other building projects.

To address this longer-term need, the 2012 Master Plan recommended the development of a full-service library facility as part of a proposed civic building along the Trafalgar Corridor north of Dundas Street (in the range of 22,000 to 35,000 sf). This location would serve longer-term growth in North Oakville and Uptown Core, and benefit from co-location with other municipal services. Presently, funding for this project is outside of the 2017-2026 Capital Forecast. Furthermore, the scope of this project would be linked to the Downtown Cultural Hub project and decisions regarding the Central Library (as it contemplated the potential relocation of some internal functions from the Central Branch). The Downtown Cultural Hub Study is an ongoing initiative.

The Downtown Oakville Cultural Hub Study and previous master plans and assessments indicate a strong need to rejuvenate the existing Central Branch library building or provide for a new library building facility in downtown Oakville. In combination with the revitalization of the Oakville Centre for Performing Arts, the Oakville Galleries, and various other downtown sites, a re-imagined Central Branch has the potential to create a destination place – an exciting and dynamic cultural hub within downtown Oakville.

The Central Branch is in need of significant revitalization, which may only be achievable through replacement. As noted through previous studies, it lacks full barrier-free accessibility, wayfinding, sufficient natural lighting, proper visibility and sightlines, adequate entrances, an outdoor interface, a welcoming community space, lounge space, and creative and collaborative spaces. The branch has outgrown its functionality and does not embody the placemaking objectives and high standards of design that are common in contemporary central libraries. In short, library's design hampers creativity instead of encouraging it and does not allow the library to function as a true community hub that is reflective of its mandate.

Although a longer-term project, the direction to re-imagine the Central Branch through the broader Downtown Cultural Hub initiative remains a high priority. When the town achieves greater clarity on the timing and scope of potential changes, the potential to develop a library branch along the Trafalgar Corridor north of Dundas Street should be assessed further.

### 7.3.4 Recommendations – Library Facilities

64. The establishment of a new library branch in Bronte is not a priority for the Library Board at this time. To better serve this area and surrounding neighbourhoods, consideration should be given to the expansion of library services within the QEPCCC, as warranted.
65. Develop a library branch in Palermo (up to 15,000 square feet) in the short-term. Securing an appropriate site and exploring potential operating and building models that include space for community events and recreation programming should be high priorities. Depending on the readiness for construction, temporary sites and service options may be considered to assist in establishing a library presence in this area.
66. Develop a library branch (approximately 17,500 square feet) during the same construction phase of the proposed Sixteen Mile Community Centre. In the short-term, explore options for instituting temporary library services in this area, such as creating a Holds Depot at the Sixteen Mile Sports Complex or establishing an interim library presence (staffed) in the vicinity (e.g., an existing retail plaza or portable building).
67. Continue to pursue the revitalization / replacement of the Central Branch through the Downtown Cultural Hub initiative.
68. Reassess the need for a library branch along the Trafalgar Corridor (north of Dundas Street) following the development of the Palermo and Sixteen Mile Branches, with consideration to potential changes to the Central Branch through the Downtown Cultural Hub project.
69. Consider expansion of alternative models (e.g., Holds Depot, etc.) and the use of interim sites as strategies in gap and/or high growth areas in place of or prior to permanent facility development.



## Section 8. Implementation

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This section summarizes the priority and timing of major capital projects recommended in previous sections of this Five-year Review.

### 8.1 Implementation Strategy

This Implementation Strategy summarizes the facility needs for the Town of Oakville based on the recommendations of this Five-year Review. The recommendations are based upon what is needed, regardless of what may be financially achievable at the present time. Sustained and innovative efforts will be required to implement these strategies through a variety of appropriate and acceptable means. The full implementation of this Plan may require the pursuit of alternative funding and the establishment of various arrangements with community organizations, schools, developers, and other partners.

By accepting this Five-year Review, the town is not bound to implementing every recommendation or providing facilities in the order, amount, or timing indicated. Rather, this Review sets a general course for meeting the needs as they are presently defined. **It is expected that the Town of Oakville and Oakville Public Library will make decisions on individual projects and funding sources annually through the budget process.**

The timing of the capital projects proposed in this Five-year Review recognizes the need for phased implementation. It bears noting that many of the proposed timeframes are linked to current population forecasts. Should growth be slowed or accelerated, the timing of implementation may require adjustment.

Capital project costs will be determined through the Development Charge Background Study and refined through the annual budget process. In some cases, the proposed timing may not align with the town's funding capacities on a year-to-year basis. As part of the annual budget process, this report should be reviewed to identify areas where the availability of resources may affect the timing of facility development. Operating costs should be assessed prior to the implementation of each project. Project efficiencies, innovations, partnerships, and alternative service delivery may be considered as part of project implementation.

The projected timing of implementing the asset-specific capital development program is shown on the following pages based on the following timeframes:

- Short-term: 2017-2021
- Medium-term: 2022-2026
- Long-term: 2027+
- Ongoing: 2017+

In creating the schedule, the “timing” of major capital projects is generally synonymous with “priority”, meaning that projects identified in earlier years should generally be higher priorities for the town. Note: In the following table, the recommendations are numbered according to the order in which they are presented in the body of the Master Plan. They are not listed in priority order.

**Table 31: Implementation Plan**

Recommendation	Timing	Location
<b>Community Centres</b>		
1. Proceed with the development of the South East Community Centre in the short-term. The facility should have a focus on multi-generational wellness activities. Potential components, subject to budget and space availability, may include a 25-metre pool (as a replacement for Centennial Pool), gymnasium (with elevated walking track), fitness centre, multi-purpose space, and community rooms.	Short-term (2020)	Southeast
2. Develop a multi-use community centre as a second phase to the Sixteen Mile Sports Complex, consisting of an indoor aquatic complex, fitness/active living centre, dedicated space for youth, multi-use programming space (including one or more gymnasiums), and a branch library. The timing for this project is currently anticipated to be in or around 2026, but may be refined through the Sixteen Mile Community Centre Market Study.	Medium to Long-term (2026+)	North
3. Work with the Oakville Public Library to explore potential operating and building models for the shared facility proposed in the Palermo area. The first phase of construction should consist of a library branch, while a future phase may accommodate neighbourhood-level recreation programming through spaces such as activity and multi-use rooms, senior and/or youth centres, teaching kitchen, etc.	Short-term (Phase 1) Long-term (Phase 2)	North / West
<b>Indoor Pools</b>		
4. Develop an indoor aquatic facility (25-metre and leisure pools) as part of the proposed Sixteen Mile Community Centre.	Medium to Long-term (2026+)	North
5. Develop a 25-metre indoor aquatic facility as part of the proposed South East Community Centre, to replace Centennial Pool. Consideration may also be given to the provision of a smaller therapeutic pool to enhance aquatic programming for all residents, especially older adults, young children, and persons with disabilities. A 50-metre pool at this location is not supported.	Short-term (2020)	Southeast
<b>Arenas</b>		
6. Review the potential long-term demand for additional ice pads through the next five-year Master Plan Update (or earlier if supported by positive registration trends).	Medium-term (2022)	n/a
7. Monitor the condition of Kinoak and Maplegrove Arenas as these facilities are approaching the limit of their functional lifespan. Any major reinvestment in these facilities should be supported by a detailed analysis of current and future use.	Ongoing	Southwest / Southeast
<b>Older Adult Centres</b>		
8. Seek opportunities to maximize older adult spaces, including weekend programs and activities.	Short-term	n/a



<b>Recommendation</b>	<b>Timing</b>	<b>Location</b>
9. Reassess future space needs for older adults following a review of the new Trafalgar Park Community Centre model (scheduled to open in 2018), along with consideration of the pending Older Adult Review.	Medium-term (2022)	n/a
10. Dedicated space for older adults is not recommended at the South East Community Centre, but rather a focus should be placed on age-specific and general community programming enabled through the multi-use and activity rooms, gymnasium, aquatic centre, and fitness centre.	Short-term (2020)	Southeast
<b>Youth Centres</b>		
11. Continue to review the viability of the Bronte Youth Centre, along with alternative service options for youth outreach in this community.	Short-term	Southwest
12. Develop a new youth centre in East Oakville in the short-term.	Short-term	East
13. Provide dedicated space for youth to complement non-exclusive activity space as part of the Sixteen Mile Community Centre.	Medium to Long-term (2026+)	North
<b>Gymnasiums</b>		
14. Consider gymnasiums and multi-use activity space for all future multi-use community centre developments and redevelopments, including the South East and Sixteen Mile Community Centres.	Ongoing	n/a
<b>Fitness Centres</b>		
15. Include a fitness centre and studio space as part of the Sixteen Mile Community Centre.	Medium to Long-term (2026+)	North
16. Consider a fitness centre and studio space as part of the South East Community Centre.	Short-term (2020)	Southeast
17. Explore the viability of expanding the fitness programming area within the Glen Abbey Community Centre; monitor fitness trends at this location to determine the need and timing of future study.	Short-term	West
<b>Arts and Culture Facilities</b>		
18. Encourage opportunities to integrate cultural programs and activities through shared spaces within existing and future community recreation facilities and parks.	Ongoing	n/a
<b>Other Indoor Facilities</b>		
19. Utilize a formal partnership framework to evaluate capital proposals from community organizations, with consideration given to the town's ten year capital forecast and the town's capacity to participate in such projects.	Ongoing	n/a

Recommendation	Timing	Location
<b>Soccer &amp; Multi-use Fields</b>		
20. Recent declines in organized soccer suggest that past projections of field needs were over-estimated. Additional information on demographic and participation factors is required to fully reassess future needs. In the interim, the preliminary assessment indicates that up to 19.5 additional fields will be required by build-out (note: these are unlit equivalents, where each lit field equals 1.5 unlit fields and each lit artificial field equals 3.0 unlit fields). Most new fields should be provided in North Oakville.	Short-term (reassess) Short-term (4), Medium & Long-term (15.5)	North (primarily)
21. Develop two (2) multi-use fields in North Oakville to meet the collective needs of sports such as field lacrosse, football, field hockey, soccer, etc. Explore opportunities to accelerate the construction of one of these fields in the short-term.	Short-term (1), Medium-term (1)	North
22. Monitor demand for rugby and work with the local club to ensure that the long-term needs of this sport are addressed.	Ongoing	North
<b>Ball Diamonds</b>		
23. Develop a minimum of six (6) additional ball diamonds in North Oakville (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds).	Short-term (3), Medium & Long-term (3)	North
24. Existing ball diamonds should be optimized, with support from a more detailed scheduling analysis and improvements to selected diamonds (in consultation with local organizations). Registration figures for both youth and adult ball players should be monitored in order to confirm the facility provision target to assist in evaluating capacity on an ongoing basis.	Ongoing	n/a
<b>Cricket Pitches</b>		
25. Develop a cricket pitch in North Park across two soccer fields in the short-term. Opportunities to establish a temporary pitch may be explored with area clubs in the interim.	Short-term	North
<b>Tennis &amp; Pickleball Courts</b>		
26. Develop up to fourteen (14) tennis courts to serve population growth in North Oakville and resolve tennis court provision to the Merton area.	Short-term (6), Medium & Long-term (8+)	North / West
27. Explore opportunities to convert surplus tennis courts to pickleball, with a focus on areas south of the QEW.	Ongoing	Southeast / Southwest
28. Develop multiple pickleball courts at one location in North Oakville. Reassess demand for additional locations through the next Master Plan update.	Short-term	North

Recommendation	Timing	Location
<b>Basketball Courts</b>		
29. Develop a minimum of five (5) basketball courts (full court equivalents) to serve North Oakville.	Short-term (3), Medium & Long-term (2)	North
30. Consider the development of approximately new five (5) basketball courts (full court equivalents) in gap areas south of Dundas Street by build-out. Sites should be evaluated on a case-by-case basis, with a primary focus on locations in East and West Oakville (subject to demand and opportunity, including through the conversion of underutilized assets).	Short-term	East & West (primarily)
<b>Outdoor Pools &amp; Splash Pads</b>		
31. Develop an Outdoor Aquatics Strategy to guide the future of outdoor pool and splash pad provision, maintenance, refurbishment, and development.	Short-term	n/a
32. Develop approximately five (5) additional splash pads in North Oakville East and one (1) splash pad in North Oakville West (Palermo Park).	Short-term (2), Medium & Long-term (4)	North
33. Examine opportunities to add splash pads to parks in areas south of Dundas Street that have distribution gaps (e.g., Southeast Oakville, College Park, Merton, etc.). Splash pads are ideally located in parks that have access to washrooms and parking; shade is also desired.	Short to Medium-term	East, West, Southeast
<b>Playgrounds</b>		
34. Develop playgrounds in growing residential areas based on a minimum provision target of one playground within 800-metres of all neighbourhoods (without having to cross a major road or physical barrier); a modified target of 400 metres may be considered in North Oakville.	Ongoing	n/a
35. Barrier-free playground equipment accessible to persons with disabilities should be installed at Community Parks as part of the town's playground replacement program.	Ongoing	n/a
36. Reintroduce outdoor fitness equipment to the Oakville parks system through a pilot project in a community park or along a well-travelled trail.	Short-term	tbd
<b>Skateboard &amp; Bike/BMX Parks</b>		
37. Develop two (2) Major Skate Parks to serve the growing North Oakville area and to also provide service to the East and West plan areas; at least one facility should be provided within the short-term.	Short-term (1), Medium-term (1)	North

Recommendation	Timing	Location
38. Minor Skate Parks (“skate spots”) may be considered for smaller residential pockets that have an identified need, as supported by community interest and local research; one potential gap worth exploring is Southeast Oakville, as well as growing areas further to the north. The network should provide a variety of skate parks (in size and style) that are equitably distributed throughout the town, guided by site selection criteria and community input.	Ongoing	North, Southwest (primarily)
39. Develop an off-road bike/BMX park in North Park in 2018. This park can then be used to test demand for a second park in South Oakville in the longer-term.	Short-term (2018)	North
<b>Outdoor Skating Rinks</b>		
40. Closely monitor usage of the planned outdoor artificial ice rink in Trafalgar Park to inform the review of outdoor rink needs through the next Master Plan Update.	Medium-term	n/a
41. Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations.	Ongoing	n/a
<b>Leash-free Dog Parks</b>		
42. Continue to provide leash-free dog areas in response to community need (e.g., as determined by usage levels, public requests, and the identification of sponsoring organizations) and only in cases where location criteria can be met.	Ongoing	n/a
<b>Outdoor Community Event Spaces</b>		
43. Secure and establish a purpose-designed event space to serve growing community interest in special events and spaces for community gatherings.	Medium-term	tbd
44. Designate multiple existing parks as “event parks” and put into place a plan to install the proper support amenities and features. When new parks are designed, they should be assessed for their suitability for accommodating special events.	Short-term	n/a
<b>Other Park Facilities</b>		
45. The reintroduction of outdoor bocce courts into the Oakville parks system should only be considered where there is demonstrated need and in partnership with a local community group.	Ongoing	n/a
46. Expand the town’s community garden program over time, in response to local demand and opportunities.	Ongoing	n/a
47. Develop and adopt a town-wide standard of provision for park washrooms, giving consideration to their inclusion in larger neighbourhood and/or community parks (including unserviced parks; e.g., those located between the QEW and Dundas Street). Potential criteria may include parks containing “drive-to” amenities such as splash pads, skate parks, sports fields, and trailheads.	Short-term	n/a

Recommendation	Timing	Location
48. Prepare an Outdoor Recreation Strategy that examines opportunities to extend outdoor programming within Oakville’s parks system.	Short-term	n/a
<b>Parkland Provision</b>		
49. Maintain a town-wide parkland provision target of 2.2 hectares of active parkland per 1,000 residents within classifications of Community Park and Neighbourhood Park (including Urban/Village Squares and Parkettes).	Ongoing	n/a
<b>Parkland Acquisition</b>		
50. Continue to acquire active parkland at the maximum applicable rate as permitted by the Planning Act, via the town’s implementing documents (e.g., Livable Oakville, Parkland Dedication By-law), to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. The town should continue its practice of not accepting environmentally significant lands or hazard lands as part of the required parkland dedication.	Ongoing	n/a
51. Explore acquisition and non-acquisition based options, if future parkland dedication amounts are not sufficient to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. This may include, but not be limited to: options available through current planning policies or the Planning Act; easement agreements, land exchanges, long-term land leases, land trusts, and other protection measures.	Ongoing	n/a
52. Notwithstanding the overall town-wide parkland supply, continue to plan for the acquisition and development of local-serving parks to serve new residential development considering: proximity and access to existing parks; proposed form of development and target market; and forecasted outdoor recreation facility needs.	Ongoing	n/a
53. To inform future planning for growth areas, the Town should complete a Parks and Open Space Strategy that: further investigates the issues and opportunities related to intensification identified in this plan; assesses the appropriate quantity and quality of parks and public spaces in future development areas; and recommends methods of acquiring or securing access to lands for future parks and public spaces.	Short-term	n/a
<b>Cash-in-Lieu of Parkland</b>		
54. Update the Town of Oakville parkland dedication policies to address the limits imposed in Bill 73 for payment of cash-in-lieu of parkland. In doing so, the town should consider the constraints and benefits of applying the maximum allowable rate of 1 ha per 500 units, together with potential alternate rates of provision such as a sliding scale that is aligned to the size of development parcels.	Short-term	n/a

Recommendation	Timing	Location
<b>Parkland in Areas of Intensification</b>		
55. Through the planning and development process (including the recommended Parks and Open Space Strategy), examine and consider both traditional and non-traditional means of securing parks and public open space in areas of intensification, including: development of new parks; improving connections and access to parks and facilities in other neighbourhoods; and enlisting the support of the development industry in the provision of alternate park spaces, including, but not limited to, strata parks, semi-public open space, use of Section 37 for public realm improvements, and 'shared streets'.	Ongoing	n/a
56. In neighbourhoods planned for residential intensification, evaluate existing parks, open space lands, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve residents' needs.	Ongoing	n/a
57. Do not pursue the acquisition of non-municipal land or retain such lands for park purposes (e.g., schoolyards or surplus schools) in areas that presently have adequate supplies of active parkland unless there is a justified need for additional parkland and there are no reasonable alternatives (e.g., publicly accessible neighbourhood or community parks with playground equipment) within approximately 800 metres.	Ongoing	n/a
<b>Trails</b>		
58. Continue to make implementation of the town's Active Transportation Master Plan a high priority through the proper allocation of project, operations, and maintenance funding and resources.	Ongoing	n/a
59. Develop and implement a policy that clearly articulates the parameters and standards relating to signage at trail access points and along trails. In general, promotion of trails to improve public awareness of trail locations, routes, surfaces, and support facilities (e.g., washrooms) should be made a priority.	Short-term	n/a
60. Wherever possible, design new trails, pathways and cycle lanes so that they connect to public transit stops (including GO stations). Appropriate bike racks should be provided at major transportation hubs.	Ongoing	n/a
61. Continue to upgrade and improve the Waterfront Trail to a consistent standard through quality surfaces, signage, and crossings.	Ongoing	n/a
62. Continue to promote and enhance trails through the Park Ambassador program.	Ongoing	n/a
<b>Accessibility Standards (Parks &amp; Trails)</b>		
63. The Design of Public Spaces Standard – which is part of the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) – should be referred to during the design of recreational trails, park pathways, and other pedestrian systems and design for accessibility needs should be incorporated to the extent required and feasible.	Ongoing	n/a

Recommendation	Timing	Location
<b>Library Facilities</b>		
64. The establishment of a new library branch in Bronte is not a priority for the Library Board at this time. To better serve this area and surrounding neighbourhoods, consideration should be given to the expansion of library services within the QEPCCC, as warranted.	Short-term	Southwest
65. Develop a library branch in Palermo (up to 15,000 square feet) in the short-term. Securing an appropriate site and exploring potential operating and building models that include space for community events and recreation programming should be high priorities. Depending on the readiness for construction, temporary sites and service options may be considered to assist in establishing a library presence in this area.	Short-term	North / West
66. Develop a library branch (approximately 17,500 square feet) during the same construction phase of the proposed Sixteen Mile Community Centre. In the short-term, explore options for instituting temporary library services in this area, such as creating a Holds Depot at the Sixteen Mile Sports Complex or establishing an interim library presence (staffed) in the vicinity (e.g., an existing retail plaza or portable building).	Short-term (temp. site) Long-term (Sixteen Mile CC)	North
67. Continue to pursue the revitalization / replacement of the Central Branch through the Downtown Cultural Hub initiative.	Long-term	Southwest
68. Reassess the need for a library branch along the Trafalgar Corridor (north of Dundas Street) following the development of the Palermo and Sixteen Mile Branches, with consideration to potential changes to the Central Branch through the Downtown Cultural Hub project.	Long-term	North
69. Consider expansion of alternative models (e.g., Holds Depot, etc.) and the use of interim sites as strategies in gap and/or high growth areas in place of or prior to permanent facility development.	Ongoing	n/a

## 8.2 Updating the Plan

It is expected that community needs will be regularly monitored and assessed through the framework established in the 2012 Master Plan. On an annual basis, the town should reconcile the recommendations with its fiscal capacity and align requests to the capital planning program to ensure timing and scope meet the needs of residents. In 2022, the town should undertake a comprehensive review of the Parks, Recreation and Library Facilities Master Plan.

## Appendix A: Status of Action Plans from 2012 Master Plan

Recommended Strategies		Update / Town Comments	Status
<b>Community Centres</b>			
1.	A <b>new multi-generational community centre</b> in the <b>South Central Oakville area</b> is required to serve existing residents and long-term population growth. The design should consider an indoor pool (as a replacement for Centennial Pool), gymnasium, youth space, active living space, multi-purpose space, and community rooms. Seniors programming may also be accommodated, however, the focus for dedicated space for seniors' should remain along the Kerr Street corridor and is not recommended for the OTMH site. Through the South Central Public Lands Study, the availability and suitability of potential sites will be evaluated, examining various combinations of components. Project timing is subject to a number of factors, including site availability and funding.	<p>The Oakville-Trafalgar Memorial Hospital lands have been identified as the location for a new community centre, park and potential future housing. Older Adult dedicated program space has been included in the design elements for the Oakville Arena renovation. Dedicated seniors program space is not anticipated within the community centre on the OTMH site as it has been accommodated within Oakville Arena.</p> <p>Public consultation into Southeast Oakville community centre design is scheduled to begin in Fall 2016. IPD process is being utilized for this project. Community Centre is currently scheduled for opening in 2020.</p>	In progress
2.	Develop a multi-use community centre as a second phase to the <b>Sixteen Mile Sports Complex</b> (2018).	Capital funding for this project has been delayed until 2026 and beyond. A Market Study is being completed (Q1 2017) to update recommendations on construction timelines and potential operating models.	Further review required
3.	Develop a community centre in <b>Palermo Village</b> in the longer term (timing is dependent on local development patterns). Further discussions with other municipal partners (e.g., public library, etc.) are required to refine this concept and identify common principles, timing, and potential phasing.	This project is not currently in the 10-year budget forecast. Further feasibility analysis will be required following the opening of Oakville Arena and the Southeast Oakville Community Centre (target 2020).	Timeframe not reached



Recommended Strategies		Update / Town Comments	Status
4.	Continue to seek and evaluate <b>partnerships</b> with community agencies and the development community in areas with below average access to municipal community centres.	<p>Department strategic plan supported the hiring of two Community Development staff to provide recommendations and implement process related to affordable access and community access partnerships.</p> <p>A market study is currently underway for the Sixteen Mile Community Centre that will inform a potential partnership with the YMCA.</p>	In progress
<b>Indoor Pools</b>			
5.	The <b>Sixteen Mile Sports Complex</b> (estimated timing: 2018) should be the location of an indoor aquatic facility.	Capital funding delayed until 2026 and beyond. An aquatic facility is anticipated for the complex, however, further consultation and analysis are required to determine the size and program elements.	Further review required
6.	Through the South Central Public Lands Study, plan for the <b>replacement of Centennial Pool</b> on a site in South Central Oakville, ideally co-located with other community recreation components.	Replacement of Centennial Pool will be captured in the design process for the Southeast Oakville Community Centre.	In progress
7.	Prioritize the renovation and/or expansion of aquatic facility <b>change rooms</b> at existing facilities.	Renovations to aquatic change rooms have been completed at Glen Abbey and Iroquois Ridge Community Centres, and have been substantially completed at White Oaks Pool.	Complete

Recommended Strategies		Update / Town Comments	Status
<b>Arenas</b>			
8.	Establish a strategy for the maintenance, renewal, or replacement of <b>Oakville Arena</b> within Trafalgar Park and the potential development of <b>another ice pad</b> in the longer-term at a location to be determined. Should this be determined not to be a feasible course of action, undertake a <b>study</b> to determine the appropriate location and timing of constructing a <b>new twin pad arena</b> .	<p>Oakville Arena design process is complete and capital construction funding has been approved by council. Facility is now closed with re-opening currently scheduled for 2018. Once constructed, the redeveloped facility will have a single ice pad as well as fitness centre and walking/running track, gymnasium and older adult program space.</p> <p>At this time, there is not sufficient demand to support additional indoor ice surfaces.</p>	In progress (Oakville Arena) Timeframe not yet reached (additional ice pad)
<b>Dedicated Seniors' Facilities</b>			
9.	Through the South Central Public Lands Study, consider options for replacing the <b>Oakville Senior Citizens' Recreation Centre</b> with a modern, multi-use, and purpose-built facility along the Kerr Street corridor, possibly as part of the renewal/replacement of Oakville Arena. If a new centre is developed, the existing Kerr Street site would be surplus to any indoor recreation or park need. If a new centre is not developed, consider a modest expansion and renovation project to the existing Oakville Senior Citizens' Recreation Centre.	<p>The redevelopment of Oakville Arena will include a new Older Adult Centre to replace the Kerr Street Facility.</p> <p><u>Note:</u> The town is currently undertaking an Older Adult Review which, among other things, will make recommendation on the future functionality and use of seniors' facilities.</p>	In progress
10.	Evaluate the need and potential for a modest expansion to the <b>Sir John Colborne Recreation Centre for Seniors</b> in 2016.	<p>This project is not currently scheduled. Further evaluation of feasibility should take place following the opening of the dedicated seniors' program space at Oakville Arena.</p> <p>See also note under recommendation 9.</p>	Further review required
11.	Include dedicated space for older adults and non-exclusive activity space as part of the second phase of the <b>Sixteen Mile Sports Complex</b> (around 2018).	<p>Capital funding for this project has been delayed until 2026 and beyond.</p> <p>See also note under recommendation 9.</p>	Further review required

Recommended Strategies		Update / Town Comments	Status
12.	Prior to build-out, consider options for <b>adding dedicated space for older adults onto another civic facility.</b>	Dedicated adult space has been included in the design of Oakville Arena and will be considered in the consultation process for future community centres and development plans for other civic facilities.  See also note under recommendation 9.	Timeframe not yet reached
<b>Dedicated Youth Facilities</b>			
13.	Continue to retrofit existing <b>community facilities</b> to make them more <b>youth-friendly</b> (e.g., adding youth-oriented sitting and lounge areas, such as “chill spots”).	Existing community facilities do not currently have appropriate space to fully implement this direction. Including youth-oriented lounge areas in future developments can be considered through public consultation. The new Nottinghill Youth Centre was opened in 2016 and capital funding is in place for an additional youth centre to open in 2018.	In progress
14.	Begin planning for the <b>relocation of the Cross Avenue Youth Centre</b> (to north of the QEW), as well as an additional <b>new stand-alone dedicated youth centre</b> (also north of the QEW), to be opened in the short-term.	New Nottinghill Youth Centre has been opened north of the QEW in the Glen Abbey neighbourhood. Capital funding is in place for an additional youth centre to open in 2018.  Regular reviews are conducted on the viability of existing youth centres as community needs shift. A review of the Bronte Youth Centre is currently underway, including an examination of options for more community youth outreach as an alternative service.	Complete (Cross Ave relocation)  Further review required (additional stand-alone youth centre)

Recommended Strategies		Update / Town Comments	Status
15.	Consider dedicated space for youth and non-exclusive activity space as part of the community centre developments in <b>South Central Oakville</b> and the <b>Sixteen Mile Sports Complex</b> .	Need for dedicated space for youth and non-exclusive activity space will be considered in the design process of Southeast Oakville Community Centre. Capital funding for the Sixteen Mile Community Centre has been delayed until 2026 and beyond.	In progress (Southeast Oakville)  Further review required (Sixteen Mile)
<b>Gymnasiums</b>			
16.	Consider the provision of gymnasiums through the planning stages of all future community centre and seniors' recreation centre developments and redevelopments, including the second phase of the <b>Sixteen Mile Sports Complex</b> (around 2018) and the community centre recommended for <b>South Central Oakville</b> .	A full-sized gymnasium is included in the design plans for Oakville Arena (2018 opening). Need for additional gymnasium space will be considered through the consultation process for the Southeast Oakville (2020) and Sixteen Mile (2026+) Community Centres.	In progress (Oakville Arena & Southeast Oakville)  Further review required (Sixteen Mile)
<b>Fitness / Active Living Centres</b>			
17.	Continue to expand the town's focus on <b>fitness programs and active living</b> through the <b>maximization of space</b> within existing facilities (e.g., multi-purpose rooms, fitness centres, schools, etc.) and future community and seniors' centres (including the proposed South Central Community Centre).	A fitness centre has since been developed at the QEPCCC. A fitness centre and additional active living space is included in the design of Oakville Arena. Fitness and Active Living components will be considered in the consultation process for the Southeast Oakville (2020) and Sixteen Mile (2026+) Community Centres.	In progress (Oakville Arena & Southeast Oakville)  Further review required (Sixteen Mile)
18.	Undertake a study for the potential expansion of the fitness programming area within the <b>Glen Abbey Community Centre</b> in the year 2015 to accommodate growing demand for fitness activities at this location.	The town's capital forecast contains funding for a 2018 construction feasibility study.	In progress
19.	Include a fitness centre (equipment-based) and active living space as part of the second phase of the <b>Sixteen Mile Sports Complex</b> (around 2018).	Capital funding for this project has been delayed until 2026 and beyond.	Further review required

Recommended Strategies		Update / Town Comments	Status
<b>Other Indoor Recreation Facilities</b>			
20.	Develop a <b>formal partnership framework</b> to evaluate capital proposals from community organizations. Such proposals – including (but not limited to) the expansion of the <b>Oakville Curling Club, 50-metre indoor pool, an expanded gymnastics facility, a second indoor soccer facility, dryland training space, and others</b> – should be evaluated through this formal partnership framework, with consideration given to the town’s 10 year capital forecast and the town’s capacity to participate in such projects.	The town has a corporate policy governing loans to community groups for facilities/expansions.  Implementation of the Recreation & Culture Department’s strategic plan in 2016-17 will impact the parameters of this partnership framework. Review of the partnership framework may coincide with the completion of the strategic plan rollout.	Further review required
<b>Soccer Fields (outdoor)</b>			
21.	Develop new soccer fields (primarily in <b>North Oakville</b> ) to meet the recommended provision target – up to 44 additional fields will be required by build-out (note: these are unlit equivalents, where each lit field equals 1.5 unlit fields and each lit artificial field equals 3.0 unlit fields).	Constructed two new fields at Isaac Park in North Oakville.	In progress
22.	Seek options to retain the three major unlit soccer fields at the <b>White Oaks North Campus</b> in the town’s inventory (through partnership or acquisition). Should this not be feasible, the town should evaluate opportunities for replacing these fields at another site.	Land acquired and two unlit soccer/lacrosse fields planned for construction in 2017.	In progress
<b>Ball Diamonds</b>			
23.	Develop approximately 10 ball diamonds (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds) to serve <b>North Oakville</b> .	One ball diamond to be built in North Oakville in 2017 (George Savage Park).	In progress

Recommended Strategies		Update / Town Comments	Status
24.	Work with local ball organizations to identify lower quality and under-utilized diamonds that could be <b>eliminated</b> from the town's inventory or <b>converted</b> to alternate uses.	With the recent growth in baseball, no diamonds have been eliminated or converted.	Further review required
<b>Multi-use Fields</b>			
25.	Develop <b>two (2) multi-use fields in North Oakville</b> as soon as possible to meet the collective needs of sports such as field lacrosse, football, field hockey, and rugby. Explore opportunities to accelerate the construction of one of these fields so as to meet growing demand. In the interim, work with the school boards to maximize community access to their new artificial turf fields.	No action to date. HDSB may be building a field on school property adjacent to North Park.	Further review required
<b>Cricket Pitches</b>			
26.	Develop a <b>cricket pitch</b> with limited amenities by 2016 (to be repurposed once a permanent/shared cricket pitch is developed at North Park).	Explored possible locations, however, unable to move forward due to land use restrictions.	Further review required
27.	Develop a <b>"shared" cricket pitch in North Park</b> across two soccer fields (likely timing is post-2021).	Still awaiting North park further development (post 2019).	Timeframe not yet reached
<b>Tennis Courts</b>			
28.	Develop up to fourteen (14) tennis courts to serve population growth in <b>North Oakville</b> .	Three lit courts to be built in 2017 at George Savage Park.	In progress
29.	To address gaps in distribution, develop public tennis courts in: (1) the <b>Great Lakes Blvd. area</b> (Bronte / Shell Park); and (2) the <b>Palermo West area</b> .	Three lit courts approved for Shell Park to be built in Q2-3 2017.  Depending on the resolution of the Merton Planning Study, a neighbourhood park in this area could supply three courts for Palermo West.	In progress

Recommended Strategies		Update / Town Comments	Status
30.	Evaluate the municipal inventory of public tennis courts in order to identify up to ten (10) <b>under-utilized courts</b> that – as needs and funding arise – could be eliminated or converted to alternate uses.	Converted one tennis court to basketball court at both Maplegrove Park and Old Abbey Park.  One court at Glenashton Park is now lined for pickleball (dual use with tennis).	In progress
<b>Basketball Courts</b>			
31.	Develop four (4) basketball courts (full court equivalents) to serve <b>North Oakville</b> .	None built yet. One planned to be built in 2017 at George Savage Park.	Further review required
32.	Consider the development of new basketball courts <b>south of Dundas Street</b> on a case-by-case basis, subject to demand and opportunity.	Constructed one full basketball court at Nautical Park, one half court at Kingsford Gardens, and courts at Maplegrove and Old Abbey Parks through tennis court conversions.	In progress
<b>Outdoor Pools &amp; Splash Pads</b>			
33.	Prepare feasibility studies in advance of completing major repairs or significant lifecycle maintenance to the town's <b>existing outdoor pools</b> with the intent of gradually replacing some pools through: (1) expanded indoor pool opportunities serving a collection of neighbourhoods; (2) renewal of an aging outdoor pool (in place of two or more other pools); and/or, (3) consulting with the neighbourhood to determine specific parks and recreational needs and options.	All outdoor pools remain in operation. The department will be developing an outdoor pool strategy to guide the future of outdoor pool maintenance, refurbishment, and development.	Further review required
34.	Develop approximately six (6) splash pads in <b>North Oakville East</b> and one (1) splash pad in <b>North Oakville West</b> (Palermo Park).	Completed one splash pad in North Oakville (Isaac Park).	In progress
35.	On a case-by-case basis, consider opportunities to add splash pads to existing parks in <b>older neighbourhoods</b> that have distribution gaps (e.g., <b>Southeast</b> and <b>East</b> ) and are undergoing a population renewal.	Two splash pads are identified in the long-term capital forecast for the Southeast and East.	In progress

Recommended Strategies		Update / Town Comments	Status
<b>Playgrounds</b>			
36.	Develop <b>playgrounds in growing residential areas</b> based on a minimum provision target of one playground within 800-metres of all neighbourhoods (without having to cross a major road or physical barrier). <b>Barrier-free playground equipment</b> accessible to people with disabilities should be considered at appropriate locations as part of new development and the playground replacement program.	Memorial Park (south of Dundas Street) was identified as a gap and a playground has since been installed.  Three village squares have been completed in North Oakville all with playgrounds complying with the 1:800 objective, and another is slated to be installed in Q2 2017.	In progress
37.	Continue to implement the town's <b>playground replacement program</b> in order to bring all play structures into compliance with the most current CSA recommended standards.	This is an ongoing priority for the town.	In progress
<b>Skateboard Parks</b>			
38.	Develop three (3) major skate parks, one each in the <b>southeast, North Oakville East, and North Oakville West</b> ; sites are to be determined through further consultation with the public. <b>Minor skate parks</b> (or "skate spots") may be developed in smaller gap areas where there is an insufficient number of youth to support a major skate park.	No action to date on major skate parks.  A skate spot is to be constructed at George Savage Park in North Oakville in 2017.	In progress
39.	Continue to monitor the performance of the seasonal <b>indoor skate park</b> at Kinoak Arena. Depending on demand levels and financial performance, the town may consider establishing additional indoor skateboarding sites on a case-by-case basis.	The town continues to offer indoor skateboarding out of Kinoak Arena during the summer. No additional sites or demand has been identified.	Further review required
<b>BMX Parks</b>			
40.	Continue with plans to develop a dirt BMX park in <b>North Park</b> , in tandem with a major skate park, possibly on a trial-basis. To assist in the planning of future parks (such as at <b>Joshua</b>	Planning for BMX at North Park 2018.	In progress



Recommended Strategies		Update / Town Comments	Status
	<b>Meadows Community Park</b> ), criteria by which to evaluate the success of the BMX park should be established.		
41.	Develop a small BMX facility in <b>Southwest Oakville</b> .	No action to date.	Further review required
<b>Outdoor Skating Rinks</b>			
42.	Identify a site for one <b>town-wide outdoor artificial ice surface</b> and consider development in the medium-term.	The rehabilitated tennis courts at Trafalgar Park will be designed to operate as an artificial ice rink. Construction is slated for 2017/18.	In progress
43.	Continue to facilitate the provision of <b>natural outdoor skating rinks</b> in cooperation with volunteer associations.	This is an ongoing town initiative.	In progress
<b>Other Park Facilities</b>			
44.	Continue to provide <b>leash-free zones</b> , as need arises and where warranted and where location criteria can be met. Local organizations should be encouraged to assist in the development, stewardship, operation and/or sponsorship of leash-free zones.	No additional leash-free zones developed to date.	In progress
45.	In partnership with local agencies, the town should develop a policy to define its role in the provision and/or management of <b>community gardens and orchards</b> .	A policy has not been developed. In 2017, the town will open 70 garden plots at Memorial Park (including accessible planters) and 12 additional garden plots will be developed at Shell Park in 2018.	In progress
<b>Parkland</b>			

Recommended Strategies		Update / Town Comments	Status
46.	Do not pursue the <b>acquisition of non-municipal land or retain such lands for park purposes</b> (e.g., schoolyards or surplus schools) in areas that presently have adequate supplies of active parkland unless there is a justified need for additional parkland and there are no reasonable alternatives (e.g., publicly accessible neighbourhood or community parks with playground equipment) within approximately 800 metres.	This is an ongoing best practice and the town reviews opportunities as they arise.	In progress
47.	<b>Acquire parkland at the maximum applicable rate</b> as permitted by the <i>Planning Act</i> , via the town's implementing documents (e.g., Livable Oakville, Parkland Dedication By-law), to ensure adequate supplies. For each opportunity, the town should consider the benefits of both <b>parkland dedication and cash-in-lieu</b> prior to deciding which requirement to pursue. The town should continue its practice of <u>not</u> accepting <b>passive "natural area" lands or hazard lands</b> as part of the required parkland dedication.	This is an ongoing best practice. Parkland dedication and cash-in-lieu remain important tools for the town.	In progress
48.	Explore <b>acquisition and non-acquisition based options</b> (e.g., easement agreements, land exchange, long-term lease, land trusts, and other protection measures) if future parkland dedication amounts are not sufficient to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. This may include options available through current planning policies or through the <i>Planning Act</i> ) in higher density growth areas where parkland supplies do not meet the proposed target. <b>Indoor recreation space that contains outdoor-style amenities and uses</b> should also be encouraged; all such buildings and open spaces shall be designed and built to the satisfaction of the town.	This is an ongoing best practice. For example, the town is currently exploring options for a longer-term lease with Infrastructure Ontario for lands used by the Crusaders Rugby Club on 9 <sup>th</sup> Line.	In progress

Recommended Strategies		Update / Town Comments	Status
49.	Evaluate existing parks and open space lands (as well as other municipal properties) in neighbourhoods planned for <b>residential intensification</b> for their potential to accommodate expanded recreational opportunities that would help to address needs created by population growth.	This is an ongoing best practice. For example, a public square is set to open shortly as part of Rain Condo (Riverstone Residences) at Kerr St/Speers Rd.	In progress
50.	Work towards the establishment of a continuous linear park / open space along the <b>Lake Ontario waterfront</b> through the continued implementation of related policies in the Livable Oakville plan.	The construction of an accessible waterfront trail connection from Tannery Park to Waterworks Park is set to begin construction in 2017. Other new waterfront park areas are actively being developed (e.g., Edgemere and Lisonally).	In progress
51.	Make the implementation of the <b>Oakville Harbour West Shore Master Plan</b> a high priority for the town. Develop a long-term <b>Waterfront Strategy</b> that builds upon this plan (but spanning the entire waterfront) to ensure that parks and open spaces are secured, developed, and/or redeveloped in an effort to meet the needs of current and future residents and to enhance the waterfront's role as a recreation and tourist destination.	Phases 1 and 2 of the Master Plan are complete.	In progress
52.	<b>Improve awareness and understanding about the natural heritage system</b> within the community, the features and areas it contains, and how to maintain and enhance its resources through various initiatives and programs (e.g., Environmental Strategic Plan, Adopt-a-Park, urban forestry, etc.). In consultation with residents, continue to identify and pursue opportunities within existing and future parks for <b>naturalization/ restoration initiatives</b> .	This is an ongoing best practice.	In progress

Recommended Strategies	Update / Town Comments	Status
<p>53. Explore the possibility of <b>renewing and/or redeveloping the town's higher profile parks</b>, as opportunities and funding permit, to ensure that their potential is maximized and that they remain responsive to current and emerging needs. Consideration should be given to both unique and broad-based features (e.g., picnic facilities) and events that attract a wide range of residents with the intention of strengthening neighbourhoods and enhancing community vibrancy. <b>Community-building and tourism-generating special events</b> in town parks should be promoted, but not at the expense of the parks' environmental integrity.</p>	<p>The major rejuvenation of Oakville Arena has promoted renewal of several elements of Trafalgar Park. An Events Strategy has been developed and is in the process of phased implementation.</p>	<p>In progress</p>
<p>54. Maintain a <b>commitment to accessibility, safety, and security</b> within the entire parks and pathway system. In recognition of the town's aging population, attention should continue to be paid to the development of amenities such as <b>washrooms</b> (in Community Parks) and <b>benches/seating areas</b>.</p>	<p>The town is presently undertaking a Trail Accessibility Audit and parks staff are participating in the Age-Friendly Baseline Study.</p>	<p>In progress</p>
<p>55. Where possible, cluster the same type of playing fields together within <b>Community Parks</b> to increase a sense of form and function. Such parks should also include contain washrooms, electrical outlets, benches, and pedestrian-friendly pathways, etc. An 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. Continue to pursue and develop Community Parks in areas of the town where lighting, parking, noise and traffic impacts are minimized. Locate such facilities in non-residential areas or along the fringes of residential neighbourhoods, where possible and practical.</p>	<p>This is an ongoing best practice.</p>	<p>In progress</p>

Recommended Strategies		Update / Town Comments	Status
56.	Maintain as much existing <b>forest cover</b> as possible when developing new parkland, while still providing for appropriate location and design of the necessary recreation features.	The town has regard to the North Oakville Urban Forest Plan canopy target (target is 50% and the town is achieving 40-45%). Planting of neighbourhood and village squares is done in compliance with specified canopy cover target.	In progress
57.	Establish <b>clear separations between active</b> (e.g., sports fields, skate parks etc.) <b>and passive park areas</b> (e.g., nature trails, sensitive environmental features, etc.) when designing parks.	This is an ongoing best practice.	In progress
58.	Continue to pursue <b>partnerships</b> that enhance the parks and open space system, such as: <ul style="list-style-type: none"> <li>a) implementing the community partnership policy to guide community development and maintenance of additional parkland features beyond basic level standards;</li> <li>b) seeking community sponsorships and partnerships to support the development of trails, pathways, and park features;</li> <li>c) working with surrounding municipalities, school boards, and organizations to develop a regionally integrated trail and linkage system; and</li> <li>d) promoting town-wide and corporately sponsored “greening” programs.</li> </ul>	This is an ongoing best practice.	In progress
59.	Design new <b>Neighbourhood Parks</b> to rely on <b>on-street parking</b> in order to maximize parkland usage and intensification.	North Oakville’s first neighbourhood park was constructed with only on-street parking and George Savage Park (2017) will be as well.	In progress

Recommended Strategies		Update / Town Comments	Status
60.	Where possible, <b>co-locate civic/community uses and parks</b> . Future community centres and community parks may be situated adjacent to each other to capitalize on synergies of use and economies of scale. Future neighbourhood parks and schools may also be located adjacent to each other.	North Oakville's first neighbourhood park was co-located with a HCDSB site as will the second neighbourhood park. The town is also currently in negotiations with the HDSB for the site adjacent to North Park.	In progress
<b>Trails</b>			
61.	Make implementation of the Town of Oakville's <b>Active Transportation Master Plan</b> a high priority through the proper allocation of project, operation and maintenance funding and resources.	This is ongoing. The town recently received Canada 150 funding for improvements to Crosstown Trail.	In progress
62.	Establish a policy that clearly articulates the parameters and standards relating to <b>signage</b> 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.	An accessible trail audit is underway that will include a recommended signage package to implement.	In progress
63.	Wherever possible, design trails, pathways and cycle lanes so that they connect to <b>public transit stops</b> (including GO stations). Appropriate <b>bike racks</b> should be provided at major transportation hubs.	In 2016 the town launched a pilot project to install bike racks in all 3 BIAs.	In progress
64.	Where appropriate, design walkways/pathways/trails through natural heritage so that they are <b>hard surface (e.g., asphalt)</b> in order to enhance accessibility and promote use of established routes.	It was a Council decision to have all NHS trails as soft surface limestone screenings. To date all NHS trails have been installed in accordance with Council's approved North Oakville Trails Plan.	Further review required
65.	Promote and enhance the town's <b>Adopt-a-Trail program</b> as a way of improving maintenance and offsetting some costs.	Program was rebranded in 2015/16 as Park Ambassador program	Complete

Recommended Strategies		Update / Town Comments	Status
66.	Upgrade the <b>Waterfront Trail</b> through paving and improving the continuity of facilities and the quality of signage and crossings. This will benefit all Oakville residents and ensure continuity with Waterfront Trail standards in neighbouring municipalities.	New sections of Waterfront Trail (e.g., Tannery Park and Waterworks Parks) will be hard surfaced (concrete-asphalt). Asphalt has generally not been supported on existing sections of trail.	In progress
67.	Consider establishing a <b>trail loop/route</b> in a park (or a combination of connected parks linked to the town-wide trail system) in North Oakville in order to provide additional opportunities for inline skating, biking, walking, etc. in the community.	This may not be possible based on Council's decision to maintain all NHS trails as soft surface limestone screenings.	Further review required
<b>Public Libraries</b>			
68.	Develop a neighbourhood branch of approximately 3,000 square feet in the <b>Bronte</b> area as a leased/storefront location between 2013 and 2015.	The Bronte Library Branch proposal has been deferred to 2018, subject to the completion of the new Strategic Plan and Master Plan Update. Since the last Master Plan, the library has instituted multiple enhanced library services at QEPCCC to serve the Bronte area, such as an enhanced preschool Book Nook, Awe Stations, Teen Book Depot, programming, Holds Depot and Returns Bin, and Friends of the Oakville Public Library Friendly Finds.	Further review required
69.	Develop an area branch of approximately 17,500 square feet in <b>North Oakville</b> as part of the Sixteen Mile Sports Complex by 2018.	Capital funding for this project has been delayed, but is within the 2017-2026 Capital Forecast.	Further review required

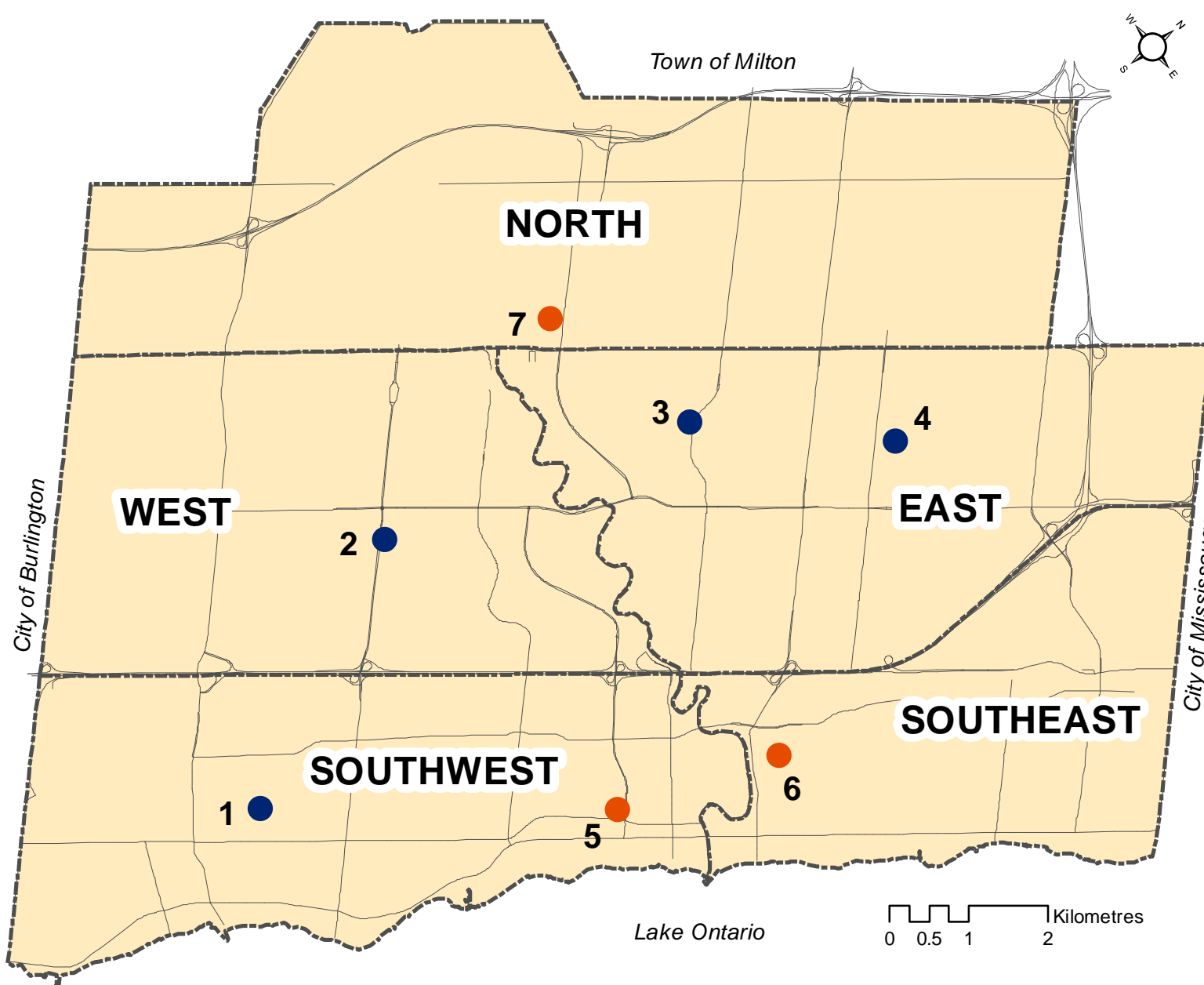
Recommended Strategies		Update / Town Comments	Status
70.	Develop a new, larger, full service library of approximately 22,000 to 35,000 square feet as part of the proposed civic building in the <b>Trafalgar Corridor north of Dundas Street</b> by 2020. Pending further assessment, this facility may be designed to accommodate the relocation of selected services from the existing Central Branch (e.g., technical services, etc.) to maximize use of space at Centennial Square and to provide more equitable service to the town's growth areas; timing may be dependent upon redevelopment of Centennial Square in Downtown Oakville.	Funding for this project is outside of the 2017-2026 Capital Forecast. Decisions regarding the Central Library may be impacted by the ongoing Downtown Cultural Hub Study.	Timeframe not yet reached
71.	Develop a branch of approximately 10,000 to 15,000 square feet in <b>Palermo Village</b> as part of the proposed community centre in the longer-term.	Funding for this project is outside of the 2017-2026 Capital Forecast. No site has been identified.	Timeframe not yet reached
72.	Retain the <b>existing Central Branch</b> , but consider the relocation of some internal functions (e.g., technical services) to the library proposed for the Trafalgar Corridor north of Dundas Street (2020), pending the outcome of the Downtown Cultural Redevelopment Plan.	Downtown Cultural Hub Study pending. Internal functions likely to remain in downtown Central Library.	Further review required
73.	Consider the establishment of <b>book nooks and book depots</b> as part of the library's outreach efforts in areas of high need or high traffic, including areas that are experiencing growth and have busy or non-existent library branch facilities, such as (but not limited to) those at the outer edges of the 2.5-kilometre service radius. The OPL should consider establishing sustainable operating funds for the delivery of book nook/depot services and to support further expansion of outreach services.	Teen Book depot was relocated from Cross Avenue Youth Centre to Nottinghillgate Plaza in Spring 2016 (Glen Abbey area). Enhanced pre-school book nook installed at QEPCCC.	Complete



Recommended Strategies		Update / Town Comments	Status
74.	Continue to pursue <b>branch renovations and major maintenance</b> in a manner that optimizes interior spaces to increase functionality and flexibility.	Iroquois Ridge Branch renovation scheduled for 2017; to feature a new digital creation hub. A digital creation hub is anticipated for Glen Abbey Branch in 2018-2019 and renovation of the White Oaks Branch lobby is slated for 2018.  New Strategic Plan recommends an interior design study for all branches.	In progress
<b>Master Plan Monitoring and Review</b>			
75.	The town should implement a system for the <b>regular monitoring</b> of the Recreation, Parks, and Library Facilities Master Plan, including performance measures.	The Recreation and Culture annual work plan integrates the Master Plan recommendations and reports out on the status.	Complete
76.	In 2017, the town should undertake a <b>comprehensive review</b> of the 2012 Recreation, Parks, and Library Master Plan.	The Five-year Review of the Master Plan is currently underway	Complete

# Appendix B: Updated Mapping

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**Legend**

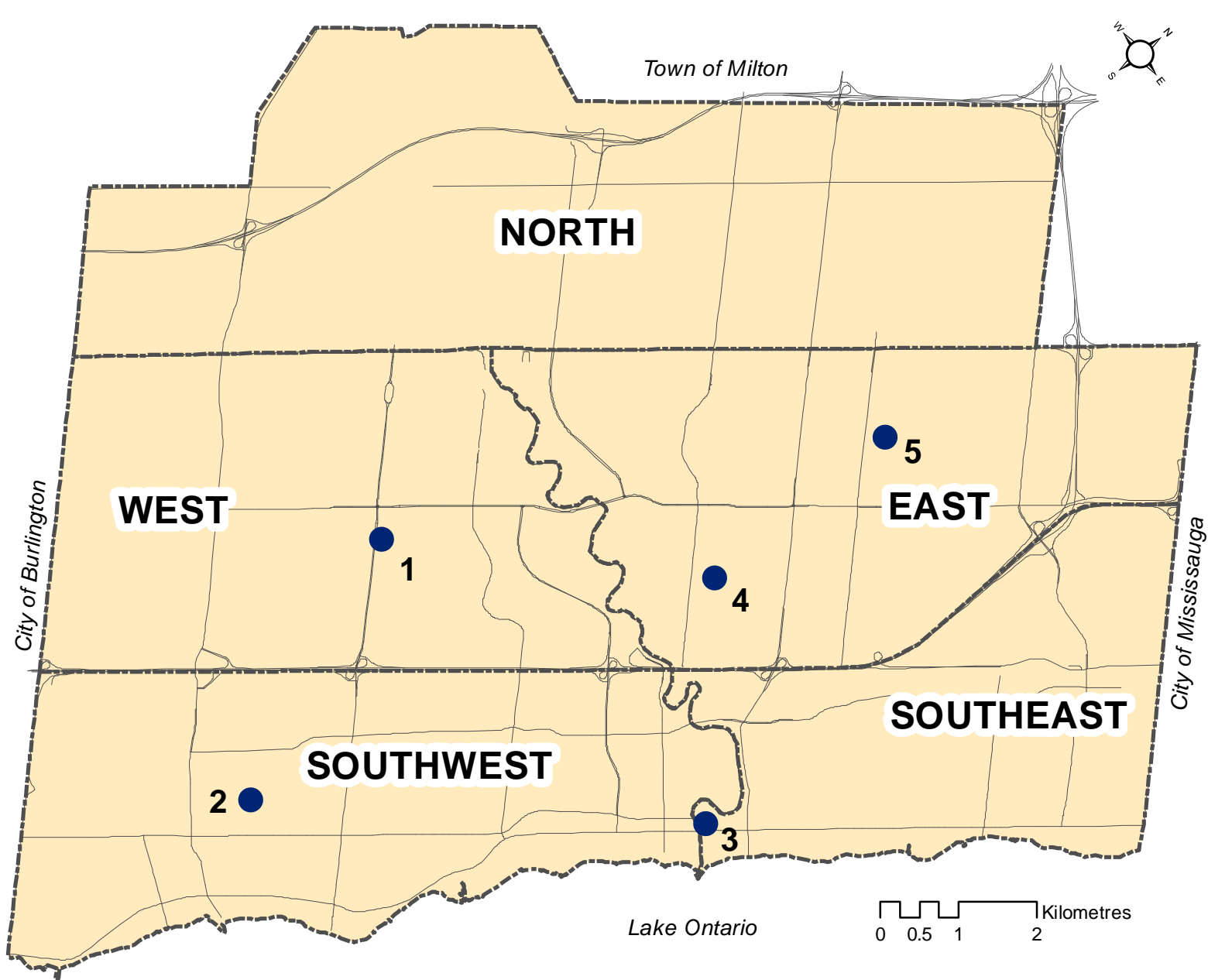
- Plan Areas
- Community Centres (Existing)
- CommunityCentresProposed

**Community Centres (Existing)**

No.	Name
1	Q.E.P.C.C.C.
2	Glen Abbey Community Centre
3	River Oaks Community Centre
4	Iroquois Ridge Community Centre

**Community Centres (Proposed)**

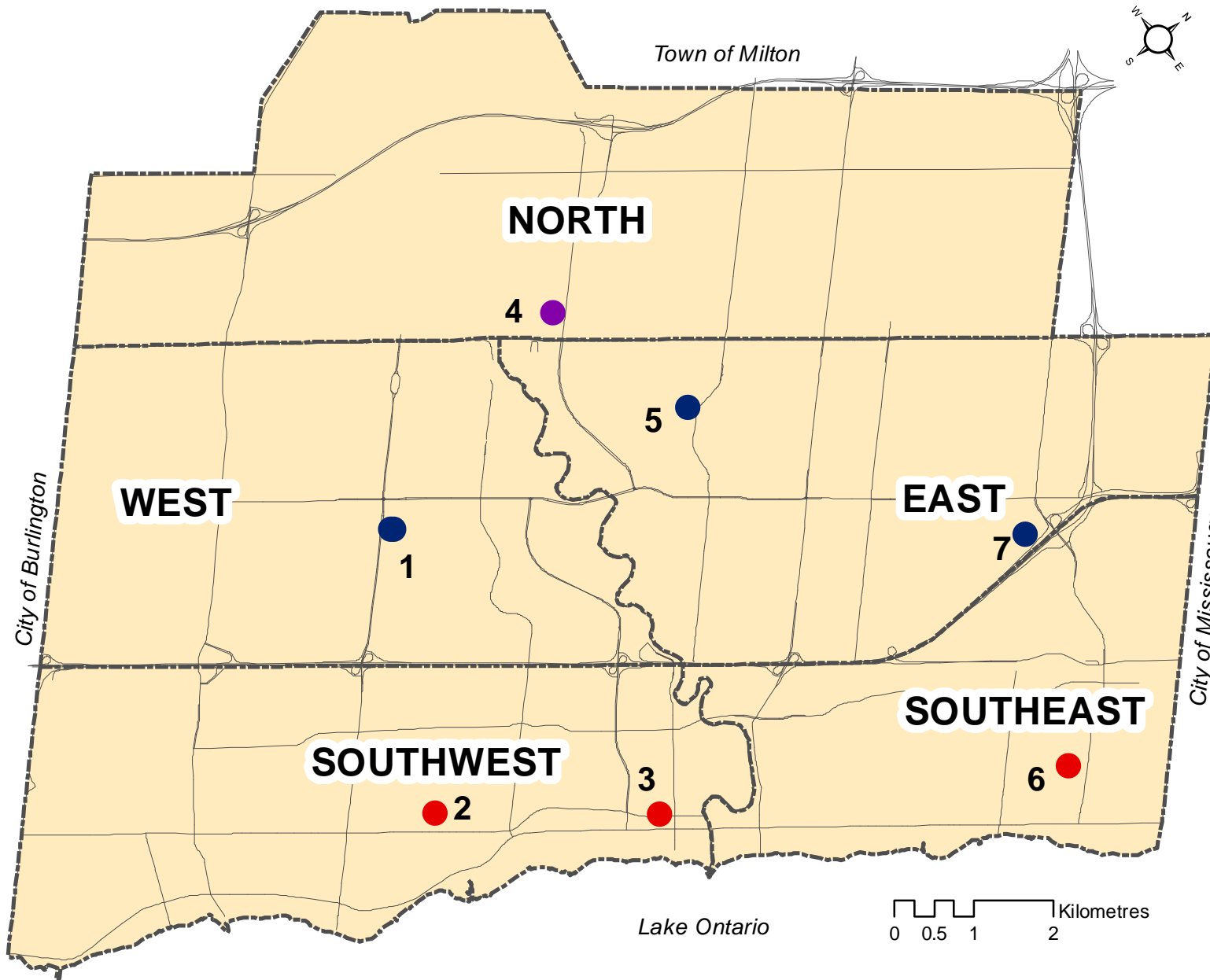
No.	Name
5	Trafalgar Park Community Centre
6	South East Community Centre
7	Sixteen Mile Community Centre



### Legend

- Plan Areas
- Indoor Pools

No	Name
1	Glen Abbey Community Centre
2	Q.E.P.C.C.C
3	Centennial Pool
4	White Oaks Pool
5	Iroquois Ridge Community Centre (2)



**Legend**

- 1 Indoor Ice Pad
- 2 Indoor Ice Pads
- 4 Indoor Ice Pads
- Plan Areas

**1 Indoor Ice Pad**

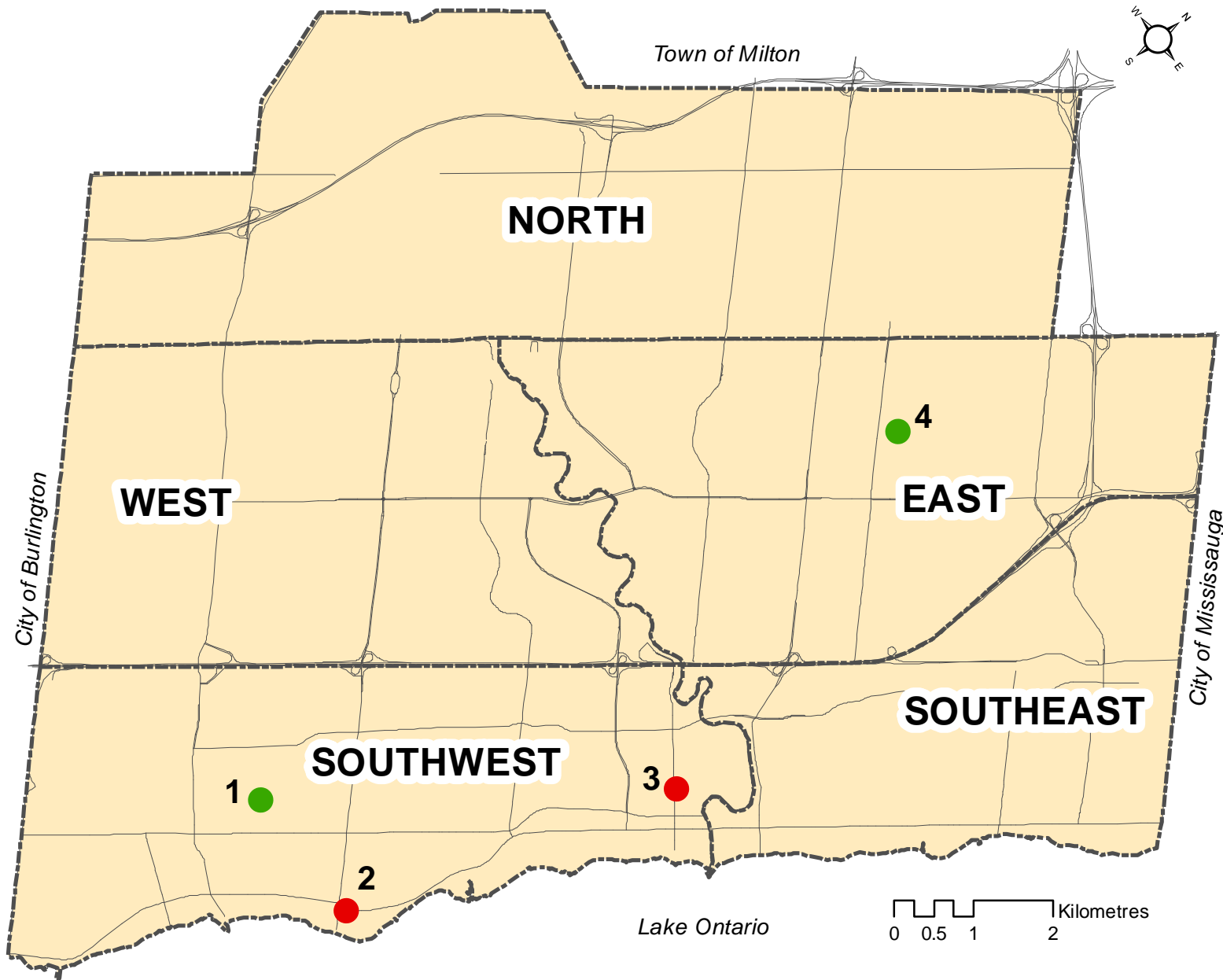
No	Name
2	Kinoak Arena
3	Oakville Arena
6	Maplegrove Arena

**2 Indoor Ice Pads**

No	Name
1	Glen Abbey Community Centre
5	River Oaks Community Centre
7	Joshua's Creek Arena

**4 Indoor Ice Pads**

No	Name
4	Sixteen Mile Sports Complex

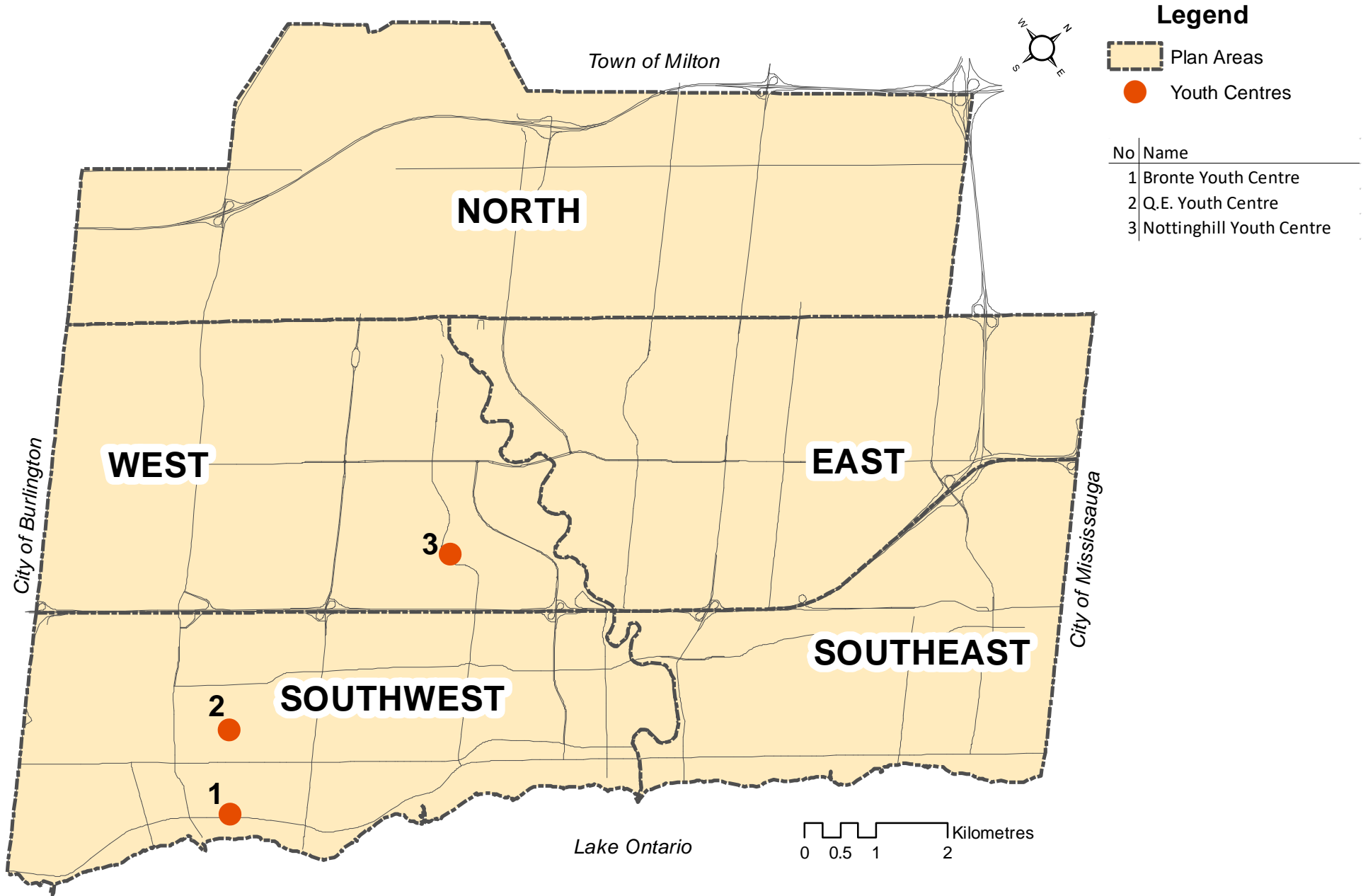


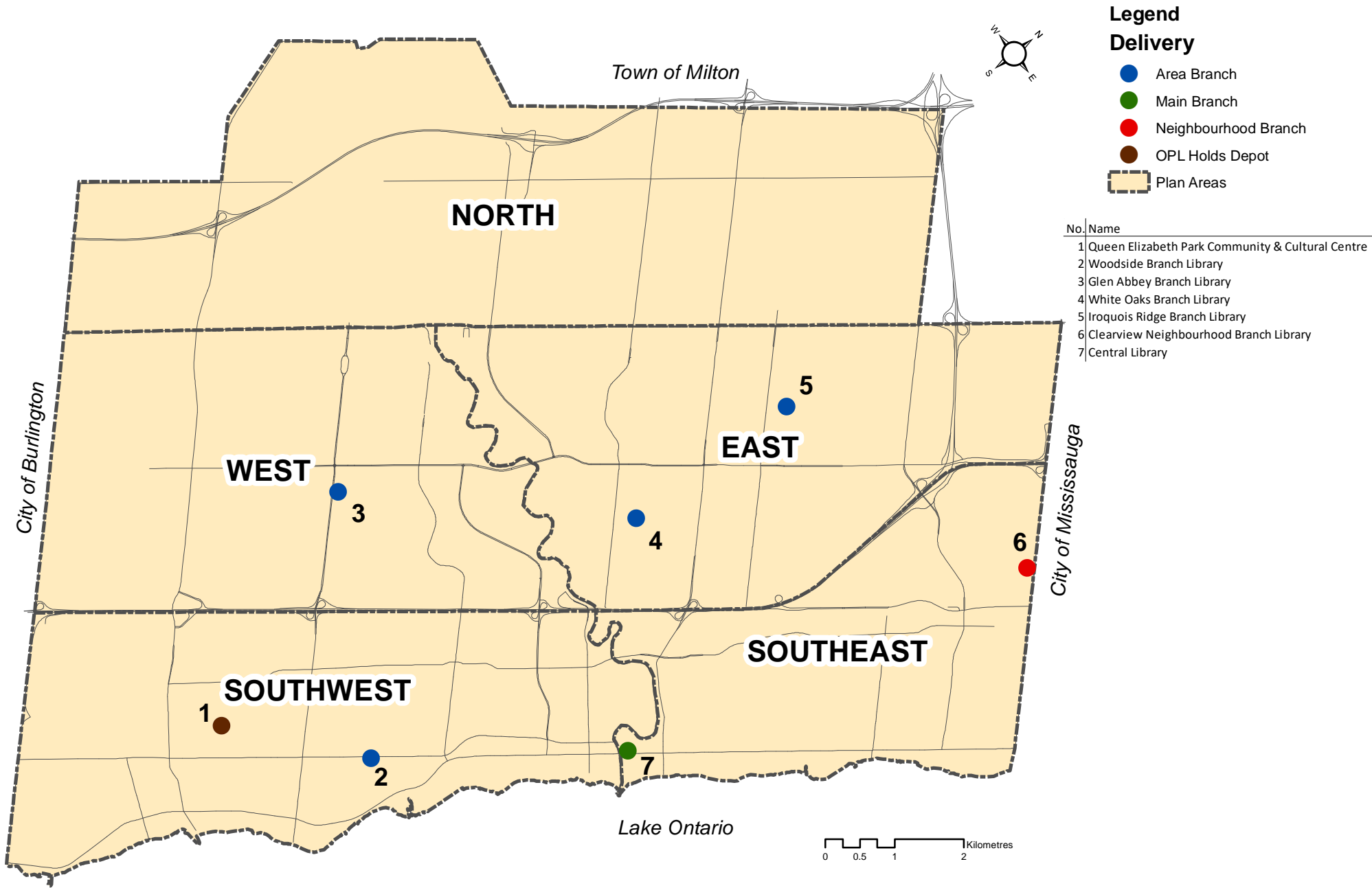
### Legend

- Plan Areas
- Dedicated Seniors Space
- Seniors Centre

No.	Name
2	Sir John Colborne Recreation Centre
3	Oakville Senior Citizens Recreation Centre

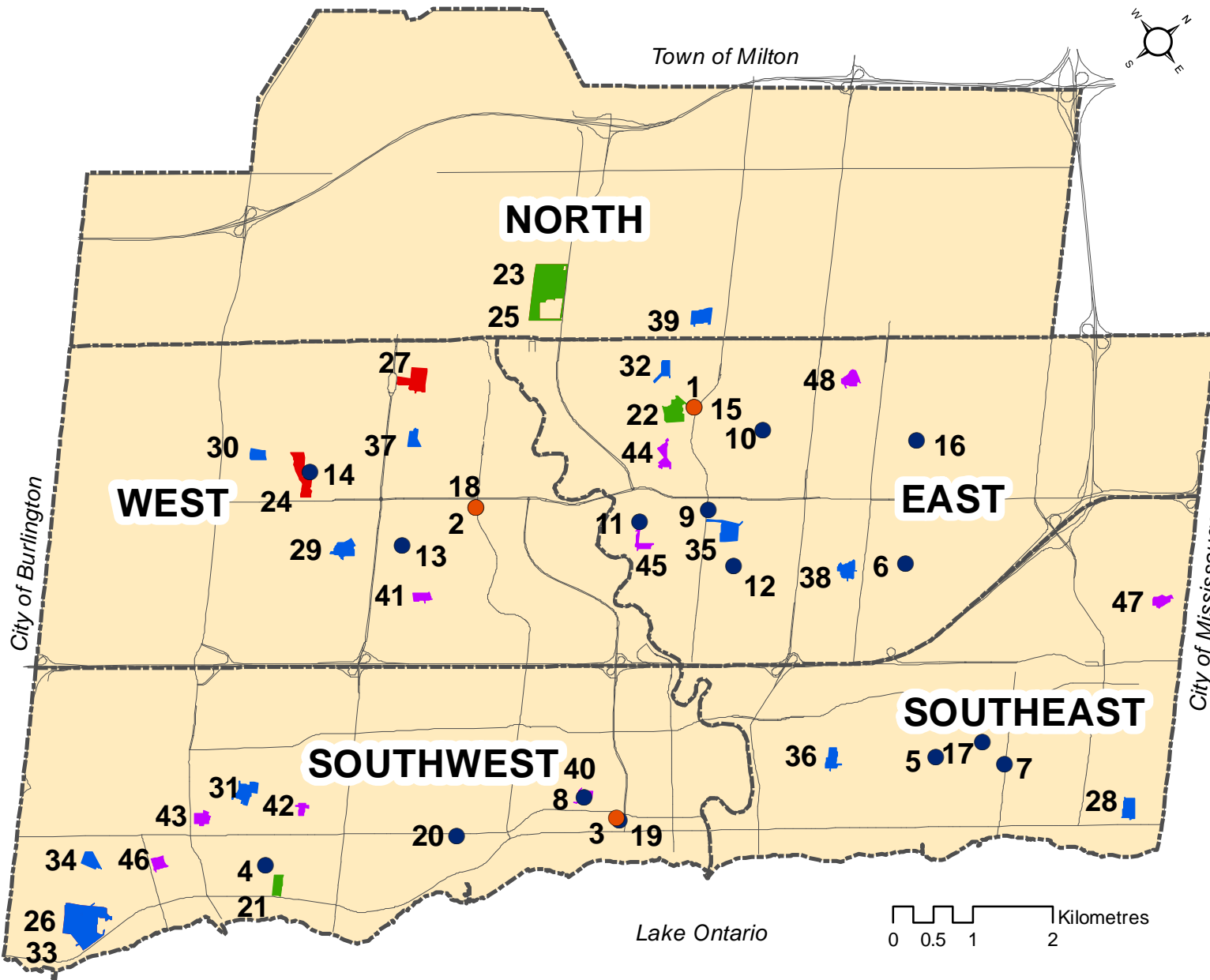
No.	Name
1	Q.E.P.C.C.C.
4	Iroquois Ridge Community Centre





No.	Name
1	Queen Elizabeth Park Community & Cultural Centre
2	Woodside Branch Library
3	Glen Abbey Branch Library
4	White Oaks Branch Library
5	Iroquois Ridge Branch Library
6	Clearview Neighbourhood Branch Library
7	Central Library





**Legend**

- Plan Areas
- Schools**
  - Unlit Artificial Turf
  - Unlit School Soccer & Football Fields
- Parks**
  - Unlit Minor Soccer
  - Unlit Major Soccer
  - Lit Artificial Turf
  - Lit Major Soccer

**Schools with Unlit Artificial Turf**

- | No. | Name                   |
|-----|------------------------|
| 1   | Holy Trinity           |
| 2   | St. Ignatius of Loyola |
| 3   | St. Thomas of Aquinas  |

**Schools with Unlit Soccer Pitches & Football Fields**

- | No. | Name                     |
|-----|--------------------------|
| 4   | Eastview School          |
| 5   | EJ James PS              |
| 6   | Falgarwood               |
| 7   | Maplegrove Public School |
| 8   | Morden Public School     |
| 9   | Munn's Public School     |
| 10  | Posts Corners PS         |
| 11  | St. Johns SS             |
| 12  | WOSS                     |
| 13  | Abbey Park SS            |
| 14  | Garth Webb SS            |
| 15  | Holy Trinity             |
| 16  | Iroquois Ridge SS        |
| 17  | Oakville Trafalgar HS    |
| 18  | St. Ignatius of Loyola   |
| 19  | St. Thomas of Aquinas    |
| 20  | TA Blakelock             |

**Parks with Lit Artificial Turf**

- | No. | Name                 |
|-----|----------------------|
| 21  | Bronte Athletic Park |
| 22  | River Oaks Park      |
| 23  | North Park           |

**Parks with Lit Major Soccer Pitches**

- | No. | Name                           |
|-----|--------------------------------|
| 24  | West Oak Trails Community Park |
| 25  | North Park                     |
| 26  | Shell Park                     |
| 27  | Pine Glen Community Park       |

**Parks with Unlit Major Soccer Pitches**

- | No. | Name                    |
|-----|-------------------------|
| 28  | Southeast Sports Fields |
| 29  | Heritage Way Parks      |
| 30  | Grand Oak Park          |
| 31  | Q.E. Park               |
| 32  | Harman Gate Park        |
| 33  | Shell Park              |
| 34  | Nautical Park           |
| 35  | Oakville Park           |
| 36  | Post Park               |
| 37  | Bloomfield Park         |
| 38  | Holton Heights Park     |
| 39  | Isaac Park              |

**Parks with Unlit Minor Soccer Pitches**

- | No. | Name               |
|-----|--------------------|
| 40  | Morden Park        |
| 41  | Pilgrim's Way Park |
| 42  | Rebecca Gardens    |
| 43  | Glen Allen Park    |
| 44  | Munn's Creek Park  |
| 45  | Oxford Park        |
| 46  | Westbrook Park     |
| 47  | Jonathan Park      |
| 48  | Postridge Park     |

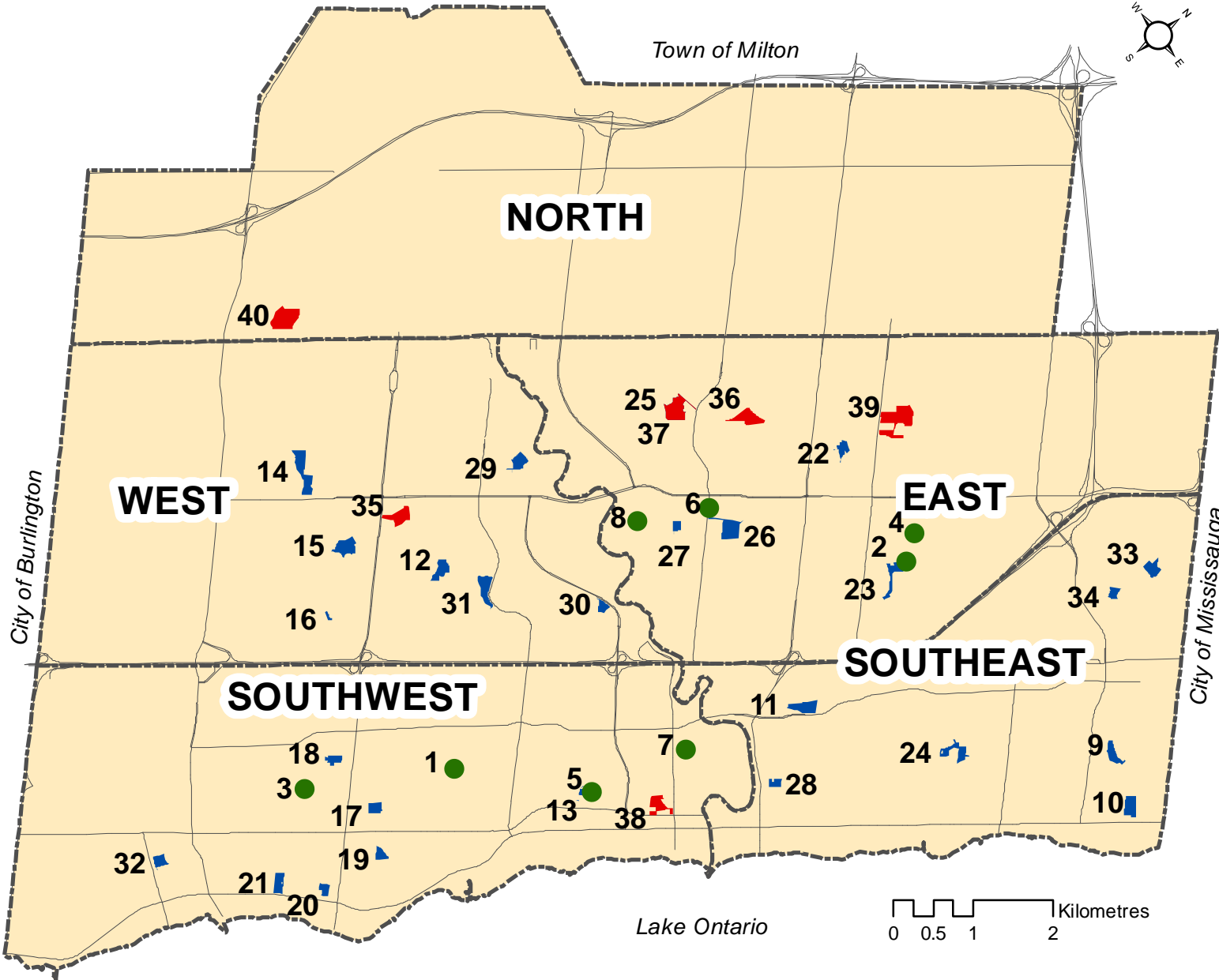


**Five Year Review of the Parks, Recreation and Library Master Plan**

**Map 7 - Outdoor Soccer Fields (Mini fields not shown)**

Last Modified:  
February 15, 2017  
Source:  
Base data and inventory provided  
by the Town of Oakville, 2016





**Legend**

- School Ball Unlit
- Plan Areas
- Parks with One Diamond
- ▲ Parks with Two Ball Diamonds

**School Ball Diamonds (unlit)**

No.	Name
1	Brookdale PS
2	Falgarwood PS
3	Glady Spears PS
4	Holy Family
5	Morden PS
6	Munn's PS
7	Oakwood PS
8	St. John's SS

**Parks with One Ball Diamond**

No.	Name
9	Deer Run Park
10	Southeast Sports Fields
11	Cornwall Road Sports Park
12	Windrush Park
13	Morden Park
14	West Oak Trails Community Park
15	Heritage Way Park
16	Langtry Park
17	Hopedale Park
18	Seabrook Park
19	Woodhaven Park
20	Thornlea Park
21	Bronte Athletic Park
22	Laurelwood Park
23	Falgarwood Park
24	Wedgewood Park
25	River Oaks Park
26	Oakville Park
27	Sunningdale Park
28	Wallace Park
29	Sixteen Hollow Park
30	Lindsay Park
31	Nottingham Park
32	Westbrook Park
33	Clearview Park
34	Wynton Way Park

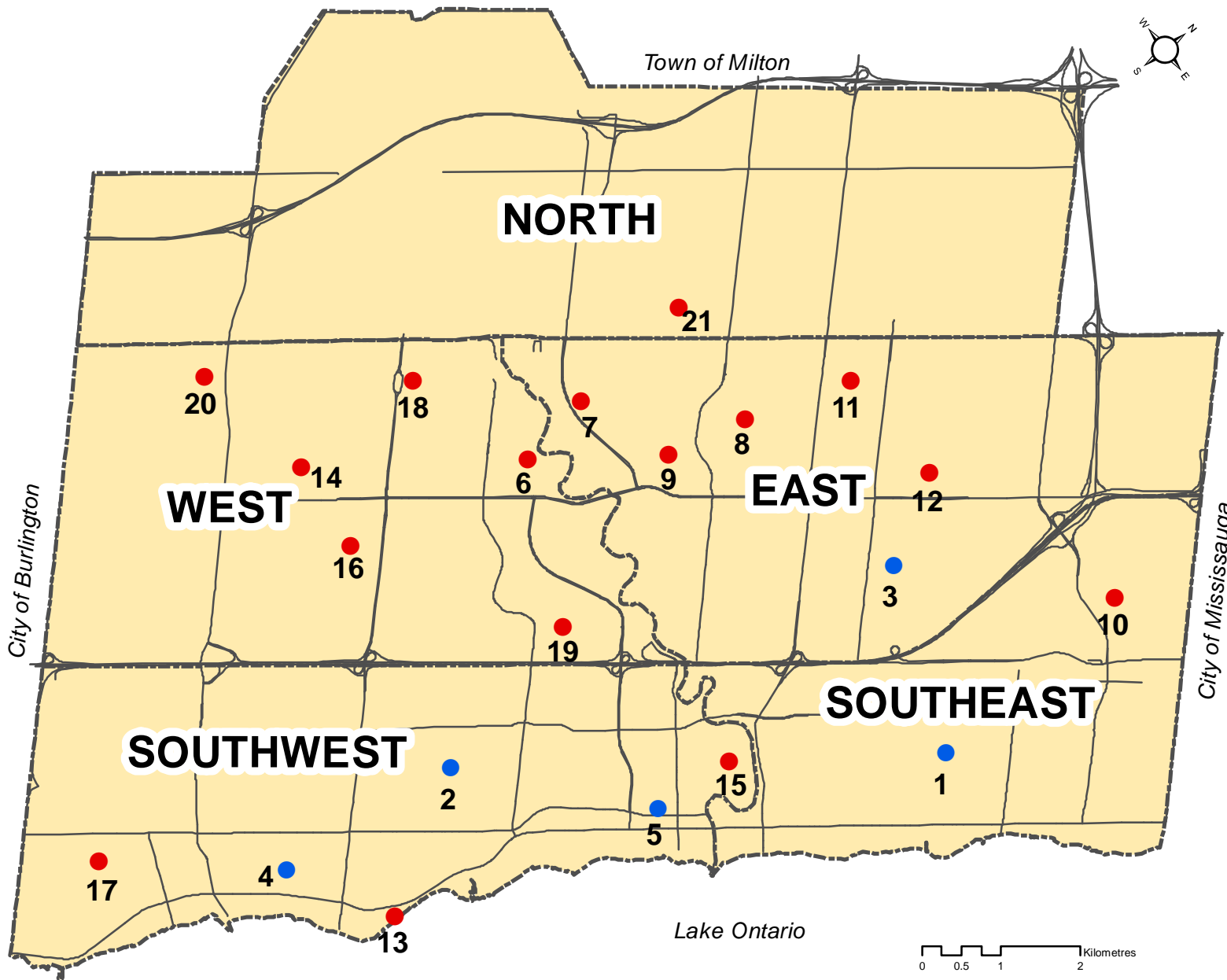
**Parks with Two Ball Diamonds**

No.	Name
35	Glen Abbey Park
36	Millbank Park
37	River Oaks Park
38	Trafalgar Park
39	Glenashton Park
40	Palermo Park



**Five Year Review of the Parks, Recreation and Library Master Plan**  
**Map 8- Ball Diamonds**

Last Modified: February 15, 2017  
 Source: Base data and inventory provided by the Town of Oakville, 2016  
 Monteith-Brown  
 planning • consulting • architecture



### Legend

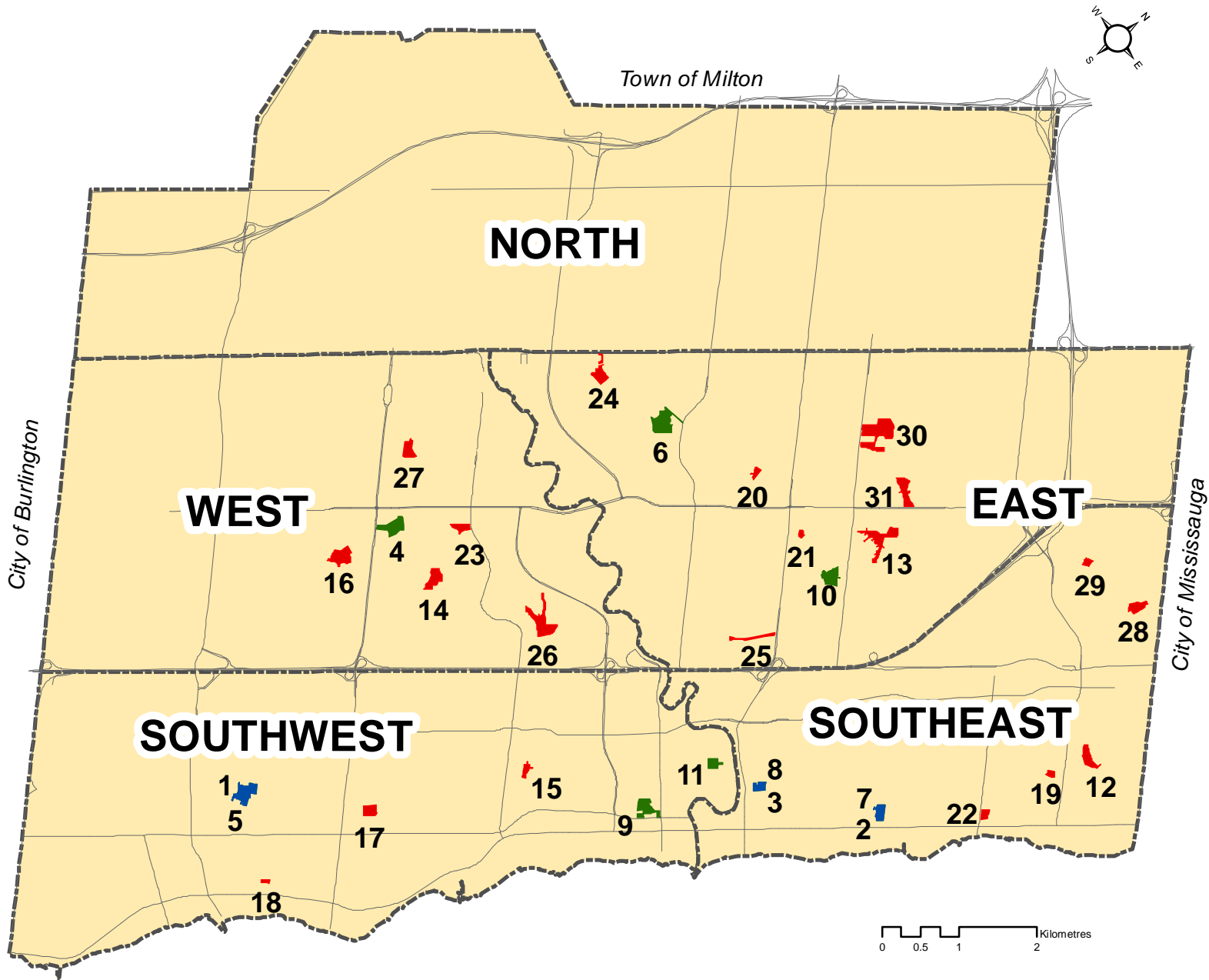
- Plan Areas
- Outdoor Pools
- Splash Pads

### Outdoor Pools

No.	Name
1	Wedgewood Pool
2	Brookdale Pool
3	Falgarwood Pool
4	Bronte Pool
5	Lions Pool

### Splash Pads

No.	Name
6	Sixteen Hollow Park
7	Neyagawa Park
8	Millbank Park
9	Munn's Creek Park
10	Wynten Park
11	Postridge Park
12	Valleybrook Park
13	Coronation Park
14	West Oak Trails Park
15	Forster Park
16	Heritage Way Park
17	Nautical Park
18	Pine Glen Park
19	Old Abbey Lane Park
20	Valleyridge Park
21	Isaac Park



### Legend

- Plan Areas
- Lit Club Tennis
- Lit Public Tennis
- Unlit Public Tennis

#### Lit Club Tennis Courts

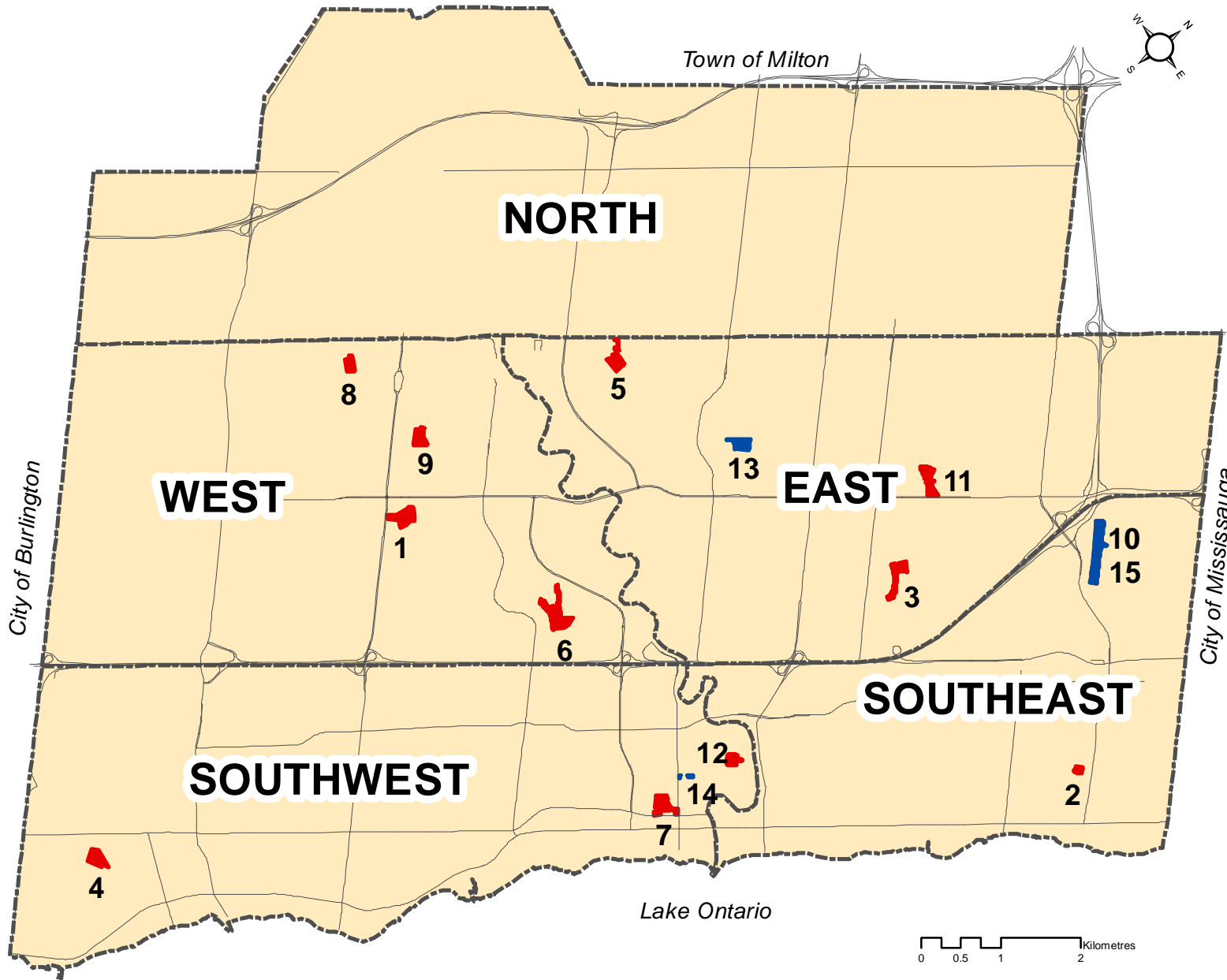
No.	Name
1	Q.E. Park
2	Lawson Park
3	Wallace Park

#### Lit Public Tennis Courts

No.	Name
4	Glen Abbey Park
5	Q.E. Park
6	River Oaks Park
7	Lawson Park
8	Wallace Park
9	Trafalgar Park
10	Holton Heights Park
11	Forster Park

#### Unlit Public Tennis Courts

No.	Name
12	Deer Run Park
13	Sheridan Hills Park
14	Windrush Park
15	Glen Oak Park
16	Heritage Way Park
17	Hopedale Park
18	Sovereign Park
19	Maplegrove Park
20	Castlefield Park
21	Litchfield Park
22	Ardleigh Park
23	Aldercrest Park
24	River Glen Park
25	Leighland Park
26	Old Abbey Park
27	Bloomfield Park
28	Jonathan Park
29	Bishopstroke Park
30	Glenashton Park
31	Valleybrook Park



### Legend

- Plan Areas
- Full Courts
- Half Courts

### Full Basketball Courts

No	Name
1	Glen Abbey Park
2	Maplegrove Park
3	Falgarwood Park
4	Nautical Park
5	River Glen Park
6	Old Abbey Park
7	Trafalgar Park
8	Castlebrook Park
9	Bloomfield Park
10	Kingsford Gardens
11	Valleybrook Park
12	Forster Park

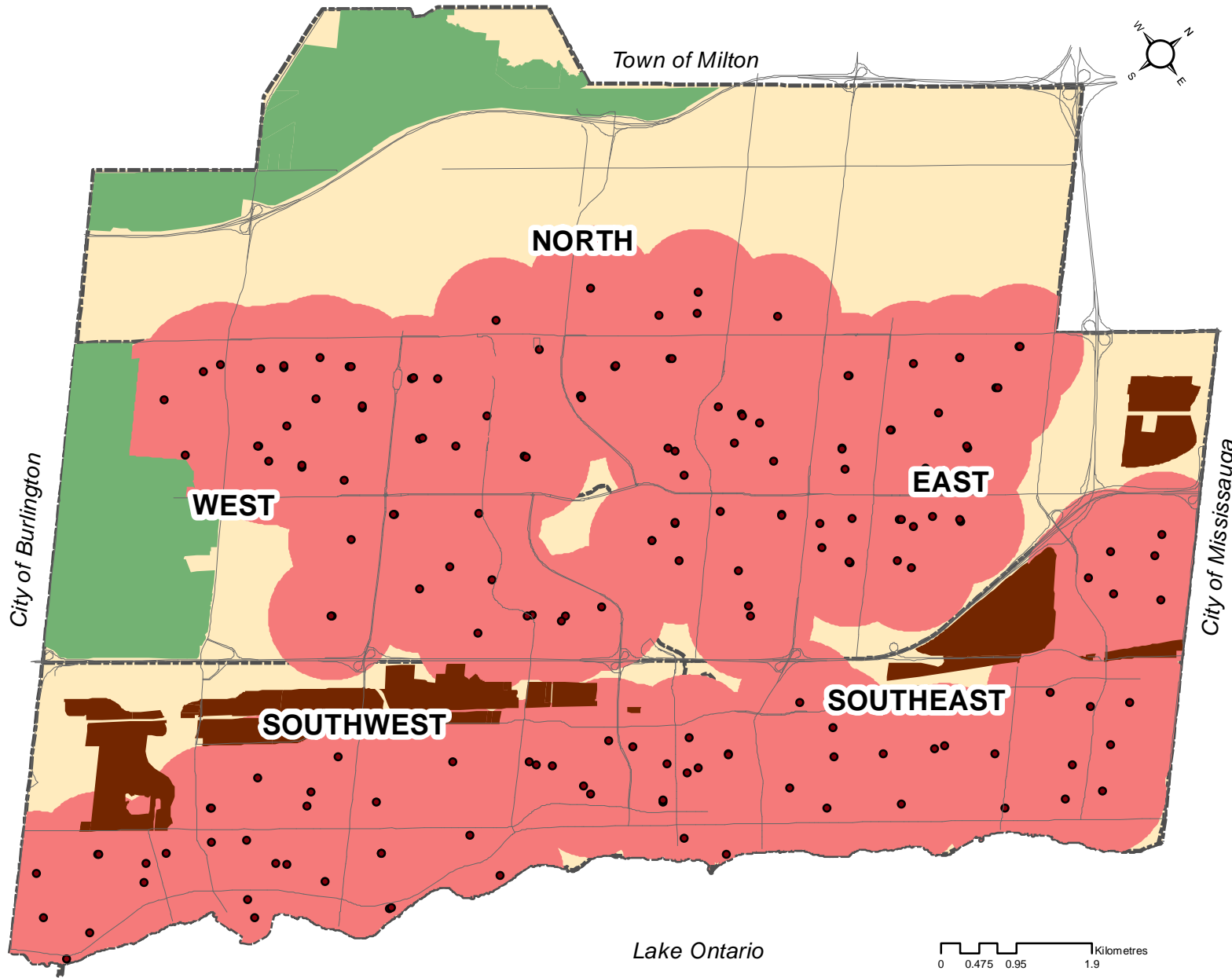
### Half Basketball Courts

No.	Name
13	Pelee Woods Park
14	Normandy Park
15	Kingsford Gardens

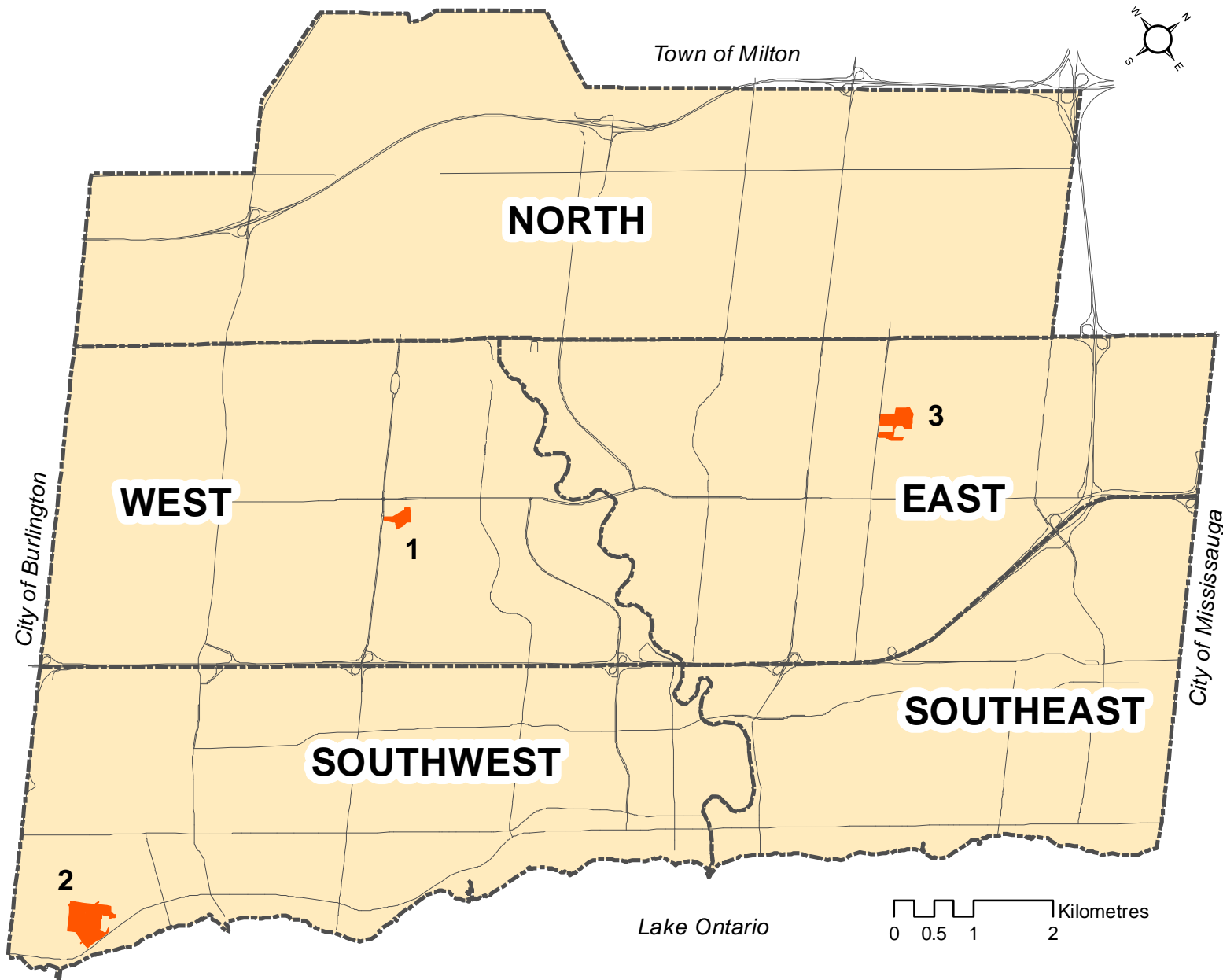


## Five Year Review of the Parks, Recreation and Library Master Plan

### OAKVILLE Map 11- Basketball



- Legend**
- Greenbelt Land
  - Industrial Land
  - Playgrounds
  - 800m Service Area
  - Plan Areas



**Legend**

- Skateboard Parks
- Plan Areas

No.	Name
1	Glen Abbey Park
2	Shell Park
3	Glenashton Park

