



Parks, Recreation and Library Facilities Master Plan

DRAFT

November 21, 2011

Live it! Vision 2057

mbpc

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planning consultants

Acknowledgements

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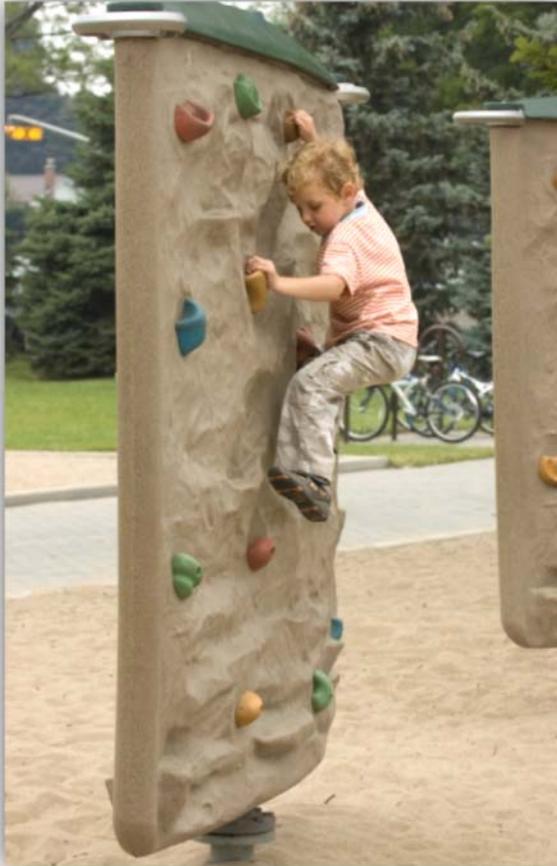
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All photos provided by Town of Oakville, 2011

Section 1.

Overview



Live it! Parks, Recreation and Libraries

Parks, recreation, and libraries are essential to the individual wellbeing of the Town's residents and the cohesive development of Oakville's communities. They are fundamental building blocks in advancing the overall quality of life in Oakville and their improvement and enhancement is a primary objective of the town's long-range planning.

In June 2006, the Town of Oakville completed and approved a 20-year Parks, Recreation, Culture and Library Master Plan. This Master Plan was designed to be a living document that would be able to adapt to changes within the town's social, cultural, recreational, informational, and educational environments. Although the Plan contained a long-term projection of needs, it was recommended that it be reviewed every five years and updated as necessary. Due to the significant growth in Oakville, changes in planning and land use policies, the town's progress in the development of new facilities, and shifts in community parks and recreation needs, the time has come to review and update portions of the 2006 Master Plan.

The primary objective of this Facilities Master Plan is to reassess and make recommendations on facility requirements from 2011 to the town's ultimate build-out, taking into account the changes that have occurred in Oakville since the approval of the 2006 Plan. In this vein, this Plan does not simply look at what has been done in the past and build upon existing patterns of provision – it recognizes the ways that Oakville is evolving and sets a course to respond to changing needs.

Notwithstanding the comprehensive scope of this report – which is supported by a detailed background study – there are a few items that are out-of-scope compared to the 2006 Master Plan, including:

- Arts and cultural aspects are not directly addressed within this Facilities Master Plan as the Town prepared a separate Cultural Plan in 2009. The focus of this report is on facility-based assessments and recommendations.
- 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 Plan is on parks, recreation, and library facilities.
- To date, this Master Plan has been prepared without the benefit of recent community input. The Town is expected to release the Plan for public comment upon receipt by Council.

Master Plan Development & Next Steps

This Master Plan has been developed as a tool to assist decision-makers, stakeholders, and the general public in understanding needs and priorities related to parks, recreation, and library facilities in the Town of Oakville. The Plan is a result of considerable research and analysis, as outlined in the following graphic. **Additional consultation with Town officials and the public is required in order to finalize this exercise; public consultation is expected to occur within the first quarter of 2012, following receipt by Council.** Once approved, the Plan’s implementation should be monitored regularly and the entire Plan should be updated in five years’ time.



This Master Plan utilizes “provision targets” as one approach to identifying facility requirements. Typically, these targets are population-based, such as one multi-use community centre per 45,000 residents. These targets are intended to be applied flexibly and may be modified over time to remain responsive to local needs. It should be recognized that per capita provision rates are continually in flux as both the population and inventory change; therefore, the targets are part of a continuum that may not be properly reflected by focussing on a snapshot in time.

It should also be noted that the timing and priority of most capital projects proposed in this Master Plan are linked to current participation rates and population forecasts. New information, changing trends, public input, partnership alignment, and funding availability all have the potential to influence the implementation priorities identified in this Plan. Subsequent phases to this Master Plan include a public consultation program, financial strategy, and topic-specific studies (e.g., comprehensive land use study for recreation facilities in South Oakville, etc.).

Planning Together for Sustained Success

This Facilities Master Plan provides direction on a number of focus areas, including the following:

1. Residential Intensification

Through the *Growth Plan for the Greater Golden Horseshoe* the Ontario government mandated that from 2015 40 per cent of all residential development be within the built-up area. The Livable Oakville Plan forecasts a build-out population of 255,000. Considerable greenfield growth is now beginning to occur in North Oakville, the area north of Dundas Street. South of the QEW, intensification is anticipated mainly in the growth areas of Midtown Oakville, Downtown Oakville, Kerr Village, and Bronte Village. Additional development is forecasted for the area between Dundas Street and the QEW (Palermo Village and Uptown Core). In some cases, the way in which the town secures assets in these growth areas (and how they are designed) will be different from the approach taken in lower density greenfield areas. While the timing of this growth is not known, the advance planning needs to be started now.



2. Surplus School Properties

The Halton District School Board has declared a number of schools and properties as surplus. This Master Plan examines these properties to determine if there is a need to consider municipal acquisition for the purposes of parks, recreation and/or libraries.



3. New Facilities

Oakville should be proud of its high quality and leading edge parks, recreation and library system – it is a key part of what attracts people and business to the community. Since the approval of the 2006 Master Plan, the town has aggressively developed additional facilities to address many of the needs identified in the plan (e.g., Sixteen Mile Sports Complex, QEP Community and Cultural Centre, several parks, etc.). New facility development and improvements to several facilities have led to significant gains in community use and accessibility.

4. Opportunities South of the QEW – Oakville Arena and the Hospital Lands

The area south of the QEW, including Downtown Oakville and surrounding neighbourhoods, will offer considerable opportunity for facility rationalization in the near future. Two properties are of particular interest – Oakville Arena/Trafalgar Park and the soon-to-be former Hospital lands. In view of the advanced age and deteriorating condition of the Oakville Arena, this Master Plan includes an in-depth examination of town-wide ice needs and discusses options for the facility. Furthermore, the Oakville-Trafalgar Memorial Hospital is moving to a site in 2014/15, leaving behind a large site just north of Downtown Oakville. To date, some public interest has been expressed for future community uses at the site. These two sites, along with the nearby Oakville Senior Citizens’ Recreation Centre and surplus school sites, require a more detailed examination and collective consideration through a review of candidate sites and a comprehensive land use study to evaluate these options and decide upon a long-term implementation strategy for facility provision in South Oakville. Public consultation will form a part of these future assessments.



5. Emerging Sports & Socio-Demographic Trends

Over the past four years there has been both growth in existing sports and a shift in the types of sports at the community level. Youth and older adults also require heightened focus as their patterns of participation are changing dramatically – the number of older adults in Oakville will likely double in size over the next two to three decades.



6. Parks Facility Distribution Plan – North Oakville

Great communities have great parks and public spaces. Since 2006, an agreement has been signed with developers in North Oakville that sets a finite amount of parkland the town will acquire and the approximate locations for parks, in addition to several hundreds of hectares of natural open space lands. A Parks, Recreation and Library Distribution Plan for North Oakville has been produced that indicates the number and location of park facilities. This has been reviewed and compared against the findings of the needs assessment to determine any potential challenges. Also impacting the provision of sports fields in North Oakville (and Oakville in general) is the new *Municipal Lighting Study*, which has placed restrictions on which sports fields can be lit.

7. Libraries as Critical Community Spaces

The Oakville Public Library is one of the busiest and more innovative library systems in Canada. Library branches, online collections and services and outreach services are all critical elements in the service delivery model and each of these elements is experiencing growing use. The impact of technology has not lessened the demand for traditional materials, but rather led to greater space needs – particularly for public access computers and study/learning spaces. The study addresses the impact of growth on existing facilities and examines the role that they play in community building.

8. Consistency with Recent Planning Studies

The Town of Oakville recognizes that it must take the right steps today to prepare for the future – this is the impetus behind the Vision 2057 initiative and its many related studies. *Livable Oakville*, the town’s new Official Plan, incorporates the Provincial *Growth Plan* and clearly sets out policies that would permit additional building heights in return for certain community benefits including recreation and community facilities. The Master Plan also considers many parallel and ongoing planning initiatives that will define the town in the future, including (but not limited to):

- Oakville Harbour West Shore Master Plan
- North Oakville East Secondary Plan
- North Oakville East Secondary Plan
- Oakville’s Strategic Directions for Culture
- Active Transportation Master Plan
- Livable Oakville Plan
- Development Charges Study
- Municipal Lighting Study
- Municipal Youth Strategic Priorities
- Strategic Plan for Oakville Seniors Services
- Downtown Oakville Strategic Review



Section 2.

Celebrating Our Successes

Creating a “Livable” Community

Individuals, households, and entire communities all benefit greatly from access to quality leisure services. These benefits have been well documented and include:

- 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.

This Master Plan is supportive of all **four pillars of sustainability**:

- Social sustainability through spaces that promote physical activity and community engagement;
- Economic sustainability through the efficient management of infrastructure;
- Environmental sustainability through the effective management of parks and open space; and,
- Cultural sustainability through spaces that foster creativity and embrace diversity.



Recent Achievements

The town has been very successful in its implementation of the 2006 Parks, Recreation, Culture & Library Master Plan, thus creating a need to refresh and update portions of the Plan. The following table identifies the town’s progress since 2006.

Facility Type	2006 Master Plan Recommendation	Status	Comments
Community Centres	<ul style="list-style-type: none"> Construct the QEP Community and Cultural Centre (indoor pool, gymnasium, multi-use program space, youth space, seniors space, active living program space/ meeting rooms) 	In progress	<ul style="list-style-type: none"> QE Park School was purchased and is being transformed into a Community and Cultural Centre (planning and design complete, construction underway); it will have rooms capable of accommodating a wide range of programming needs
Dedicated Seniors’ Facilities	<ul style="list-style-type: none"> Space recommended for QEP Community and Cultural Centre 	In progress	<ul style="list-style-type: none"> Senior Centre proposed for QEP Community and Cultural Centre (2011/2012) Strategic Plan for Seniors Services completed in 2010
Dedicated Youth Facilities	<ul style="list-style-type: none"> Space recommended for QEP Community and Cultural Centre 	In progress	<ul style="list-style-type: none"> Youth Centre proposed for QEP Community and Cultural Centre (2011/2012) Bronte Youth Centre opened in 2008 Youth Strategic Priorities study completed in 2010
Indoor Ice Surfaces	<ul style="list-style-type: none"> Construct twin pad arena (or quad pad, pending further study) in North Park 	Complete	<ul style="list-style-type: none"> Sixteen Mile Sports Complex (4 pads) in North Park opened in Fall 2010
	<ul style="list-style-type: none"> Replace (location tbd) or refurbish Oakville Arena and add second pad (2010-2012) 	Incomplete / Altered	<ul style="list-style-type: none"> Joshua’s Creek Arenas (2 pads) acquired by the town in 2007 (aka Dominion Twin Rinks)

Facility Type	2006 Master Plan Recommendation	Status	Comments
Fitness / Active Living Centres	<ul style="list-style-type: none"> Program space recommended for QEP Community and Cultural Centre 	In progress	<ul style="list-style-type: none"> 2 active living rooms are proposed for QEP Community and Cultural Centre (2011/2012)
Indoor Soccer and Turf Facilities	<ul style="list-style-type: none"> Consider only as a partnership with local soccer club 	Complete	<ul style="list-style-type: none"> Town-owned indoor soccer facility at Pine Glen Park opened in 2008 in partnership with the Oakville Soccer Club
Soccer Fields (outdoor)	<ul style="list-style-type: none"> Develop 18+ soccer fields (29 unlit equivalents) 	Partially Complete (see note 1)	<ul style="list-style-type: none"> 8 new soccer fields (14.5 unlit equivalents) have been added, including those on school properties A Municipal Lighting Study was prepared to guide the location of future sports field lighting
Ball Diamonds	<ul style="list-style-type: none"> Develop 2 ball diamonds; convert under-utilized diamonds to other uses (e.g., soccer fields) 	Partially Complete (see note 1)	<ul style="list-style-type: none"> 1 new diamond has been added to the supply
Multi-use Fields (Football, Lacrosse, Field Hockey, Rugby)	<ul style="list-style-type: none"> Develop 2 lit multi-use fields 	Partially Complete (see note 1)	<ul style="list-style-type: none"> Artificial turf field installed at Bronte Athletic Field in 2010 (for football and other sports); unlit artificial turf fields installed at three new high schools to date
Tennis Courts	<ul style="list-style-type: none"> Develop 2 tennis courts 	Incomplete (see note 1)	<ul style="list-style-type: none"> No net change in supply
Basketball Courts	<ul style="list-style-type: none"> Develop 14 basketball courts (9 full court equivalents) 	Incomplete (see note 1)	<ul style="list-style-type: none"> One new half-court has been added to the supply

Facility Type	2006 Master Plan Recommendation	Status	Comments
Splash Pads	<ul style="list-style-type: none"> Develop 3 splash pads 	Complete	<ul style="list-style-type: none"> 4 splash pads have been added at Forster Park, Nautical Park, Valleyridge Park, and West Oak Trails
Playgrounds	<ul style="list-style-type: none"> Develop 4 new playgrounds south of Dundas Street, in addition to barrier-free structures and playground replacements 	Complete	<ul style="list-style-type: none"> 10 new playground locations have been developed Playground replacement program remains in effect
Skateboard Parks	<ul style="list-style-type: none"> Develop 3 skate parks 	Partially Complete (see note 1)	<ul style="list-style-type: none"> Skate parks added to Glenashton Park (Iroquois Ridge CC) and Glen Abbey Park In 2010 and 2011, the town used Kinoak Arena for indoor skateboarding during the summer
BMX Parks	<ul style="list-style-type: none"> Develop 1 bmx park (on a trial basis) 	Incomplete (see note 1)	<ul style="list-style-type: none"> A bmx park is planned for North Park
Outdoor Skating Rinks	<ul style="list-style-type: none"> Develop 1 artificial skating rink, plus basketball courts capable of doubling as natural skating rinks in the winter 	Incomplete	<ul style="list-style-type: none"> Artificial rink not yet developed Some new tennis courts may offer opportunity for winter skating (natural ice)
Leash Free Zones	<ul style="list-style-type: none"> Develop on an as-needed basis, in partnership with organizations 	Complete	<ul style="list-style-type: none"> 5 leash free zones have been added (Glenashton Park, Kingsford Gardens, North Park, Post Park, Shell Park, and Palermo Park)

Facility Type	2006 Master Plan Recommendation	Status	Comments
Parkland	<ul style="list-style-type: none"> Maintain a provision target of 2.2 hectares of parkland per 1,000 residents 	In Progress (continual)	<ul style="list-style-type: none"> 90 new hectares of parkland have been added 850 hectares of natural lands within North Oakville are in the process of being conveyed
Trails	<ul style="list-style-type: none"> Continue to place a high priority on trail development 	In Progress (continual)	<ul style="list-style-type: none"> Approximately 20km of new trails have been developed Active Transportation Master Plan completed
Library Facilities	<ul style="list-style-type: none"> Begin construction of new Branch Library in North Oakville (proposed first phase of North Park) (2011-12) 	Incomplete	<ul style="list-style-type: none"> Funding delayed to second phase of North Park complex
	<ul style="list-style-type: none"> Acquire land for new Main Library 	Incomplete	<ul style="list-style-type: none"> Proposed for the Trafalgar Corridor north of Dundas Street
	<ul style="list-style-type: none"> Acquire land for new Branch Library in Palermo 	Incomplete	<ul style="list-style-type: none"> Site not yet identified
	<ul style="list-style-type: none"> n/a 	n/a	<ul style="list-style-type: none"> Clearview Neighbourhood Branch opened in 2007; relocated within James W. Hill Public School in 2010

Notes:

1. Development north of Dundas Street is just now occurring (2011), impacting implementation of this recommendation.

Section 3.

**Understanding
Oakville –
Community Profile
& Trends**

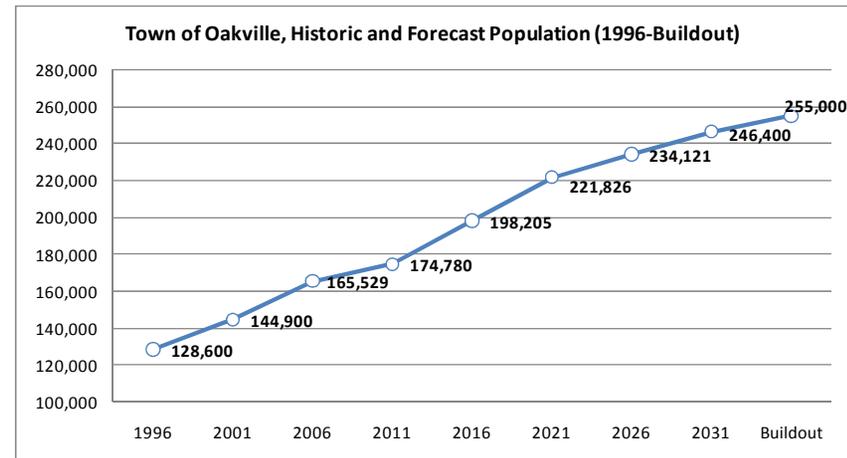
With population of nearly 175,000, the Town of Oakville has become one of the most coveted residential and business centres in Ontario. Located 30 minutes from downtown Toronto, Oakville is a vibrant, beautiful lakeside town with a connection to its past – that it celebrates through preserving its strong 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. Ideally located in a beautiful natural setting, the Town offers first rate parks, recreation, and library facilities and amenities, many of which are delivered in partnership with various community organizations. 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.



Alignment with Growth Patterns

The town’s 2011 population is estimated at nearly 175,000 and the Region of Halton’s Best Planning Estimates forecast a town-wide population of 255,000 shortly beyond 2031. The latest population modelling¹ reflects not only the recent slowdown in growth, but also the Town’s considerable growth potential over the long-term.



¹Region of Halton, Best Planning Estimates (June 2011)

Oakville's most significant greenfield area is North Oakville, which will begin developing within the next few years and is expected to house approximately 50,000 residents by its eventual build-out. 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), most of which are being planned for development in the 2015-2031 timeframe. Midtown Oakville and the Uptown Core are expected to achieve the highest levels of intensification, eventually accommodating 12,000 and 16,600 persons, respectively. Most significantly, the established communities south of the QEW are expected to see an increase of approximately 19,500 residents by about 2031.

Increased densities in existing urban areas will place pressure on older facilities, many of which were not built to sustain higher levels of use. Furthermore, land is at a premium and it will become increasingly difficult to acquire sufficient parkland to serve a growing population. Planning for future residents and areas of growth are of paramount importance to ensure all residents have suitable access to parks, recreation, and library facilities.



A Changing Oakville: Age & Diversity

Oakville's population, like that of nearly every other Canadian municipality, is aging. Between 2001 and 2006, the town's median age increased from 37.1 years to 38.4 years. This trend is expected to continue; however, new residential growth will also result in increasing numbers within each age group, including children and youth. As such, there are likely to be continued demands for leisure opportunities for all ages, with the greatest demand being generated by older adults and seniors.

Approximately 31% of Oakville's population was born outside of Canada and this percentage is growing. Many cultures participate in leisure activities as a family and parks, recreation, and library needs are evolving as a result. This growing diversity also creates the need for a wider range of activities and facilities, many of which are park-related, including cricket, picnicking, tai chi, and pick-up soccer games.

Responding to Activity Trends

Effective long-term planning requires an understanding of existing and emerging trends that may affect facility needs. Listed below are several high-level trends that are currently or about to shape how Oakville provides leisure services; these trends have influenced the development of the Master Plan’s guiding principles and recommendations.



Parks and Recreation

- High Rates of Inactivity and Obesity
- Aging Population & More Active Older Adults
- Increased Interest in Casual and Unprogrammed Activities (drop-in)
- Accessibility – Overcoming Challenges to Residents with Disabilities
- Busy Lifestyles – Lack of Free Time
- Growing Emphasis on Affordability of Programs and Activities

Recreation Facility, Parks and Open Space Design

- Aging Infrastructure (Options include Renewal, Re-purpose, or Closure)
- Multi-use Facilities – One-stop Shopping Approach
- Emerging Parks and Recreation Activities (cricket, skateboarding, etc.)
- Increased Interest in Trails and Hiking
- Increased Environmental Awareness and Stewardship
- Demand for Urban Squares & Civic Spaces (in intensifying areas)



Public Library Sector

- Collaborative community spaces for work, leisure, content generation
- Increasing need to support digital literacy as well as overall literacy
- Increasing need to support variety of content formats
- Increasing need for programs that support lifelong learning
- Co-location with other civic facilities
- Demand for self-serve options
- Increased usage

Section 4.

Setting the Stage for Continued Success – Guiding Principles

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 in parks, recreation, and libraries. They are areas where the collective efforts of the town and its staff – in concert with community partners and stakeholders – will be needed to provide specific focus and targeted resources. Together, the Guiding Principles are intended to enhance the quality of life of Oakville residents.

In total, there are eight Guiding Principles, each with a series of directions. The Guiding Principles are identical to those approved as part of the 2006 Master Plan; however, some of the directions have been modified to reflect the scope of this report and the changing community. The principles are largely complementary, but no one principle takes priority over another – they should be read and interpreted as a set, rather than as separate, isolated statements.



1. Build Healthy Creative Communities

- a) When making decisions relating to parks, recreation, and library services, facilities and programs, the town will give consideration to the following benefits:
 - Opportunities provided by parks, recreation, and libraries help build healthy communities and improve the quality of life for all.
 - Participation in recreation and learning activities promotes the healthy development of children physically, socially, intellectually and emotionally.
 - Active living extends life expectancies, prolongs independent living for seniors, and enhances overall health and wellness for all ages.
 - Participation in leisure activities can lower the long-term costs of health care, crime prevention and social services.
 - Community activities and gatherings enhance social cohesion.

1. Build Healthy Creative Communities

- b) The town will continue to assess market and community needs and will address gaps in service.
- c) The town will continue to enable the local volunteer sector (e.g., minor sports, etc.), which provides the foundation of Oakville's extensive parks and recreation system.
- d) The town will take a leadership role in the recreation delivery system, will facilitate the identification of gaps, and will work with community organizations to provide services and facilities.
- e) Through community development initiatives, the town will assist local non-profit organizations in building the necessary capacity to fulfil their mandates.
- f) The town will adopt an integrated planning model in the delivery of recreation and cultural programs that will ensure a balanced program mix of all ages, interests and customer needs.

2. Meet the Needs of our Diverse Community & Ensure Accessibility

- a) To the greatest extent possible, the town will provide parks, recreation, and library facilities that are safe and accessible to everyone regardless of age, physical limitations or economic status.
- b) The town will work towards eliminating barriers to participation be they related to income, language, culture, transportation or physical abilities.
- c) As a community that is becoming more ethnically diverse, the town will assist in promoting participation in leisure activities and events that build awareness and understanding of the community's many cultures and foster pride within the community.
- d) Through its direct programming, the town will continue to place priority on entry level, cost efficient programs that emphasize basic skill development.
- e) The town will seek opportunities to increase and provide an adequate mix of unstructured, self-scheduled activities that promote active living, creativity, and socialization.

3. Commitment to Customer Service

- a) The town is committed to providing a seamless, integrated, user-friendly, and responsive customer service system in the delivery of its parks, recreation, and library services.
 - b) The town will continue to provide high quality programs, services and facilities.
 - c) The town will endeavour to maintain all parks and facilities in a safe and sustainable condition.
 - d) The town is committed to applying new technologies that improve service delivery.
 - e) The town will continue to consult appropriately with residents and user groups in facility and program planning. Public consultation will take place when significant changes take place in the community.
 - f) Through its marketing efforts, the town will endeavour to increase awareness of the benefits of participating in leisure activities.
-

4. Seek Partnerships

- a) Partnerships with other town departments, the public library, community providers and / or the private sector will be pursued where appropriate in order to provide a strengths-based delivery system that is efficient, effective, fiscally responsible and responsive to the community.
 - b) The town will continue to partner with, and work cooperatively with the Boards of Education to provide community access to schools.
-

5. Ensure Appropriate Service Levels

- a) The town will commit to allocating appropriate and necessary resources to meet facility and program requirements where there is an inadequate level of service as identified in the Parks, Recreation, and Library Facilities Master Plan.
- b) Where levels of service are adequate, the town will make efforts to maintain existing levels and any enhancements to service levels will be based upon justified community need and will be consistent with overall town policies, priorities, and Council's Strategic Plan.
- c) To the greatest extent possible, the town will provide an accessible distribution of services and facilities. Community parks, multi-use recreation facilities, libraries, and one of a kind facilities may not be equitably distributed but sited to best meet the greatest community need and/or to reflect a unique feature.

6. Exercise Fiscal Accountability

- a) The town will ensure long-term financial sustainability through the cost-effective and efficient management of resources and the appropriate and reasonable application of user fees, development charges, and community resources.
- b) The town will only pursue full cost recovery and net profits where appropriate (e.g., some programs for adults). However, these programs will not be promoted at the expense of core services and will be used to offset the non-revenue producing services.
- c) The town will endeavour to optimize external funding sources.
- d) The town will base all decisions with respect to parks, recreation, and library services on a balance between the impact on quality of life and financial sustainability.

7. Provide Leadership in Environmental Stewardship

- a) The town will preserve, protect and enhance Oakville’s unique natural and heritage resources, placing priority on protecting valley lands and waterfront lands, sustaining the urban forest and encouraging the greening of the town.
- b) The town will educate residents on the importance of environmental management and naturalization. The town will promote to residents and visitors Oakville’s unique natural features and its diverse range of parks, open spaces and linkages.
- c) The town will construct new recreation facilities to a LEED Silver standard to support environmental sustainability.

8. Strengthen Community Identity

- a) The town will respond to changes in development patterns and urban design through the provision of appropriate facilities and services.
- b) The town will design all public facilities as “community spaces” that help define the sense of community in Oakville.
- c) When making decisions relating to capital investment and service delivery, the town will recognize and consider the many ways that park, recreation, and library provision can have a positive impact on community revitalization.
- d) An integrated parks system is important to the well-being of individuals and the neighbourhoods in which they live. As such, the town will strive to connect its parks, open spaces and trails through a variety of methods.
- e) Tourism and sport tourism, as a by-product of the leisure system, create economic benefits for local businesses and residents. However, the town’s role in leisure related tourism will not detract from giving first priority to the needs of Oakville residents. The town will endeavour to articulate clearly its role in leisure-related tourism.

Section 5.

Indoor Recreation Facility Needs & Strategies



Quality municipal recreation facilities are essential to the town’s ability to offer effective and efficient services that meet community expectations. Fortunately, most of Oakville’s indoor recreation facilities are in good condition, with several of them having been developed or expanded in recent years. There is a continued need to provide places and spaces that engage youth in meaningful activities and that enrich the quality of life for the town’s growing older adult population. Furthermore, future residential intensification may create demands in areas that were previously well served, leading to a need for additional investment.

The Master Plan has established provision targets that will help Oakville identify and plan for new parks, recreation, and library facilities. These targets are based upon a combination of market-driven factors (such as demand, trends, and demographics), benchmarks seen in other municipalities, and the past and present circumstances of Oakville. They are intended to be applied flexibly and may be modified over time to remain responsive to local needs. For more common and localized facilities (e.g., playgrounds, splash pads, etc.), the geographic distribution also becomes an important consideration.

Fine-tuning of these provision targets and the strategies proposed to meet them may be required once a more fulsome public consultation program has been conducted. With this being a town-wide Master Plan, further analysis will be required in some cases to more define requirements, options, and costs. To the extent possible, strategy development should ensure alignment with community priorities, population growth, land availability, leisure activity trends, and financial capabilities.

One of the more prominent findings is the need for a more detailed review and collective consideration of several sites south of the QEW, including Oakville Arena/Trafalgar Park, Oakville-Trafalgar Memorial Hospital Lands, Oakville Senior Citizens’ Recreation Centre, and surplus school properties. To achieve this, two tasks are being recommended:

- a review of candidate sites for recreation facilities south of the QEW (with a focus on programming) will be undertaken by staff within the Department of Recreation and Culture as part of the Master Plan’s consultation program; and
- a comprehensive land use study (with public consultation) will be undertaken by the Department of Planning and Development to evaluate these options and decide upon a long-term implementation strategy for facility provision in South Oakville.

There are a number of factors driving these assessments, such as:

- the advancing age and deteriorating condition of Oakville Arena, which opened in 1951;
- the centralized location and longer-term opportunities for renewal of Trafalgar Park;
- the shortcomings of the nearby Oakville Senior Citizens' Recreation Centre on Kerr Street, which has been described as a “senior centre trapped in time”; and
- longer-term possibilities for the Oakville-Trafalgar Memorial Hospital (OTMH) site, which is scheduled to be vacated in 2014/15.

In relation to Oakville Arena, structural reviews suggest that the arena can safely remain open until 2012, depending on its maintenance program and unforeseen future events. Its most significant issues are its wood trusses (which do not meet Ontario Building Code requirements), uninsulated concrete block exterior walls, and its lack of barrier-free compliance. An analysis of town-wide arena demand, however, finds that registration levels in youth hockey and skating in Oakville peaked in 2007/08 and that population and participation trends suggest slower growth in arena demand over the longer-term. The new supply of arenas (the municipality more than doubled its supply of rinks in the past four years) has enabled the town to accommodate a greater number of adults in prime time and shoulder hours, and some additional capacity remains unused. As a result of its condition and waning demand, it is recommended that the town consider decommissioning Oakville Arena in the near future and that this property be considered as part of the review of candidate sites and comprehensive land use study for recreation facilities in South Oakville.



The town currently accommodates an average of 559 registered youth at each of its 13 ice rinks – a very significant improvement over the ratio of one ice pad for every 1,090 youth that was recorded at the time of the 2006 Master Plan. The town’s Ice Allocation Policy outlines the process by which ice rentals are allocated to various groups, with priority being given to local non-profit youth-serving organizations. In projecting future needs, a provision target of one ice pad per 650 youth participants is proposed. Youth registration is not anticipated to reach a level where a 13th rink is truly required until approximately 2018. As a result, there is currently some redundancy in the municipal arena supply, although population growth will reduce this over time. To meet long-term needs, it is recommended that a new twin pad arena be built shortly beyond 2021 (assuming that Oakville Arena is removed from the inventory). A location that is central to the town (e.g., within Midtown Oakville) is preferred; however, the Oakville Arena/Trafalgar Park site and the OTMH lands are not suitable candidates for this type of facility due to its scale and local impacts. The location of the future twin pad should be a focus of the proposed comprehensive land use study for community recreation facilities in South Oakville.



The OTMH lands are an intriguing opportunity for the town. To date, the town has held a community visioning session to identify long-term uses and opportunities for the OTMH site, which has garnered some support for development of a community centre of one type or another. Anticipated population growth in the vicinity is likely to be substantial enough to justify some form of community recreation presence in the area. As such, the development of one ‘minor’ community centre (containing multi-use and activity space) and/or the replacement of the Oakville Senior Citizens’ Recreation Centre (if feasible) should also be examined further as part of the proposed review of candidate sites and comprehensive land use study for community recreation facilities in South Oakville. There is insufficient demand to build indoor facilities of the same type on both the OTMH lands and Oakville Arena/Trafalgar Park site. Due to its existing parcel fabric and increasing residential densities, the town may wish to consider non-traditional approaches for facility provision in this community, including partnering with other delivery agencies or providing space within a mixed-use development.

With respect to indoor facility provision in North Oakville, it is recommended that a community centre be developed as a future phase to the Sixteen Mile Sports Complex. This facility should include an indoor aquatic complex, dedicated seniors’ and youth space, multi-use programming space (including one or more gymnasias), and a branch library. The combination of multiple uses and activities under one roof will allow for greater efficiencies and cross-programming opportunities, all in a prominent location that is centrally located in North Oakville. Funding for this facility is currently projected around the year 2022; however, efforts should be made to advance construction to an earlier date (to coincide with residential growth in the area), particularly for the branch library.



The provision of multi-use community space (e.g., meeting rooms, activity rooms, youth centres, etc.) – in conjunction with the future fire hall, transit bus loop, and proposed neighbourhood library branch – is also recommended for Palermo Village in the longer-term.

The Town of Oakville is currently proposing a feasibility study for Centennial Square, with a view toward creating a mixed-use cultural precinct and major open space feature. One of the potential outcomes of this study could be the decommissioning of Centennial Pool as an aquatic facility due to the larger revitalization project. The age, location, and design of the Centennial Pool create barriers for some users and limit its long-term sustainability – the likelihood of it being re-purposed to other uses is high. The available capacity within the town’s overall pool supply – as well as opportunities at the nearby YMCA of Oakville – provides support to the decommissioning of

Centennial Pool. Redevelopment of the Centennial Pool at its current location is not recommended.

As mentioned earlier, a multi-tank indoor aquatic facility (e.g., a leisure/teaching pool and a 6 to 8 lane 25m pool) is recommended as part of the Sixteen Mile Sports Complex by 2022 in order to serve the growing community to the north and to coincide with the proposed community centre development. Recently, a regional 50-metre pool was studied and found to be not viable; this direction continues to be supported.



Along with improvements to the supply of major multi-use and minor community centres will come an evaluation of needs for gymnasiums, dedicated space capable of serving seniors and/or youth, fitness/active living centres, meeting and program space, etc. As Oakville’s population ages and becomes more diverse, a greater emphasis should be placed on flexible space that can accommodate a variety of activities, programs, rentals, and events. As supported by the town’s *Youth Strategic Priorities Plan* (2010), additional investment is recommended in the provision of stand-alone youth centre facilities (two new locations north of the QEW in the short-term). In terms of other indoor recreation facilities, the Town should continue to monitor demand and may consider partnership opportunities that enhance access to facilities, where appropriate and where supported by further study.

All recommendations pertinent to indoor recreation facility provision are identified in the following table.

Facility Type	#	Recommendation
Provision of Recreation Facilities South of the QEW	1.	A review of candidate sites for community recreation facilities south of the QEW should be undertaken by staff within the Department of Recreation and Culture as part of the Master Plan’s consultation program. This review should examine key sites from a programmatic perspective, including Oakville Arena/Trafalgar Park, Oakville Senior Citizens’ Recreation Centre, Oakville-Trafalgar Memorial Hospital lands, and surplus school sites. This process should be followed by a comprehensive land use study conducted by the Department of Planning and Development to evaluate options and decide upon a long-term implementation strategy for facility provision in South Oakville.

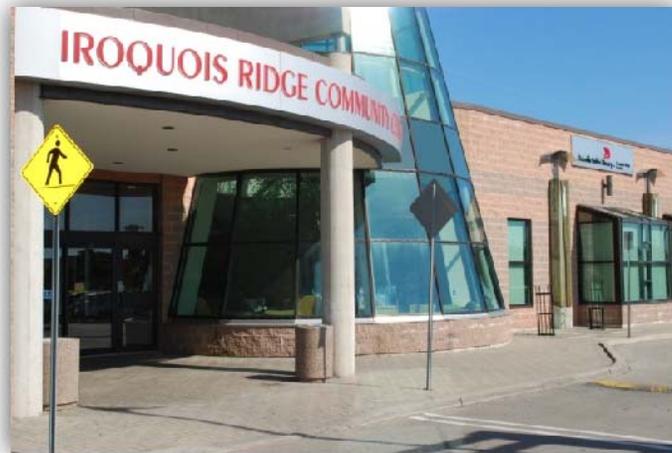
Facility Type	#	Recommendation
Community Centres	2.	<p>As a second phase to the Sixteen Mile Sports Complex, develop a multi-use community centre for 2022. Subject to more detailed feasibility studies prior to the facility’s design, the community centre should consist of:</p> <ul style="list-style-type: none"> • an indoor aquatic centre, • dedicated seniors’ and youth space, • multi-use programming space (including one or more gymnasias and a minimum of three multi-purpose and/or meeting rooms for a variety of leisure, recreational, and arts activities), and • an area library branch.
	3.	<p>Long-term population growth supports a greater community recreation presence in the area of the Oakville-Trafalgar Memorial Hospital site. The establishment of one ‘minor’ community centre (containing multi-use and activity space) to serve this and a broader area should be explored further through the proposed review of candidate sites and comprehensive land use study for recreational facilities in South Oakville. The land use study (which includes public consultation) will seek to determine where a “minor” community centre may be located, including (but not limited to) Trafalgar Park and the OTMH site. Non-traditional approaches may be considered, including partnering with other delivery agencies or providing space within a mixed-use development.</p>
	4.	<p>The development of a ‘minor’ community centre in Palermo Village is recommended in the long-term. By adding multi-use community space (e.g., meeting rooms, activity rooms, senior centre, youth centre, etc.) to the proposed branch library and/or fire hall, this facility could become a ‘minor’ community centre that serves as a local hub for the neighbourhood. Further discussions with other municipal partners (e.g., fire department, public library, etc.) are required to refine this concept and identify common principles, timing, and potential phasing. The community component of this facility is not likely required until closer to 2028, depending on local development patterns.</p>
	5.	<p>The town should continue to promote multi-use designs for its future community centres and facility expansions.</p>
	6.	<p>In areas with below average access to municipal community centres (e.g., southeast Oakville), continue to seek and evaluate partnerships with community agencies and the development community (e.g., through bonusing).</p>

Facility Type	#	Recommendation
Indoor Pools	7.	<p>There is uncertainty surrounding the long-term availability of existing municipal indoor pools, most notably Centennial Pool. If all existing pools remain open for the foreseeable future, only one new indoor tank would be required by 2031. If one indoor pool is decommissioned, two new indoor tanks would ultimately be required, with the first one as early as 2019. If the latter scenario occurs, consideration may be given to including both new tanks within the same complex, consistent with facility design trends.</p> <p>Future aquatic facility provision should be a focus of the second phase of the Sixteen Mile Sports Complex (estimated timing: 2022). Depending on town-wide and community demand, this facility may incorporate leisure and/or lane pool elements (one or two separate tanks); a regional 50-metre pool has been studied previously and found to be not viable.</p>
	8.	<p>The age, location, and design of the Centennial Pool create barriers for some users and limit its long-term sustainability. A study for the redevelopment of Centennial Square will be undertaken in 2011/12, which is expected to establish direction for the long-term use of the pool and the adjacent Oakville Centre for the Performing Arts. Should the Centennial Pool be re-purposed to other uses, it is not recommended for replacement at this location.</p>
	9.	<p>Recent public input suggests that there is demand for more and larger change rooms (including family change rooms) at the town’s indoor pools. As part of the town’s long-term capital program, the renovation and/or expansion of aquatic facility change rooms is encouraged.</p>
Arenas (Ice Pads)	10.	<p>Oakville Arena is past its functional lifespan and its rehabilitation or expansion is <u>not</u> recommended. This arena should <u>not</u> be replaced on site, but rather alternative uses may be considered for the site as part of the proposed review of candidate sites and comprehensive land use study for recreational facilities in South Oakville.</p>
	11.	<p>The town should endorse the recommended provision target of 1 ice pad for every 650 youth participants, which translates into a need for one additional ice pad by build-out (for a total of 14 ice pads). Implementation of this recommendation may depend on changes to the existing arena supply. If Oakville Arena is closed and not replaced (a supply of 12 municipal ice pads should be sufficient to meet needs until at least 2018), consideration should be given to the development of a new twin pad arena shortly beyond 2021. The location of this future twin pad should be the focus of future study.</p>

Facility Type	#	Recommendation
Arenas (Ice Pads) – continued	12.	Kinoak and Maplegrove Arenas are well maintained facilities that, nonetheless, are approaching the limit of their functional lifespan. The future of these facilities should be examined more closely at the time of the next Master Plan.
Dedicated Seniors’ Facilities	13.	<p>The possibility of replacing the Oakville Senior Citizens’ Recreation Centre with a modern, multi-use, and purpose-built facility on the site of the Oakville Arena (should it be decommissioned) or the Oakville-Trafalgar Memorial Hospital site should be evaluated further as part of the recommended proposed review of candidate sites and comprehensive land use study for recreational facilities in South Oakville. Should this option not be supported or determined to be unfeasible, consideration should be given to improving the long-term viability of the existing Oakville Senior Citizens’ Recreation Centre through a modest expansion and renovation project.</p> <p>14. The need and potential for a modest expansion to the Sir John Colborne Recreation Centre for Seniors should be evaluated in 2014, once the new QEP Community and Cultural Centre is well established. Further direction in this regard may be provided by the <i>Strategic Plan for Oakville Seniors Services</i>.</p> <p>15. Include dedicated space for older adults and non-exclusive activity space as part of the second phase of the Sixteen Mile Sports Complex (around 2022).</p> <p>16. Prior to build-out, consider options for adding dedicated space for older adults onto another civic facility (e.g., community centre, library, arts facility, etc.). The size of this space would be modest (e.g., perhaps 2,000 to 3,000sf) and further study would be required to define a potential location and operating model.</p>
Dedicated Youth Facilities	17.	<p>Continue to retrofit existing community facilities to make them more youth-friendly (e.g., adding youth-oriented sitting and lounge areas, such as “chill spots”). Future community facilities should also be designed with the needs of youth in mind.</p> <p>18. Begin planning for the relocation of the Cross Avenue Youth Centre (to north of the QEW), as well as an additional new stand-alone dedicated youth centre (also north of the QEW), to be opened in the short-term. The location of these facilities requires further study and consultation with youth. Consideration should be given to securing a minimum of 3,200sf of leased space for each location, as well as opportunities to establish Book Depots (in partnership with the Oakville Public Library) within the youth centres.</p>

Facility Type	#	Recommendation
Dedicated Youth Facilities – continued	19.	Consider dedicated space for youth and non-exclusive activity space as part of the second phase of the Sixteen Mile Sports Complex (around 2022).
Gymnasiums	20.	Include a large gymnasium in every new major multi-use community centre built, including as part of the second phase of the Sixteen Mile Sports Complex (around 2022). Should the town find sufficient demand for a sixth major multi-use community centre prior to build-out, the addition of a gymnasium should be evaluated.
	21.	Any redevelopment or new construction of a seniors’ recreation centre should give consideration to adding a gymnasium that could be used for seniors’ daytime programming and for community programs and/or rentals in the evening and on weekends.
Fitness / Active Living Centres	22.	The town should continue to expand its focus on fitness programs and active living through the maximization of space within existing facilities (e.g., multi-purpose rooms, fitness centres, schools, etc.) and future community and seniors’ centres.
	23.	To accommodate growing demand for fitness activities, the town should undertake a study for the potential expansion of the fitness programming area within the Glen Abbey Community Centre in the year 2015.
	24.	Include a fitness centre and active living space as part of the second phase of the Sixteen Mile Sports Complex (around 2022), with a greater focus on programming than equipment. Should the town find sufficient demand for a sixth major multi-use community centre prior to build-out, the addition of a fitness and active living centre should be evaluated.
Indoor Soccer and Turf Facilities	25.	Monitor the long-term demand for indoor soccer facilities through usage levels at the Pine Glen Soccer Centre and consultation with local soccer and sports field organizations. Consider future facility needs as part of the Master Plan’s next comprehensive review (planned for 2016). Any new indoor soccer facilities should be considered in partnership with the local soccer community.
Arts and Culture Space	26.	Options for integrating cultural programming space in the second phase of the Sixteen Mile Sports Complex and new Central Branch Library should be explored at the functional design stage.

Facility Type	#	Recommendation
Other Indoor Recreation Facilities	27.	Oakville should remain open to discussion from emerging and growing community recreation groups and evaluate capital proposals through a formal partnership framework .
	28.	Opportunities for the expansion of the Oakville Curling Club should be addressed through a business plan prepared by the club in consultation with the town.
	29.	Continue to monitor the performance of the seasonal indoor skate park 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.



Section 6.

Outdoor Recreation Facility Needs & Strategies

Like its community centres, arenas, and libraries, Oakville’s outdoor park infrastructure is highly regarded by residents and well used by residents of all ages. Sports fields, playgrounds, skate parks, outdoor courts, and spray pads are all in demand and, for the most part, the town has an appropriate distribution of these facilities across its many community and neighbourhood parks. With a parks facilities distribution plan in place for North Oakville, much of the town’s future planning is currently underway, although opportunities exist for improvements to existing parks and for facility provision in other future development areas. As the town’s population grows, Oakville must continue to secure sufficient land to accommodate these quality of life amenities.

Playing fields are critical pieces of municipal infrastructure that need to be planned for due to their sheer size and levels of use. Oakville not only relies on fields and ball diamonds in municipal parks, but also several schools. A recent movement toward artificial turf fields has assisted in extending access to quality soccer and football fields; however, the placement of these and other fields may be affected by the Municipal Lighting Study (which has imposed restrictions on new lighting installations, particularly in parks south of Dundas Street).



The Oakville Soccer Club is one of the largest community soccer organizations in North America; its registration has far surpassed that of minor hockey and figure skating in the town (1 in 3 residents ages 5 to 19 play organized soccer). Registration trends suggest that soccer participation may have reached its market saturation amongst youth and future growth will largely be a result of overall population growth in the under 10 age groups. Adult soccer also presents an opportunity for growth, as many of those that grew up playing the sport are now in their 20s and 30s. Shifting participation patterns have created a need for a small number of additional soccer fields in the short-term. Over the longer-term, the need for additional fields will grow more acute if field development is not able to keep pace (up to 44 additional fields – unlit equivalents² – may be required between now and build-out; most of these fields are likely to be built north of Dundas Street). The town’s ability to provide future fields will be challenged by funding, land availability, school closures, and new restrictions on the installation of sports field lighting.

² Each lit soccer field is considered to be equivalent to 1.5 unlit fields; each unlit artificial field is considered to be equivalent to 1.5 unlit fields; each lit artificial field is considered to be equivalent to 3.0 unlit fields.

Options for increasing the supply of soccer fields over time include:



- New field development in existing and new parks, particularly in North Park, West Oakville Sports Park, and new neighbourhood parks.
- Partnerships with future schools and local soccer organizations for the development of fields and other value-added improvements (e.g., artificial turf).
- The redevelopment of under-utilized park infrastructure, such as under-utilized baseball diamonds.
- The installation of lighting on existing fields to extend the hours of use. This option would appear to be very limited at this time due to the town's Municipal Lighting Study.
- The installation of artificial turf to increase playing capacity.

Multi-use sports fields that can accommodate sports such as football, field lacrosse, rugby, and/or field hockey are also in demand as participation in these sports is small, but on the rise. To accommodate growing interest in these sports, one additional multi-use turf field will be required in North Oakville within the near term (ideally by 2015) and another shortly thereafter.

Cricket is also an emerging sport that more diverse municipalities have begun accommodating with dedicated facilities over the past decade. Oakville's ethnic composition is gradually changing, with immigration being a primary source of the town's population growth. While there are currently no dedicated cricket grounds in Oakville, the sport is played on shared fields in the town. The number of local cricket players is relatively low, but interest has been expressed by several groups for the development of a pitch. It is recommended that the town continue with its plans to accommodate cricket within a shared field model at North Park. Unfortunately, the timing of this development (post-2021) is too far off to meet short-term requirements. As a short-term solution, opportunities for developing a temporary pitch should be considered.



Oakville's ball diamond supply has not changed considerably in recent years, as participation has been relatively stable and there are many under-utilized diamonds as a result (currently estimated at 30 or more, declining to 15 by build-out). It is recommended that the town work with users to identify fields that could be used for alternative uses (e.g., soccer fields or other in-demand facilities), focusing on lower quality, under-utilized diamonds. Into the future, trends suggest that



ball diamond demand will increase at a slightly slower rate than overall population growth. For the purposes of spatial distribution, there is a long-term need for 10 new diamonds (unlit equivalents) to serve North Oakville; no additional diamonds are recommended south of Dundas Street.

Over the past several years, skateboarding has become a mainstream activity that has demonstrated sustained interest from children and youth. Across Ontario, the municipal provision of skate parks is becoming more widespread as demand has increased. Oakville has responded to this trend by developing skate parks such as the one in Shell Park. The installation of major skate parks (larger in scale; located in Community Parks) is recommended for southeast Oakville and North Oakville. The need for minor skate parks (or smaller “skate spots”; located in convenient walk-to locations) should be determined on a case-by-case basis and through consultation with the public. Identifying suitable locations for skate parks is a considerable challenge for the town due to potential conflicts with adjacent residential areas; continued consultation with neighbours and the skateboard community is essential.

Oakville’s parks system also contains a number of neighbourhood-level facilities, such as splash pads, playgrounds, tennis courts, and basketball courts. In concert with population growth, additional investment will also be required to ensure an appropriate level of distribution of these amenities.

With an equitable distribution in mind, six to seven splash pads will be required in North Oakville, as well as in key gap areas (e.g., Eastlake and College Park), and potentially as a complement to an existing outdoor pool (based on further study). Splash pads are ideally located in parks that have access to washrooms or community centres and parking; shade is also desired. Given the town’s strong commitment to splash pad provision, it is recognized that they may also be located in neighbourhood parks in order to attain the desired distribution and accessibility.



The town should only develop new public tennis courts in growth areas south of Dundas Street in response to geographic gap areas, such as the Great Lakes Boulevard area. Up to 14 public use tennis courts will be required to serve North Oakville prior to its build-out. Depending on interest levels and partnership potential, one of these new multi-court locations could be considered for club development. Overall, there is a redundancy of up to ten public tennis courts within Oakville in four specific areas of spatial overlap; courts in these locations could be considered for conversion to other in-demand facilities based on further analysis.



Basketball is a popular sport amongst teens and outdoor courts provide opportunities for unstructured play. It is expected that new growth in greenfield areas will provide opportunities for basketball court development in new parks (3 to 4 courts are proposed for North Oakville). Multi-purpose court designs that can accommodate basketball, ball hockey, and/or outdoor skating should be considered in key locations in order to promote four season usage of Oakville’s parks. Although it would improve geographic accessibility, the installation of new courts into established neighbourhoods (particularly those with declining youth populations) should not be a priority, but could be considered on a case-by-case basis.

The target used to assess playground provision is based on distribution, specifically one play structure within an 800-metre radius of all residential areas without crossing a major arterial road or physical barrier (e.g., watercourse, railway, etc.). Based on this measure, there are no major gaps in geographic distribution within any of the town’s existing residential areas. Playgrounds – some of which will be barrier-free – will continue to be installed at appropriate park sites within new development areas in order to promote physical activity and social interaction amongst young children.



BMX parks, consisting of dirt jumps and banks, are low cost, high impact facilities that are engaging to many local youth. As there are currently no formal BMX parks in the town, the installation of a BMX park at North Park as a pilot project is proposed, consistent with the 2006 Master Plan. Also recommended previously was the development of a town-wide artificial outdoor ice rink to create a focal point for community interaction and to promote outdoor winter activities; this direction continues to be supported, with implementation around the year 2019, in association with another civic or park complex.

All recommendations pertinent to outdoor recreation facility provision are identified in the following table.

Facility Type	#	Recommendation
Soccer Fields (outdoor)	30.	A provision target of 1 field per 100 organized youth participants is recommended. This target should be re-evaluated at the time of the town’s next Master Plan to ensure that it adequately captures demand factors, particularly related to adult soccer.
	31.	Based on the recommended provision target, there is a current need for two to three (2-3) soccer fields (unlit equivalents, where each lit field is equivalent to 1.5 unlit fields and each lit artificial field is equivalent to 3.0 unlit fields due to expanded opportunities). This need could grow as high as forty-four (44) fields by build-out (for a total of 142 unlit equivalent fields), should projected youth registration and population levels be achieved. New field development should consider all field sizes in order to accommodate growing youth and adult needs and to maximize flexibility. The primary focus should be on major lit fields (approximately two-thirds of future municipal supplies), with the remaining being mini fields. Where possible, mini fields may be programmed to cut across major fields in order to offer the greatest flexibility. Most of these new fields are expected to be provided in North Oakville. Other strategies to expand the conceptual supply without dramatically increasing the land need requirements must be considered, including converting under-utilized ball diamonds, lighting new and existing fields (in keeping with the <i>Municipal Lighting Study</i>), installing artificial turf, and partnering with schools and user groups.
	32.	In addition to the recommended future field requirements, the impact of school closures and the loss of soccer fields permitted by the town should be monitored. Efforts should be made to keep the three major unlit soccer fields at the White Oaks North Campus in the town’s inventory (through partnership or acquisition); should this not be feasible, the town should evaluate opportunities for replacing them at another site.
Ball Diamonds	33.	No new ball diamonds will be required to meet the current or future needs of the town’s population south of Dundas Street .
	34.	The town should provide approximately 10 ball diamonds (unlit equivalents, where one lit diamond equals two lit diamonds) to serve the North Oakville community; this includes the proposed diamond at Palermo Park.

Facility Type	#	Recommendation
Ball Diamonds – continued	35.	The town should work with local ball organizations to identify lower quality and under-utilized diamonds that could be eliminated from the town’s inventory or converted to alternate uses.
	36.	The town should monitor registration figures for both youth and adult ball players. The results of monitoring should be used to revise the recommended provision target, as warranted, and to assist in evaluating capacity.
	37.	Lights should only be considered for diamonds in Community Parks, as well as Neighbourhood Parks north of Dundas Street (where possible, in keeping with the town’s <i>Municipal Lighting Study</i>). For each diamond that the town lights south of Dundas Street, one unlit diamond in an over-supplied area should be considered for re-purposing to a higher-demand use.
Multi-use Fields	38.	The town should continue with its plans to develop two (2) multi-use fields in North Oakville East as soon as possible to meet the collective needs of sports such as field lacrosse, football, field hockey, and rugby, particularly demand at the youth development level. Opportunities should be explored to accelerate the construction of one of these fields so as to meet growing demand. The viability of installing artificial turf on one or more of these fields should be evaluated. In the interim, the town should work with the school boards to maximize community access (for football, field lacrosse, etc.) to its new artificial turf fields.
Cricket Pitches	39.	In order to provide local clubs with an opportunity to grow the sport and to showcase local demand in the short-term, the town should evaluate opportunities for developing a temporary pitch with limited amenities by 2014 . Locations for this temporary pitch should be evaluated, including at North Park, West Oakville Sports Park, and other sites most likely in North Oakville. Engagement of the local cricket community is imperative to the success of this initiative and it should be made clear that this pitch is expected to be temporary, with reassessments being undertaken periodically and when a more permanent pitch is constructed.
	40.	The town should continue with its longer term plans to develop a shared cricket pitch in North Park across two soccer fields (likely timing is post-2021). Once the pitch is developed at North Park, the town should monitor youth and adult registration figures in cricket in order to develop a long-term provision target that is reflective of demand in Oakville. Should demand warrant, the town should consider the possibility of establishing a dedicated cricket ground in partnership with the local cricket organization.

Facility Type	#	Recommendation
Tennis Courts	41.	Up to fourteen (14) tennis courts will be required to serve population growth in North Oakville . Where possible, new courts should be developed in groups of two or more (multiple court development is preferred as it lends itself to greater use, potential club development, better instruction opportunities, and also provides opportunities for future redevelopment to basketball courts, skate parks, etc. should trends and needs change). Depending on interest levels and partnership potential, one of these multi-court locations could be considered for club development.
	42.	In order to improve geographic distribution, public tennis court development is recommended for the following areas located south of Dundas Street: (1) Great Lakes Blvd. area (Bronte / Shell Park); and (2) Palermo West area . Opportunities to establish groupings of two tennis courts in each of these areas should be explored (note: this may require land acquisition or alternative acquisition strategies). Opportunities to work with the Bronte Tennis Club on the development of a limited number of club courts in the Great Lakes Boulevard area (in addition to the recommended public courts) should also be explored.
	43.	Based on service area overlaps, court condition, and usage levels, the town should evaluate its inventory of public tennis courts in order to identify up to 10 courts that could be considered redundant. As needs and funding arise, under-utilized courts should be considered for elimination or conversion to basketball courts, multi-purpose pads (that can accommodate street hockey or skateboarding activities), or other complementary and in-demand uses.
Basketball Courts	44.	Four (4) basketball courts (full court equivalents) will be required to serve North Oakville . Consideration should be given to developing some or all of these facilities as multi-purpose courts capable of accommodating basketball, ball hockey, and/or outdoor skating.
	45.	To improve the geographic distribution within existing neighbourhoods south of Dundas Street , the development of new courts may be considered on a case-by-case basis, subject to demand and opportunity. Specifically, consideration should be given to the re-purposing of under-utilized tennis courts within established areas.
Outdoor Pools	46.	Feasibility studies should be developed in advance of completing major repairs or significant lifecycle maintenance to the town's existing outdoor pools . These studies should consider the gradual replacement of some of the town's outdoor 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.

Facility Type	#	Recommendation
Outdoor Pools – continued	47.	The need for additional outdoor pools should continue to be evaluated on a case-by-case basis. This evaluation should be based on a supportable business plan that considers the seasonal volatility of outdoor pool facilities, their costs (capital and operating), and the impact on indoor pool utilization.
Splash Pads	48.	In new communities, splash pads should generally be located such that they are within 1-kilometre of all residential areas. This translates into a need for approximately six (6) splash pads in North Oakville East and one (1) splash pad in North Oakville West (Palermo Park) .
	49.	Opportunities to add splash pads to a limited number of existing parks in older neighbourhoods that have distribution gaps and are undergoing a population renewal (e.g., areas with young families moving in) should be considered on a case-by-case basis. For example, any future renewal of Trafalgar Park may consider the installation of a splash pad to complement the Lions Pool. Other options may include (but not be limited to) the College Park and/or Eastlake areas.
Playgrounds	50.	Provide playgrounds in new developing areas within Community and Neighbourhood Parks (and junior playgrounds within selected “Village Squares” north of Dundas Street). Additional park types may also be considered for playgrounds in order to ensure that a minimum service level of one playground within 800-metres of every residential area (without having to cross a major road or physical barrier) is achieved.
	51.	Barrier-free playground equipment accessible to people with disabilities should be provided in Community Parks and other appropriate locations to serve several neighbourhoods as part of new development and the playground replacement program. The pending regulations for the <i>Accessibility for Ontarians with Disabilities Act</i> may also have an impact on playground design requirements (existing and new; fully accessible or in part) and should be monitored.
	52.	The town should continue to implement its playground replacement program in order to bring all play structures into compliance with the most current CSA recommended standards.
Skateboard Parks	53.	Major skate parks are required in the southeast, North Oakville East, and North Oakville West, for a total of 3 additional locations; sites are to be determined through further consultation with the public. Major skate parks should be located in Community Parks and should serve all skill levels; they should generally be 10,000 to 15,000ft ² in size. The identification of appropriate locations that are able to mitigate noise and after-hours usage is required and should be part of a public consultation process.

Facility Type	#	Recommendation
Skateboard Parks – continued	54.	As new or existing parks are developed or redeveloped, consideration should be given to the development of minor skate parks (or “skate spots”) in smaller gap areas where there is an insufficient number of youth to support a major skate park. These parks would generally be about 2,000ft ² in size and contain a limited number of features that are targeted for beginner skaters in the immediate area. These facilities may be located in Neighbourhood Parks (with the support of surrounding residents) or Community Parks.
BMX Parks	55.	The town should continue with plans to develop a dirt BMX park in North Park , in tandem with a major skate park. The BMX park may be operated on a trial-basis. The town, in consultation with potential users and the community, should establish criteria by which to evaluate the success of the BMX park and the planning of future parks (such as at Joshua Meadows Community Park).
Outdoor Skating Rinks	56.	The town should identify a site for one town-wide outdoor artificial ice surface , ideally at a centralized location with washrooms and other support amenities. Only one major artificial rink is recommended, which should be sufficient to meet demand for this type of facility for the duration of the Plan. Among other sites, Trafalgar Park should be given consideration for an outdoor artificial skating rink (with the potential to use the amenity as an outdoor lacrosse box during the summer) if Oakville Arena is removed.
	57.	The town should continue to facilitate the provision of natural outdoor skating rinks . In regulating/operating natural rinks, an emphasis should be placed on safety, an equitable geographic distribution, and partnerships with volunteer associations. To assist in meeting community rink demands, the town may also consider designing new full basketball courts (‘multi-use courts’) so that they may be used as ice surfaces in the winter months.
Leash Free Zones	58.	The town should continue to provide leash free zones, 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.
Other Park Facilities	59.	There are sufficient lawn bowling facilities available in the community and no additional lawn bowling facilities are recommended during the timeframe of this Plan. The town should, however, continue to monitor future needs.
	60.	The provision of track and field facilities are currently being satisfied by existing facilities at high schools within the town. No additional track and field facilities are recommended.

Facility Type	#	Recommendation
Other Park Facilities – continued	61.	Due to the significant initial investment, large land requirement, and the existence of several public and private golf courses in the community, the provision of golf courses or driving ranges is <u>not</u> an area that the town should pursue at this time.
	62.	There are sufficient boce courts available in the community and no additional outdoor or indoor bocce courts are recommended at this time. The town should, however, continue to monitor future needs.



Section 7.

Parkland and Trails Needs & Strategies

The Town of Oakville’s parks and trails system is built to a high standard and is expanding every year. A well-balanced park system engages people of all backgrounds and enhances the overall quality of life. Oakville’s parks accommodate a broad range of active and passive uses and serve residents of all ages and abilities – the town has much to be proud of! Increasing interest in less structured activities (e.g., walking, cycling, casual sports, community gatherings, etc.) – coupled with the town’s growing diversity – reinforces the need for continued investment in this area.



The Town of Oakville’s current inventory includes 431 hectares of developed parkland, in addition to a considerable supply of open space and undeveloped parkland. Additional lands are expected to be conveyed by way of development in North Oakville and other growth areas. On their own, the parkland dedication allowances in the *Planning Act* and *Livable Oakville* will not be sufficient for the town to maintain its per capita parkland levels – there are presently 2.46 hectares of Community and Neighbourhood Parks per 1,000 Oakville residents. Parkland per capita is a useful tool in monitoring how the town is achieving its goals in comparison to both historical measurements and future projections.



In order to achieve the recommended town-wide provision level of 2.2 hectares of parkland per 1,000 hectares within developing residential areas, the town must continue its approach of maximizing parkland dedication amounts and supplementing this through acquisition or other arrangements. With 80,000 new residents forecasted between now and build-out, the town’s parkland supply will need to grow by up to 176 hectares to meet the recommended provision target. Much of this has already been secured in North Oakville (or soon will be), leaving the long-term parkland demand at approximately 50 to 93 hectares, depending on growth levels. Most of these needs will be in the town’s future growth areas south of Dundas Street (e.g., Uptown Core, Midtown Oakville, etc.) and this is where the town will be most challenged to provide for adequate park supplies as the higher densities will make the development of meaningful park sizes more difficult.

For years, Oakville’s development has been similar to that of most other communities within the Greater Toronto Area – low-density, automobile-dependent. Parks, recreation, and library infrastructure have been distributed based on this model through the development of larger, community-level facilities. This planning philosophy remains relevant in North Oakville where low to medium density residential development will continue. Just as important, several growth areas within or adjacent to established communities have been identified by *Livable Oakville* that 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. Within this context, parks and trails are vital to community health and social development and appropriate access is a necessity in communities of all shapes, sizes, and densities.



In most growth areas south of Dundas Street, the physical size of housing units will shrink, resulting in a greater need for community spaces that can take the place of one’s backyard, one’s study room, and one’s family get-together space. In some cases, existing community infrastructure within these areas will not be sufficient to accommodate the thousands of new residents. To address this, alternative facility provision approaches may be required in higher density areas, such as through negotiation of community benefits as permitted by section 37 of the *Planning Act* (otherwise referred to as “bonusing”). Bonusing allows the town to negotiate with developers to receive additional benefits in exchange for an increase in height and/or density beyond current zoning regulations.

There are currently six school parcels that have been declared surplus by the Halton District School Board. Efforts should be made to maintain community access to the three well used soccer fields at the White Oaks North Campus. However, the five remaining surplus sites (three of which are south of the QEW) do not contain any high use recreation facilities that cannot be reasonably replaced at other nearby sites (if there is a need to replace them at all). Furthermore, all are located in areas that have sufficient parkland supplies and stable (or declining) population growth. For these reasons, the soccer field portion of White Oaks Secondary School is a potential priority for municipal acquisition in terms of future municipal parks and recreation needs. Surplus school properties may be considered as part of the proposed review of candidate sites and comprehensive land use study for recreational facilities in South Oakville.



Trails are one of the most valued amenities in Oakville as they provide opportunities for hiking, biking, walking, inline skating, and for simply enjoying nature. Movement of pedestrians and cyclists across major barriers (such as highways, valleys, etc.) is addressed as a priority in the *Livable Oakville* plan through directions and policies that support walkable communities, trail development, and pedestrian crossings. The town’s Active Transportation Master Plan (2009) – which identified specific actions and capital projects for cycling and walking infrastructure – is also a high priority for implementation.

All recommendations pertinent to parkland and trails provision are identified in the following table.

Facility Type	#	Recommendation
Parkland	63.	Although there are presently no major gaps in terms of parkland and natural area distribution in Oakville, the town should ensure that geographic accessibility remains a priority in the future. Although the town may decide to locate parkland in non-residential areas (where appropriate) in order to meet overall provision targets, in urbanized residential areas the town should attempt to provide one or more playgrounds within 800 metres of all residential units.
	64.	To keep pace with growth, the town should continue to target the acquisition and/or dedication of appropriate levels of parkland (2.2 hectares/1000 residents , including community parks, neighbourhood parks, village squares, and urban squares) in new residential communities .
	65.	The town should continue to implement the policies in its Official Plan (Livable Oakville) regarding the establishment of a continuous linear park / open space along the Lake Ontario waterfront .
	66.	The town should acquire parkland at the maximum applicable rate as permitted by the <i>Planning Act</i> , via the town’s implementing documents (e.g., Livable Oakville, Parkland Dedication By-law). For each opportunity, the town should consider the benefits of both parkland dedication and cash-in-lieu prior to deciding which requirement to pursue.
	67.	Should future parkland dedications (in accordance with the <i>Planning Act</i>) not be sufficient to maintain a supply of 2.2 hectares of active parkland per 1,000 residents in developing areas, acquisition and non-acquisition based options should be fully explored, including easement agreements, land exchange, long-term lease, land trusts, and other protection measures.
	68.	The town should continue its practice of <u>not</u> accepting passive “natural area” lands or hazard lands as part of the required parkland dedication.
	69.	In areas that presently have adequate supplies of active parkland, acquisition of non-municipal land for park purposes (e.g., schoolyards or surplus schools) should <u>not</u> pursued 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.

Facility Type	#	Recommendation
Parkland – continued	70.	In higher density growth areas where parkland supplies do not meet the proposed target, options could include the use of Section 37 of the <i>Planning Act</i> (bonusing). Bonusing may involve an agreement where developers – in exchange for higher density or height – provide public benefits such as additional parkland, community facilities (e.g., indoor activity space, libraries, etc.), and/or improvements to parks and facilities in the vicinity. Other options may include the provision of publicly accessible outdoor-style amenities (e.g., playing fields, splash pads, etc.) within a multi-storey indoor environment in partnership with the Town.
	71.	Implementation of the Oakville Harbour West Shore Master Plan should be a priority for the town.
	72.	Building upon the Oakville Harbour West Shore Master Plan, the town should develop a long-term Waterfront Strategy (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.
	73.	Through initiatives and programs (e.g., Environmental Strategic Plan, Adopt-a-Park, urban forestry, etc.), the town should continue to work to improve awareness and understanding about the natural heritage system within the community, the features and areas it contains, and how to maintain and enhance its resources.
	74.	While the town will continue to promote community-building and tourism-generating special events that take place in its parks, primarily throughout the summer months, this shall not be done at the expense of the environmental integrity of the parks.
	75.	The town should continue to maintain a commitment to accessibility, safety, and security within its entire parks and pathway system. In recognition of the town’s aging population, attention should continue to be paid to the development of amenities such as washrooms (in Community Parks) and benches/seating areas.
76.	Within Community Parks the town should, wherever possible, cluster the same type of playing fields together to increase a sense of form and function. Such parks should also include contain washrooms, 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.	

Facility Type	#	Recommendation
Parkland – continued	77.	When developing new parkland, the town should attempt to maintain as much existing forest cover as possible (while still providing for appropriate location and design of the necessary recreation features).
	78.	The town, in consultation with residents, should continue to identify and pursue opportunities within existing and future parks for naturalization/ restoration initiatives .
	79.	When designing parks, clear separations between active (e.g., sports fields, skate parks etc.) and passive park areas (e.g., nature trails, sensitive environmental features, etc.) should be established.
	80.	In order to foster partnership relationships to enhance the parks and open space system, the town should continue to: <ul style="list-style-type: none"> a) implement its community partnership policy to guide community development and maintenance of additional parkland features beyond basic level standards; b) seek community sponsorships and partnerships to support the development of trails, pathways, and park features; c) work with surrounding municipalities, school boards, and organizations to develop a regionally integrated trail and linkage system; d) promote town-wide and corporately sponsored “greening” programs; and e) promote its community garden plot program and consider appropriate new locations subject to local community interests.
	81.	New Neighbourhood Parks should be designed to rely on on-street parking in order to maximize parkland usage and intensification. Off-street parking should be provided for any new park with more than two playing fields.
	82.	The co-location of civic/community uses and parks is a generally supported principle. Future community centres and community parks should be situated adjacent to each other (where possible) to capitalize on synergies of use and economies of scale. Where possible, future neighbourhood parks and schools should also be located adjacent to each other.

Facility Type	#	Recommendation
Parkland – continued	83.	The town should explore options for securing long-term public access to the three major unlit soccer fields at the White Oaks Secondary School (North Campus, North Portion) (which has been declared surplus by the School Board). This may lead the town to consider partnerships, leases, or acquisition of the land (or acquisition of an alternate parcel in the area that can accommodate the existing uses).
	84.	In neighbourhoods planned for residential intensification , existing parks and open space lands (as well as other under-utilized or surplus properties managed by other municipal departments) should be evaluated for their potential in accommodating expanded parks and recreational opportunities that would help to address needs created by population growth.
	85.	As part of higher density and/or mixed use developments, indoor recreation space that contains outdoor-style amenities and uses should be encouraged. These types of arrangements can be facilitated through a public-private partnership agreement or outright ownership by the town. All such buildings and open spaces shall be designed and built to the satisfaction of the town.
Trails	86.	As opportunities and funding permit, explore the possibility of renewing and/or redeveloping the town’s signature parks 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 and events that attract a wide range of residents with the intention of strengthening neighbourhoods and enhancing community vibrancy.
	87.	The town should seek to amend Livable Oakville to include a policy regarding the dedication of rights of way for pedestrian and bicycle pathways through plans of subdivision. This dedication should be over and above what is required for parkland dedication.
	88.	The town should establish a policy that clearly articulates the parameters and standards relating to signage at trail access points and along trails. In general, improved public awareness of trail locations, routes, surfaces, and support facilities (e.g., washrooms) should be made a priority.
	89.	Wherever possible, trails, pathways and cycle lanes should travel to or from public transit stops (including GO stations) and appropriate bike racks should be provided at major transportation hubs.

Facility Type	#	Recommendation
Trails – continued	90.	To enhance accessibility and promote use of established routes, new walkways/pathways as well as trails through natural heritage areas should continue to be hard surface (e.g., asphalt) , where appropriate.
	91.	As a high priority, continue to implement the Town of Oakville’s Active Transportation Master Plan through the proper allocation of project, operation and maintenance funding and resources.
	92.	The town should continue to promote and enhance its Adopt-a-Trail program as a way of improving maintenance and offsetting some costs.
	93.	For the benefit of all Oakville residents and to ensure continuity with Waterfront Trail standards in neighbouring municipalities, the town should upgrade the Waterfront Trail through paving and improving the continuity of facilities and the quality of signage and crossings.
	94.	The town should consider establishing a trail loop/route in a park (or a combination of connected parks) in North Oakville in order to provide additional opportunities for inline skating, biking, walking, etc. in the community (particularly the north end as the south has the Waterfront Trail). This trail should be linked to the town-wide trail system.



Section 8.

Library Facility Needs & Strategies

Strong library systems are the cornerstones of vibrant communities. With an ever-increasing emphasis on electronic resources, popular materials, and opportunities for studying and gathering, library usage is on the rise in Oakville. 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.

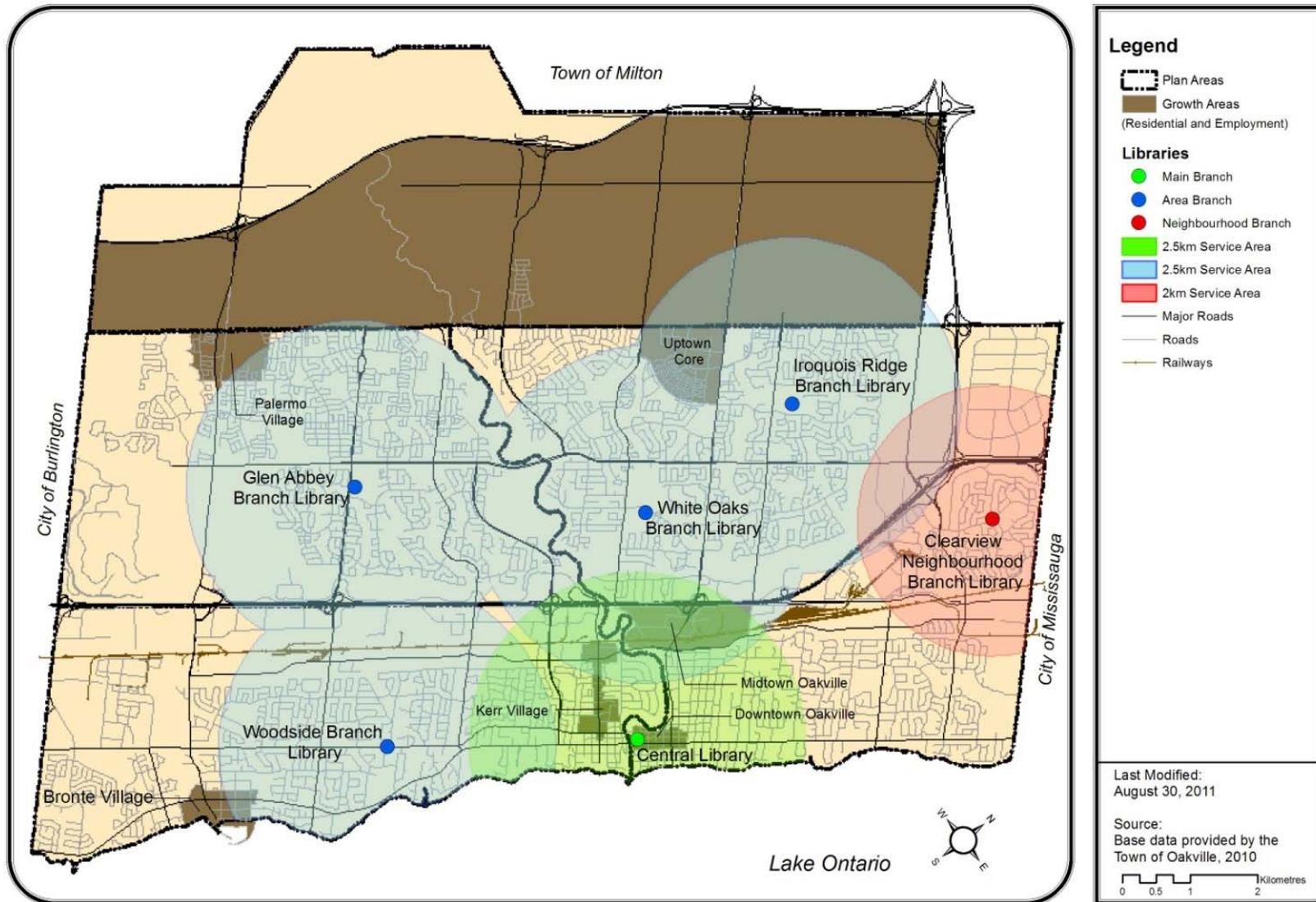


Presently, the Oakville Public Library (OPL) has one Central Library and five branches, providing a total of 95,044 ft² of space. The OPL also offers extensive web services and outreach locations consisting of book nooks (mini libraries for pre-school children), book depots (mini collections for teens), deposit stations, and home delivery to the homebound.

Design trends and expectations are evolving, resulting in demand for larger library buildings. A desire for more computer workstations, quiet study areas, and larger group study areas are major reasons why library space demands are on the rise. Additional space dedicated to children and teens, art exhibits, comfortable reading areas with cafés, larger and more flexible programming space for community activities, wider aisle ways, and accessible book stacks to accommodate individuals 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.

The OPL has done well with maintaining its space provision in the past (the target remains set at 0.58 ft² per capita), but is currently between building projects, so this per capita provision rate is lagging (0.54 ft² per capita as of 2011). Space expansion in concert with population growth has been the library's objective in recent years and should continue to be a priority. Approximately 53,000 square feet of additional library space will be required to meet the needs of the town's ultimate build-out population of 255,000. This need will be realized incrementally over time as new residents move into Oakville.

In addition to a need for sustained facility investment in the response to population growth, an appropriate spatial distribution is required to meet the diverse range of community needs in an efficient and cost-effective manner. As shown on the following map, the present distribution is very good, but small gap areas exist in Bronte and Palermo Village. Neighbourhood branches have been recommended for these areas in order to improve accessibility to library services, along with additional branches to service growth areas. In terms of scale, a more significant project is the development of a community branch at the Sixteen Mile Sports Complex (approximately 17,500 square feet, recommended for opening in 2017), which will relieve stress on the Glen Abbey Area Branch and improve access to the large number of residents moving to North Oakville.





The branch library at the Sixteen Mile Sports Complex is one of several capital investments that are required to meet future needs. In the short-term, a new 3,000 square foot neighbourhood branch is recommended in the Bronte area (leased space) between 2012-15. Following the development of the branch at the Sixteen Mile Sports Complex, a new 45,000 square foot Central Branch is proposed as part of a larger civic building in the Trafalgar Corridor north of Dundas Street, opening in 2020. This project – which will result in a larger and more modern central library facility – would coincide with the conversion of the existing Central Branch in the Downtown to a 15,000 square foot area branch (reduced from approximately 38,000 square feet at present), as well as with the proposed redevelopment of Centennial Square. Finally, the development of a new 10,000 to 15,000 square foot neighbourhood branch is recommended in Palermo Village by 2028 as part of the proposed minor community centre/fire hall.

The following table illustrates the proposed library development program. For each of these projects, feasibility studies on branch locations, design, costs, and sizing should be conducted.

Proposed Space Requirements & Library Development Program

Year	Population	Supply, square feet (sf/capita)	Space Requirements (based on 0.58 sf per capita)	Needs (sqft)
2011	175,000*	95,044 (0.52)	101,500	6,456
<i>2012-15</i>		<i>+3,000</i>	<i>Bronte Branch Library</i>	
2016	198,205	98,044 (0.49)	114,959	16,915
<i>2017</i>		<i>+17,500</i>	<i>Sixteen Mile Sports Complex Area Branch**</i>	
<i>2020</i>		<i>+22,000</i>	<i>New Central Branch (45,000sf; Trafalgar Corridor north of Dundas Street)</i> <i>Re-purpose existing Central Branch as a 15,000sf Area Branch (net -23,000sf)**</i>	
2021	221,826	137,544 (0.62)	128,659	--
2026	234,121	137,544 (0.59)	135,790	--
<i>2028</i>		<i>+10,000 (to 15,000)</i>	<i>Palermo Village Neighbourhood Branch</i>	
2031	246,400	147,544 (0.60)	142,912	--
Build-out	255,000	147,544 (0.58)	147,900	356

* rounded to nearest thousand

** Sequencing of the Sixteen Mile Sports Complex Branch and new Central Branch projects are subject to further study and residential growth

Source of Population Forecasts: Region of Halton, Best Planning Estimates (June 2011)

All recommendations pertinent to library facility provision are identified in the following table.

Facility Type	#	Recommendation
Library Facilities	95.	<p>Based on current growth projections, the town should develop three new library branches as follows:</p> <ul style="list-style-type: none"> a) Bronte (leased space) – a neighbourhood branch of approximately 3,000 square feet (2012-15); b) North Oakville (as part of the Sixteen Mile Sports Complex) – an area branch of approximately 17,500 square feet by 2017; and c) Palermo Village (as part of the proposed minor community centre / fire hall) – an area branch of approximately 10,000 to 15,000 square feet by 2028. <p>For each of these projects, feasibility studies on branch locations, design and sizing should be conducted. Options will need to be explored to confirm the impact to service standard levels as well as capital and operating costs.</p>
	96.	<p>Develop a new Central Branch (approximately 45,000 square feet) as part of the proposed civic building in the Trafalgar Corridor north of Dundas Street by 2020. Approximately 22,000 square feet would be new space to serve population growth, while 23,000 square feet would be a reallocation from the existing Central Branch (which is planned to be renovated as part of the Centennial Square redevelopment; this will be a focus of a feasibility study in 2011/12).</p> <p>This full-service library facility may house the following (departments and services to be confirmed through future study): library administration, board rooms, ILS (integrated library system) support, e-services, reference services, bibliographic and technical services, central distribution centre and inter-library loans, business information, community information management team (Information Oakville), newcomer services, digitization services, archival room/storage, training room, media rooms, flexible structures (with attention to noise barriers), event space (for 300+ people), and storage space.</p>

Facility Type	#	Recommendation
Library Facilities – continued	97.	Pending the outcome of the Downtown Oakville Strategic Review and possible redevelopment of Centennial Square, the existing Central Branch should be reduced to an area branch with a size of approximately 15,000 square feet (this is 23,000 square feet less than its current size). This space reduction is also due to functions moving to a new Central Branch (including administration, processing, reference services, special collections, etc.). The timing of this project should be monitored closely with all partners as it could be impacted by future changes to Centennial Square and the construction of the new Central Branch.
	98.	For areas that are experiencing growth and have busy or non-existent library branch facilities, including (but not limited to) those at the outer edges of the 2.5-kilometre service radius, the establishment of book nooks and book depots should be continue to be considered as part of the library’s development program. These options work well when undertaken in partnership with other community organizations and are also very good alternatives for areas of residential intensification and for institutions serving those with mobility challenges (e.g., seniors homes, hospitals). The OPL should consider establishing sustainable operating funds for the delivery of book nook/depot services.
	99.	The Oakville Public Library (in partnership with the Town of Oakville) should continue to pursue branch renovations and major maintenance in a manner that creates a sense of ‘place’, that is reflective of community needs, and that provides for suitable support spaces (e.g., meeting rooms, storage, etc.). This may include (but is not limited to): welcoming, contemporary, and open space; group study areas; special collections; teen space; meeting rooms ; coffee shops, etc.



Section 9.

A Sustainable Strategy for Facility & Parks Provision – Implementation

The Town of Oakville and Oakville Public Library have set appropriate service levels for most park and facility types and have done a very good job of achieving these targets over time. As a result, Oakville’s parks and facilities are responsive to local needs and are the envy of many other communities. With that being said, some of the town’s infrastructure is aging and, coupled with sustained population growth, there are pressures to not only grow the complement of facilities, but also to renew or reorient many existing facilities. These pressures have significant implications on both financial and physical resources, to the point that difficult decisions must be made about priorities as not all facility needs are likely affordable at the present time.



This Implementation Strategy summarizes the facility needs for the Town of Oakville based on the recommendations of this Master Plan. They are based upon what is needed and not necessarily what is financially achievable by the Town of Oakville at the present time. As a result, sustained efforts should be made to implement these strategies through a variety of appropriate and acceptable means. The full implementation of this Plan will require the pursuit of grants and alternative funding and the establishment of various partnerships and collaborations with community organizations, schools, agencies, the development community, and other partners.

The timing of the capital projects proposed in this Master Plan recognizes the need for phased implementation. It bears noting that the proposed timeframes are – in many cases – linked to the population forecasts approved by the Region of Halton; should growth be slowed or accelerated, the timing of implementation may require adjustment. Input from the general public and community stakeholders may also result in the modification of implementation priorities. Furthermore, the proposed timing may not align with the town’s present funding capacities. As a next phase to this Plan, a financial strategy will be created to identify areas where the availability of resources may affect the timing of facility development.

By approving this Plan, the town is not bound to implementing every recommendation or providing facilities in the order, amount, or timing indicated; rather, this Plan provides guidance on community priorities, and 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 made decisions on individual projects and funding sources annually through the capital budget process.**

The major capital projects recommended in this Master Plan are displayed in the following tables, along with their ideal timing.

Implementation Strategy - Indoor Recreation Facilities				
Facility	Additional Requirements	Short-Term (2011 to 2015)	Medium-Term (2016 to 2020)	Long-Term (2021 to Build-out)
QE Park Community Centre				
Design and Development		•		
Undertake Facility Feasibility Study - Phase 2				
Undertake Facility Feasibility Study - Phase 2			•	
Develop Indoor Pool				• •
Develop Gymnasium				• •
Develop Youth program space				• •
Develop Seniors program space				• •
Develop Multi-use program space				• •
Develop Fitness/Active Living Program space				• •
Develop Common Space				• •
Facilities South of QEW				
Candidate Sites Assessment Process		•		
Future Indoor Recreation Facility Development (tbd) (Growth)			• •	
Future Twin Pad Arena:				
Undertake Facility Feasibility Study and Land Acquisition			• •	
Develop Twin Pad Arena (TBD)				• •
Stand-alone Youth Centres				
Leasehold improvements (2 locations)		• •		
New Minor CC - Palermo:				
Undertake Facility Feasibility Study and Land Acquisition				•
Facility Development				• •
Other:				
Glen Abbey Fitness Expansion Study			•	
Repairs, Replacement, Equipment (various indoor facilities)		• • • • •	• • • • •	• • • • •
Master Plan Update		•	•	•

Implementation Strategy - Parks and Outdoor Recreation Facilities				
Facility	Additional Requirements	Short-Term (2011 to 2015)	Medium-Term (2016 to 2020)	Long-Term (2021 to Build-out)
Soccer Fields:				
Develop Mini Soccer Fields	6	2	3	1
Develop Major Soccer Fields (unlit)	0	0	0	0
Develop Major Soccer Fields (lit)	14	4	5	5
Develop Artificial Soccer Fields (lit)	2	0	1	1
Convert existing Ball Diamonds to Mini Soccer	2	2	0	0
Convert existing Ball Diamonds to Major Soccer	2	0	2	0
Replacement of White Oaks School Fields	3	3	0	0
Ball Diamonds:				
Develop Minor Softball Diamonds	2	2	0	0
Develop Major Softball Diamonds (lit)	3	0	0	3
Develop Major Hardball Diamond (lit)	1	0	0	1
Multi-Purpose Fields:				
Develop Multi-Purpose Fields (lit)	2	1	0	1
Dedicated Cricket Pitches:				
Develop Temporary Cricket Pitch (location tbd)	1	1	0	0
Tennis Courts:				
Develop Tennis Courts in new areas	14	4	0	10
Develop Tennis Courts in existing areas	2	1	1	0
Basketball Courts:				
Develop Full Basketball Courts	3	1	1	1
Develop Half Basketball Courts	2	0	0	2
Develop Basketball Courts in existing areas (some through tennis court conversion)	4	1	1	2
				<i>continued...</i>

Implementation Strategy - Parks and Outdoor Recreation Facilities (continued)				
Facility	Additional Requirements	Short-Term (2011 to 2015)	Medium-Term (2016 to 2020)	Long-Term (2021 to Build-out)
Splash Pads:				
Develop Splash Pads in new areas	7	1	2	4
Develop Splash Pads in existing areas	2	1	1	0
Playgrounds:				
Install Barrier-Free Play Equipment	10	2	3	5
Develop New Playgrounds (Village Squares)	30	1	5	24
Develop New Playgrounds (Community & Neighbourhood Parks)	15	2	3	10
Skateboard Parks:				
Develop Major Skateboard Parks	3	1	0	2
Develop Minor Skateboard Parks	4	1	2	1
BMX Parks:				
Develop BMX Park	2	1	0	1
Outdoor Ice Rinks:				
Develop Artificial Ice Rink with Boards	1	0	1	0
Other:				
Trafalgar Park Renewal (tbd)	n/a	●	●	
Harbour Master Plan Implementation	n/a	●		
Waterfront Strategy	n/a		●	
Growth and non-growth related parks, open space, and trail rehabilitation, equipment, and development not captured above	n/a	●	●	●

Implementation Strategy - Library Facilities				
Facility	Additional Requirements	Short-Term (2011 to 2015)	Medium-Term (2016 to 2020)	Long-Term (2021 to Build-out)
Bronte Branch Library (leased)				
Bronte Branch Library		• • • •		
New Branch Library - Sixteen Mile Sports Complex				
Undertake Facility Feasibility Study and Land Acquisition			•	
Develop new Branch Library			• •	
Collections for Branch Library			•	
New Central Library:				
Undertake Facility Feasibility Study and Land Acquisition		•	•	
Develop new Main Library			• •	
Collections for Main Library			•	
Existing Central Library:				
Transform Central Library into Branch Library (study & renovations)			• • •	
New Branch Library - Palermo:				
Undertake Facility Feasibility Study and Land Acquisition				•
Develop new Branch Library				• •
Collections for Branch Library				•
Other:				
Library Collections From Growth		• • • •		• • •
Furnishings, Repairs, Maintenance		• • • • •	• • • • •	• • • • •
RFID			•	
Master Plan Update		•	•	•

Monitoring & Updating the Plan

Although the Plan contains recommendations that could take the town to its eventual build-out twenty-plus years from now, it is expected that community needs will be monitored on a regular basis and that the Master Plan will be updated in another five years' time. Furthermore, on an annual basis, the town should reconcile the recommendations with its fiscal capacity and align requests to capital planning program to ensure timing and scope meet the needs of residents.

Facility Type	#	Recommendation
Master Plan Monitoring and Review	100.	The town should implement a system for the regular monitoring of the Facilities Master Plan, including performance measures.
	101.	In 2016, the town should undertake a comprehensive review of the 2006 Parks, Recreation, Culture and Library Master Plan.



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