



Town of Oakville Special Council Meeting

AGENDA

Date: Tuesday, November 5, 2024
Time: 6:30 p.m.
Location: Council Chamber

Town Hall is open to the public and live streaming video is available on <https://www.oakville.ca/town-hall/mayor-council-administration/agendas-meetings/live-stream> or at the town's YouTube channel at <https://www.youtube.com/user/TownofOakvilleTV>. Information regarding written submissions and requests to delegate can be found at <https://www.oakville.ca/town-hall/mayor-council-administration/agendas-meetings/delegations-presentations>

Pages

1. **Regrets**

2. **Declarations of Pecuniary Interest**

3. **Consent Item(s)**

There are no Consent Items listed for this agenda.

4. **Confidential Consent Item(s)**

There are no Confidential Consent Items listed for this agenda.

5. **Discussion Item(s)**

5.1 Parks, Recreation and Library Master Plan

3 - 565

Recommendation:

1. That the October 22, 2024 report from the Recreation and Culture Department, Parks and Open Space Department and Oakville Public Library entitled: Parks, Recreation and Library Master Plan, be received;
2. That the Parks, Recreation and Library Master Plan dated November 5, 2024 be approved in principle;
3. That the financial implications of the Parks, Recreation and Library Master Plan recommendations be referred to future capital budget discussions; and,
4. That the request for report from Council on May 25, 2021 regarding recovery of sport in Oakville be considered complete with key areas addressed in the Master Plan and work with Community Organizations.

5.2 Community Activation Grant

566 - 572

Recommendation:

That the information contained in the staff report dated October 22, 2024, entitled Community Activation Grant, from the Recreation and Culture department, be received.

6. Confidential Discussion Item(s)

There are no Confidential Discussion Items listed for this agenda.

7. Consideration and Reading of By-Laws

573 - 573

That the following by-law(s) be passed:

7.1 By-law 2024-167

A by-law to confirm the proceedings of a meeting of Council

8. Adjournment



REPORT

Special Council

Meeting Date: November 5, 2024

FROM: Community Services Commission

DATE: October 22, 2024

SUBJECT: Parks, Recreation and Library Master Plan

LOCATION:

WARD: Town-wide

Page 1

RECOMMENDATION:

1. That the October 22, 2024 report from the Recreation and Culture Department, Parks and Open Space Department and Oakville Public Library entitled: Parks, Recreation and Library Master Plan, be received;
2. That the Parks, Recreation and Library Master Plan dated November 5, 2024 be approved in principle;
3. That the financial implications of the Parks, Recreation and Library Master Plan recommendations be referred to future capital budget discussions; and,
4. That the request for report from Council on May 25, 2021 regarding recovery of sport in Oakville be considered complete with key areas addressed in the Master Plan and work with Community Organizations.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Public and community organization consultation took place prior to the development of recommendations between March and June 2023.
- A draft Parks, Recreation and Library Master Plan was presented to The Oakville Public Library Board on May 9, 2024 and Town Council on May 13, 2024 for feedback with additional public input on drafted recommendations collected in May and June 2024.
- Taking into consideration the input from Council, the Oakville Public Library Board and community input, The Parks, Recreation and Library Master Plan is now being submitted for Council's endorsement.

- The analysis on the PRLMP is based on the town's housing pledge and the 2023 Joint Best Planning Estimates (JBPE's). A population review undertaken in 2024 led to a revised population estimate of 388,000 by 2051. As the new number is a preliminary estimate that requires more detailed analysis, the town will use a minimum and maximum population range of 388,000 to 442,000 for long-term planning purposes.

BACKGROUND:

The Town of Oakville and Oakville Public Library (OPL) have developed a new Parks, Recreation and Library Master Plan (the master plan was last updated in 2017) to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan will strategically guide the town for the next ten years, with a planning horizon that considers major capital needs until the year 2051 in alignment with the latest provincial growth policies. While the focus of the plan is on parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, ensuring flexibility to respond to changing needs. The plan leverages community input, existing assets, data analysis and leading research to establish future directions. The town hired Monteith Brown Planning Consultants with support from MJMA Architecture & Design, Tucker-Reid & Associates, Ron Koudys Landscape Architects, Rose Vespa Consulting and Largo Facility Management Consultants to prepare the plan.

COMMUNITY CONSULTATION:

To support the development of the Parks, Recreation and Library Master Plan, the Town of Oakville hosted an online community survey that was available over a period of nearly seven weeks between April and May 2023 to initiate the planning process. A total of 2,050 unique responses (representing approximately 6,400 residents) were received. In addition, six open house sessions were held to introduce the master plan to the Oakville community and seek input into its development. In total, over 80 participants attended the sessions to discuss their ideas with the consulting team and town/library staff. Furthermore, a series of eight virtual workshops were held to engage key stakeholders and solicit their input on a range of topics such as participation trends, facility utilization, satisfaction levels, current and future facility and programming needs, opportunities to partner, and more. The distribution list included approximately 110 user groups, community organizations, service providers, and partners involved in the delivery of parks, recreation, and library services across Oakville. Nearly 20 organizations participated within these sessions.

In May and June 2024, the draft Town of Oakville Parks, Recreation and Library Master Plan underwent a comprehensive feedback phase to ensure the proposed directions were thoroughly tested and refined before finalization. Engagement

tactics consisted of an online survey and sessions with community stakeholders. Community feedback was also solicited through the project website where the draft plan was posted for review. The online survey – chosen for its accessibility and capacity to engage a broad audience – played a key role as the primary means of collecting feedback on the Parks, Recreation and Library Master Plan. The survey launched on May 28 and closed on June 30, 2024. The survey sought to gauge the level of agreement to selected high priority and shorter-term actions within the draft master plan. Respondents were asked if they agreed, disagreed or were neutral on these selected actions and could provide additional feedback in a comment box if desired. The survey garnered a total of 1,579 responses.

To boost engagement with the Master Plan survey, the town launched a social media campaign, during the public feedback collection period in June 2024, inviting residents to share their feedback on the draft plan and recommendations via email and/phone. Emails were sent to over 22,000 subscribers, achieving a 61% open rate. Additionally, the town placed posters and digital screens in all community centres and set up mobile signs in all wards throughout the survey period. The campaign generated over 46,000 social media impressions and prompted several emails regarding recommendations for outdoor pool facilities and splash pad service provisions. Another email suggested exploring new methods to engage with newcomers.

Staff hosted two stakeholder group consultation sessions to gather feedback on the draft recommendations of the Parks, Recreation, and Library Master Plan, which were presented to Town Council in May 2024. The sessions were held on the evening of June 11, 2024 and during the day on June 19, 2024. Invitations were sent to over 100 organizations, including all groups previously invited to the consultation sessions in May 2023. Nine groups attended the consultation sessions.

OBJECTIVES AND ACTIONS:

The Parks, Recreation and Library Master Plan includes 101 recommendations.

The recommendations are supported by the most current information on demographic composition and growth, usage data and trends, stakeholder engagement, benchmarking against high performing municipalities, existing program and facility inventories, asset management data, current policies and funding levels, supporting studies and reports, and more. An emphasis is placed on demand-driven metrics and alignment with Council and community priorities. The plan also sets out many tools and resources that the town and public library can use to plan specific projects and to further assess opportunities that may arise during the plan's implementation. In this way, the priorities advanced in the plan are evidence-based and respond to dynamic needs across the entire town.

The master plan recommends several new and enhanced recreation and library facilities and park amenities to the year 2051. Along with new projects, those facilities that are in various stages of planning and design have been integrated into the plan where applicable. Many of these are needed to address growth related needs, while others respond to emerging demands and make it easier for residents to access the services they require. For growth-related capital actions, the plan references facility needs through the application of provision targets and gap analyses. A general population threshold is identified for all growth-related actions, which serves as a trigger for development (subject to funding and readiness). Regular monitoring of population forecasts and housing growth is required to calibrate the facility needs recommended in this plan to the timing of growth in Oakville.

The objectives of the Parks, Recreation and Library Master plan have been summarized into the following categories and themes:

Recreation

- Prioritize Facility Expansion and Revitalization
- Consider New Models for Community Space
- Re-imagine Single Pad Arenas
- Modernize Outdoor Pools
- Support Sport Tourism and Sport-Friendly Facilities

Libraries

- Embrace Evolving Roles
- Enhance and Revitalize Existing Branches
- Provide New Branches in Strategic Locations
- Evaluate Alternative Service Models
- Maintain High Quality Services
- Consider Extended Hours
- Support for At-Risk Populations
- Partner with the Town

Parks

- Optimize our Sports Fields
- Support Emerging Sports and Park Amenities
- Animate Parks and Supporting Events
- Mitigate Impacts of Reduced Parkland Dedication
- Activate the Waterfront
- Reinvest in Older Parks

- Maximize the Impact of Smaller Parks
- Enhance Trails and Outdoor Activities

Implementation

- Ensure Financial Sustainability
- Define Priorities

PANDEMIC RECOVERY:

During Town Council meeting of May 25, 2021, Council requested that staff conduct a review of the Town's Facility Allocation Policy in consultation with community sports organizations; and report back to Council on recommended policy updates including municipal policy comparator information, summary of consultation results with community sport organizations, identification of any impacts to sports organization access to town assets and alignment with the town's Recovery Framework by the end of 2021.

The COVID-19 pandemic was an unprecedented time for the parks, recreation, and library sector and many community organizations continue to be presented with challenges in this post-pandemic period. Many of Oakville's organizations were required to adapt their operating or organizational model and/or diversify their operations over the past three years. The pandemic provided some organizations a chance to change their pricing structure, diversify operations, and reassess and restructure programming.

The recovery for Town of Oakville Recreation and Culture programs has been swift. 2023 registration data has now surpassed pre-pandemic rates (an increase of 6% overall), especially for adult activities.

Progress has been made with arena and field user groups on reviewing the Facility Allocation Policy and related procedure. Updated procedures are targeted to be completed in advance of the next seasonal allocation cycle.

FINANCIAL OVERVIEW:

An overview of the capital budget impacts for the major facility projects identified are presented in Table 1 below for the 10-year (2025-2034) planning horizon.

Table 1:

| Recommended Capital Project | Capital Cost Estimate | General Timing | Classification | Status |
|---|--|---|-----------------------------|--|
| Recreation & Culture | | | | |
| Palermo Village Community Centre | \$29 M (land and construction) | 2032-2034 (325,000 population) | Growth | Fully funded in Approved Budget & 2025 Capital Forecast |
| Trafalgar Urban Core South Community Centre - land | \$35 M to \$45 M (assume up to 3ha site) | Land 2025/2026 (construction 2040/2041, 375,000 population) | Growth | Partially funded in 2025 Capital Forecast (\$26.0 M for 2031-2033) |
| Glen Abbey Community Centre expansion/ revitalization | \$50 M to \$70 M | Detailed planning to begin 2027 | Program Initiatives/Growth | Unfunded |
| Sir John Colborne Recreation Centre for Seniors Expansion | \$8 M to \$12 M | 2028/2029 (275,000 population) | Program Initiatives/Growth | Unfunded |
| New South Oakville Outdoor Pool (plus pool decommissioning) | \$8 M to \$10 M (assuming owned site) | 2032 (300,000 population) | Program Initiatives | Unfunded |
| New North Oakville Twin Pad Arena - land | \$25 M to \$45 M (assume 3ha site) | 2031/2032 (~300,000 population) | Growth/ Program Initiatives | Unfunded |
| Oakville Public Library | | | | |
| Central Branch Library Replacement | \$73 M | 2026+ | Infrastructure Renewal | Fully funded in 2025 Capital Forecast |
| Trafalgar Urban Core South Branch – land and construction | \$28 M (land, construction, collections) | 2028/2029 (275,000 population) | Growth | Fully funded in Approved Budget & 2025 Capital Forecast |
| Bronte New Branch | \$3 M to \$6 M (renovations and collections) | 2032 (300,000 population) | Program Initiative / Growth | Unfunded |
| Palermo New Branch | \$30 M (land, construction, collections) | 2032-2034 (325,000 population) | Growth | Fully funded in 2025 Capital Forecast |

FINANCIAL CONSIDERATIONS:

The recommendations contained in the PRLMP provide strategic direction for the future needs of Parks, Recreation and Library service delivery. Decisions about various initiatives and projects, including those for new facilities, will be made as part of the annual budget process. This process involves looking at a number of factors:

- Parks, Recreation and Library service levels and the impact any changes have on the overall operating budget
- The Town's Asset Management policies and plans which consider condition of assets, service levels, and maximizing the whole life cycle cost/benefit approach
- How initiatives and projects proposed in the Master Plan relate to those experienced by the town as a whole, considering council's direction on any budget increases.
- The available funding sources – the recommendations in the Master Plan would be funded by a variety of sources as outlined below.
- The levels of growth within the town and how they match with the Master Plan recommendations.

The PRLMP provides recommendations to respond to current and future needs of the community. Within the major capital needs identified, there are both growth-related costs and non-growth related costs, which have different financial considerations. The below sections provide information on the overall financing outlook for the PRLMP recommendations.

Growth related costs would be primarily funded by Development Charges (DCs), along with Parkland Dedication and Community Benefits Charges (CBCs). The town utilizes these growth funding tools (GFTs) to deliver the land and infrastructure required to maintain service levels as the town grows, while minimizing the financial impact of growth on existing residents and businesses. The analysis on the PRLMP is based on the town's housing pledge and the 2023 Joint Best Planning Estimates (JBPE's). These growth figures have been used for both the estimated DC collections and the timing of the capital projects. Should the pace of growth assumed in the JBPE's be slower, as has been seen in the growth projection analysis for the recent Midtown OPA update, staff will adjust the expectations for both the timing of the collection of DC funds and the timing of the capital projects. This could result in lower DC collections/balances and could result in some of the projects being pushed out in the 10-year forecast. Staff will monitor the pace of growth on an ongoing basis to determine its impacts to the town's long-term capital plan. This is done as part of the DC Background Study as well as part of the annual budget process.

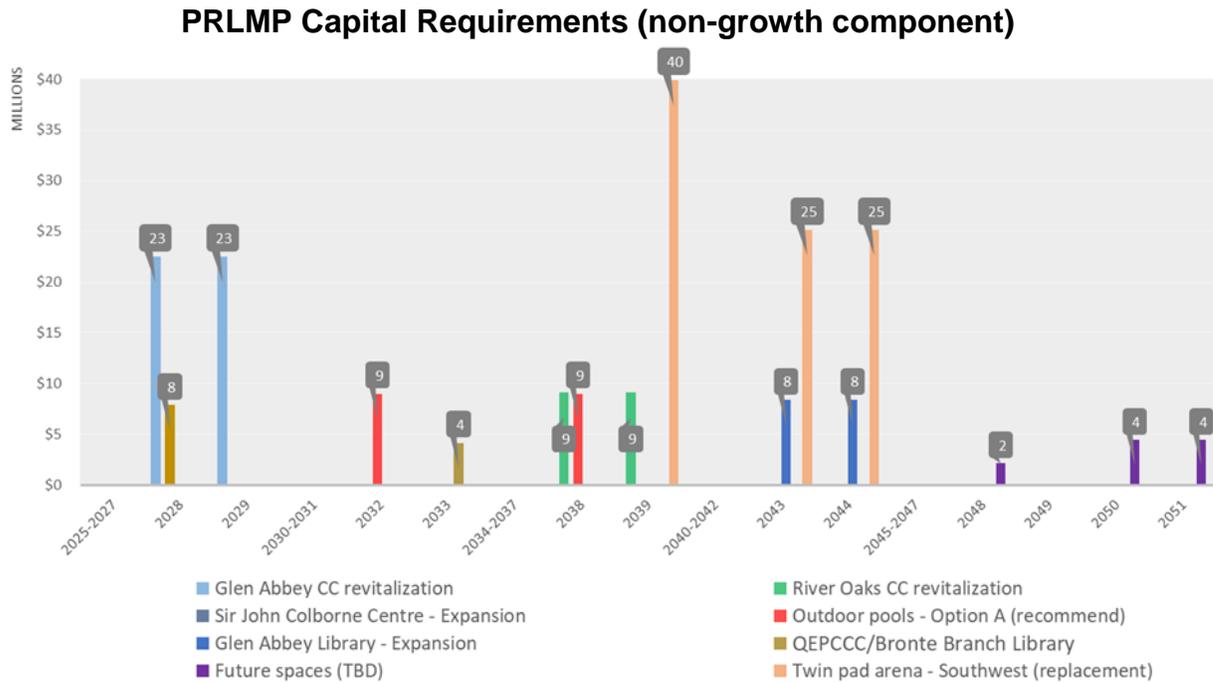
Overall, based on current DC rates, the recommendations for the future needs of Parks and Recreation facilities are affordable in the 10-year projected balances.

Land for parks is not eligible to be collected for using DCs, and instead is governed by the Planning Act. The town's Parkland Dedication by-law enables the town to require land, or cash-in-lieu of land, for parks as a condition of development. The Parkland reserve fund is currently in a healthy position, with a projected balance of \$92 million at the end of 2024. This will allow for the acquisition of parkland over the coming years for new parks. Further, a Master Parkland Agreement secured as part of the North Oakville Secondary Plan appeals, has been and will continue to provide for parkland in North Oakville. Legislative changes are having an impact on the amount of land, or cash-in-lieu of land, that the town is able to require from development. This will make it challenging for the town to achieve parkland targets without other funding sources or support from other levels of government over the longer term.

Currently the Library DCs are in a negative position and are limited due to the service cap as per the Development Charges Act, 1997 (DCA). As growth related projects are generally large and less frequent, there are periods of time where the town allows the DC balance for a specific service to go negative, while ensuring that the town's overall DC balance remains positive. Overall, the recommendations for the future needs of Library facilities are not affordable, which may require prioritization of recommended projects. During the town's next DC By-law review, Library DC rates will be updated based on anticipated infrastructure costs and growth forecasts, to ensure that Library DC revenues are being recovered to the maximum extent allowable to support the identified growth-related needs.

There are a variety of recommendations in the PRLMP that are **not growth-related costs**. This includes projects that have a benefit to existing residents through the replacement of existing assets and enhancements or revitalizations of existing facilities. For projects that include both growth-related and non-growth related costs, high level assumptions of the growth-related portion of have been made based on past experience, and will be further refined as feasibility studies and project scopes progress. Similarly, cost estimates for projects not included in the 2025 Capital Forecast have been completed at a high level using recent land and construction costs experienced.

The below chart identifies the capital requirements from the recommended projects that are not attributable to growth (i.e., non-growth related component) based on the PRLMP planning horizon going out to 2051.



These costs would primarily be funded by the Capital reserve, along with the Building Maintenance reserve fund which is used to fund the replacement of facility assets. As discussed in the proposed 2025 Budget, there are significant financial pressures on town reserves, which could impact the timing of projects shown in the master plan.

As feasibility studies identified in the PRLMP are completed, projects would be considered as part of the annual budget and asset management planning process. To ensure that reserves are being used in an efficient manner and contribute to the town’s overall financial sustainability, revitalization projects that include the replacement of existing assets should be aligned with the Asset Management Plan (AMP) and the lifecycle requirements of those assets to the extent possible.

CONSIDERATIONS:

(A) PUBLIC

The Parks, Recreation and Library Master Plan involved consultation with the community including open houses, focused feedback sessions with Mayor and Members of Council, Community Organizations and staff in addition to feedback collection through online surveys.

(B) FINANCIAL

The financial implications of the Parks, Recreation and Library Master Plan will be considered as part of the 2026 Operating and Capital Budget discussions.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

A multi-department steering committee was in place to ensure appropriate collaboration with other departments.

(D) COUNCIL STRATEGIC PRIORITIES

This report addresses Council’s strategic priority/priorities: Growth Management, Community Belonging and Accountable Government.

(E) CLIMATE CHANGE/ACTION

The town is committed to building resiliency to the changing climate and extreme weather patterns. We will continue to support sustainable approaches to help the town achieve its environmental goals through initiatives such as updated facility and park standards, energy-efficient retrofits, as well as a focus on the value of tree canopy, naturalization, horticulture, and more.

APPENDICES:

- Appendix A – Proposed Parks, Recreation and Library Master Plan
- Appendix B – Council Presentation November 5 Parks, Recreation and Library Master Plan
- Appendix C – Research and Analysis Report
- Appendix D – Consultation Report
- Appendix E - Needs Assessment Report

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Deputy Treasurer and Director of Finance



Parks, Recreation and Library Master Plan

October 2024

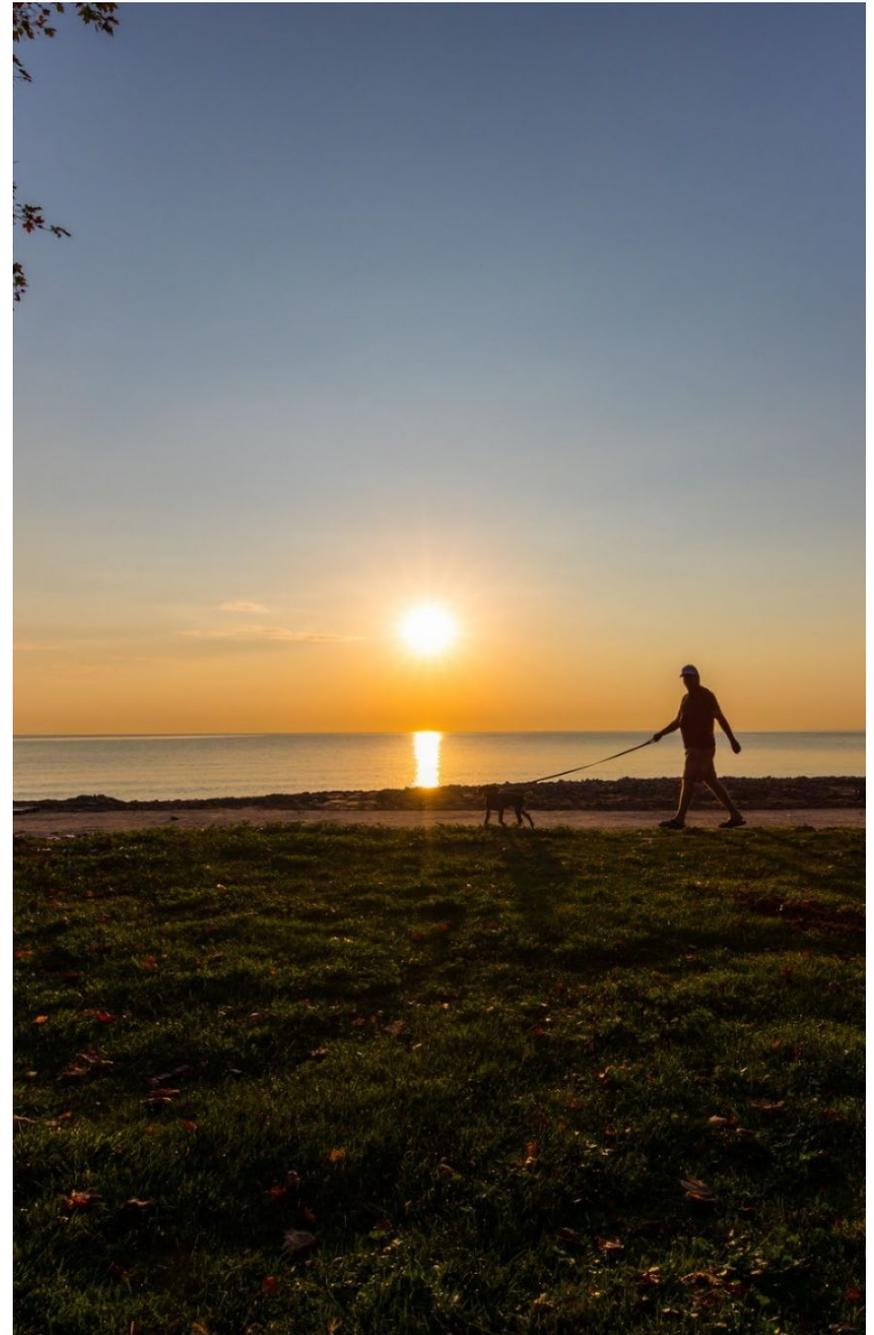


Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.



Acknowledgements

We are grateful for the input provided on the Parks, Recreation and Library Master Plan by our engaged residents, community groups, and partners. We also acknowledge the thoughtful input from Town of Oakville elected officials and staff. The plan will be designed to build upon our shared values and address our key priorities as a dynamic and growing municipality.

Town of Oakville Council (2022-26)

Mayor Rob Burton

Ward 1 Councillors Sean O'Meara and Jonathan McNeice

Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

Ward 4 Councillors Allan Elgar and Peter Longo

Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

Ward 7 Councillors Nav Nanda and Scott Xie

Master Plan Project Committee

Paul Damaso, Commissioner, Community Services

Colleen Bell, Commissioner, Community Services (retired)

Tara Wong, Chief Executive Officer, Oakville Public Library

Chris Mark, Director, Parks and Open Space

Julie Mitchell, Director, Recreation and Culture

Jennifer McPetrie, Senior Manager – Planning and Development, Recreation and Culture

Darryl McWilliam, Manager – Support Services, Recreation and Culture

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MJMA Architecture & Design

Tucker-Reid & Associates

Ron Koudys Landscape Architects

Rose Vespa Consulting

Largo Facility Management

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1 Introduction

Parks, Recreation and Libraries are Fundamental Services

Parks, recreation, and library spaces are essential to Oakville’s success and contribute to the town’s vibrancy and livability. Oakville residents value their access to these spaces and services – surveys regularly identify them as defining aspects of the town’s high quality of life. There is a strong relationship between the provision of social infrastructure and benefits to personal, community, social, economic, and environmental wellbeing.

Access to parks, recreation, and library opportunities is a fundamental human need in all ages and stages of life. The benefits of participation for both individuals and communities are wide-ranging, including social inclusion, personal health, connections with nature, urban improvement, crime reduction and positive social outcomes, community development and pride, lifelong learning, creative expression, employment and volunteering, drowning and fall prevention, and much more. Above all, participation is fun and enables people to reach their full potential!

Oakville provides an extensive variety of active and passive recreation opportunities that enhance the overall quality of life for everyone. These programs are complemented by those delivered by community groups and sports organizations to provide a well-rounded portfolio of opportunities focused on physical activity and mental wellness, mindfulness, inter-generational learning, personal development, and more.

As we prepare for growth, it is vital that we chart a course that builds a strong and resilient future for parks, recreation, and library services in Oakville.

It is our belief that this master plan will contribute to increased local participation and a positive collective impact on priority outcomes and livability across the town.



Master Plan Overview

About the Plan

The Town of Oakville and Oakville Public Library (OPL) have developed a new Parks, Recreation and Library Master Plan to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan will strategically guide the town for the next 10 years, with a planning horizon that considers major capital needs until the year 2051.

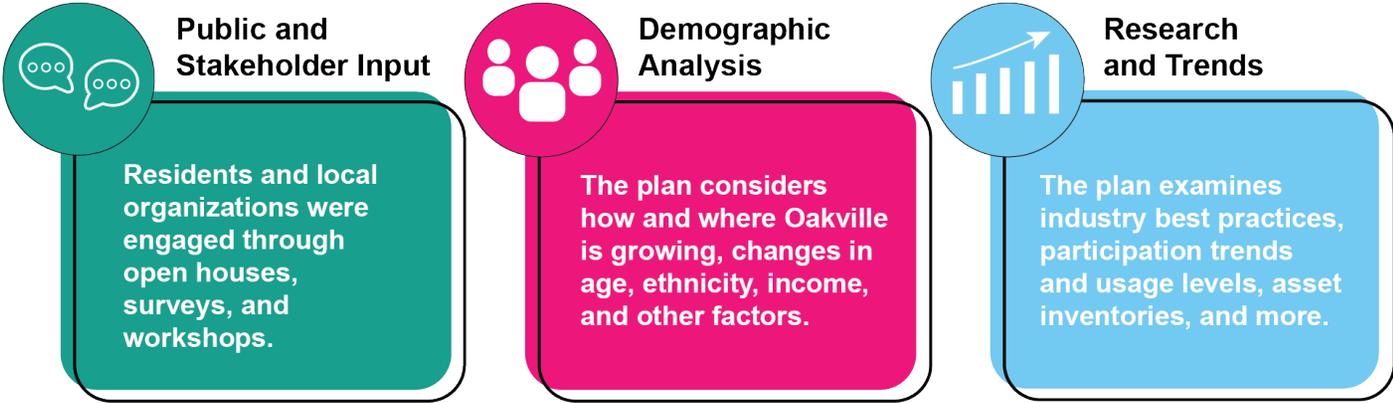
Last updated in 2017, this updated master plan is necessary to guide our future investment in new and existing facilities and services. While the focus of the plan is on physical parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, while ensuring flexibility to respond to changing needs. The plan is a comprehensive, evidence-based exercise built from the ground up. It contains 101 recommendations that are detailed in Section 12.

Master plans help communities to better understand the current state of services and facilities and to identify potential gaps, opportunities, and strategies. The plan leverages community input and leading research to establish future directions. In some cases, these directions will inform and guide the establishment of more detailed levels of service through future initiatives.

The directions in the master plan will influence future capital and operating budgets starting with the town's 2025 budget process.

Additional work will still be required beyond the approval of this plan. For example, detailed capital, service, and site-specific planning will be necessary for many of the plan's recommendations, including further public engagement efforts.

Master Plan Building Blocks



Scope

The plan evaluates needs and strategies for public parks, recreation and library spaces, and related services. The emphasis of the master plan is on facilities owned and/or operated by the town and public library, although the plan also considers facilities provided by other sectors.

Master Plan Scope



Recreation Facilities and related services

Community centres, pools, arenas, seniors spaces, programming, and more.



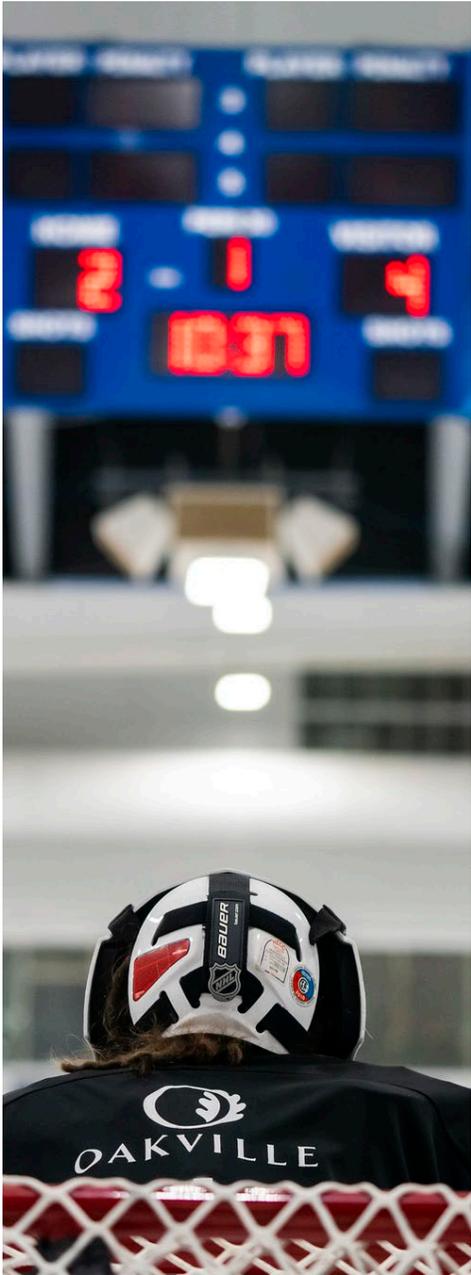
Public Libraries and related services

Library branches, alternative spaces, collections, and more.



Park Facilities and Parkland

Sports fields, sport courts, splash pads, community gardens, parkland, and more.



Planning Process

An integrated, coordinated, and multi-phase process was applied to develop the master plan. Tasks were divided into three stages, each supported by a technical background report from which the content within this plan was derived.

Stage 1: The plan's development included extensive research into facilities and services (including how they are used and optimization opportunities), demographics and growth, trends in participation and facility design, and more.

Stage 2: The plan also reflects upon community opinions and priorities, which were identified through a robust community engagement program that captured input from the public, community stakeholders, and related town initiatives.

Stage 3: The needs assessments were supported by information collected through the Stage 1 and 2 Reports, including public and stakeholder input. An emphasis was also placed on demand-driven metrics and alignment with Council, Library Board, and community priorities. The report provides many tools and resources that the town and public library can use to inform specific projects and to further assess opportunities that may arise during the plan's implementation. In this way, the priorities advanced in the plan are evidence-based and respond to dynamic needs across the entire town.



Research & Analysis

- Demographics and Growth
- Trends and KPIs
- Supporting Documents
- Facility Inventories, Mapping and Profiles



Community Engagement

- Public Open Houses
- Stakeholder Focus Groups
- Community Survey
- Council and Staff Consultation



Needs Assessment & Master Plan

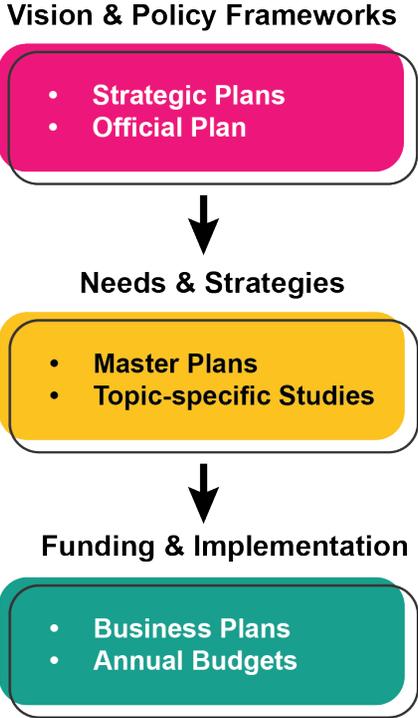
- Strategic Framework
- Needs Assessment
- Implementation Strategy
- Draft and Final Master Plans

Methodology

Creating a sustainable and equitable network of parks, recreation, and library facilities for all residents is complex. Needs can be relative and may vary according to the type of facility and the communities they serve. In all cases, equity of access is the primary objective – ensuring that all residents have appropriate access to municipal parks, recreation, and library opportunities based on their interests.

This plan is informed by several factors, including (but not limited to) public and stakeholder input, demographics and growth, asset inventories, participation data and trends, municipal facility benchmarking, corporate policies and guidelines, and related studies.

Hierarchy of Related Policy Documents and Reports



The master plan employs a standards-based gap and provision analysis that will help Oakville identify and plan for new parks and facilities as the town grows and needs evolve. Provision targets incorporating a multitude of variables have been established (see **Appendix**) through an understanding of current service levels, usage, and demand indicators. All targets are intended to be applied flexibly across the town and may be modified over time to remain responsive to local needs.

For understanding facility-specific needs and options, public input and information on facility design, function, and management have been relied upon. Although this master plan identifies long-term strategies for many existing facilities (including possible expansion or conversion to other uses), these decisions will be informed and guided by future public engagement initiatives to ensure that affected stakeholders are involved in local decision-making. Town Council will consider the findings of this master plan, subsequent public input, and related initiatives in determining how best to invest in parks, recreation, and library facilities

Oakville – a vibrant and livable community for all

Oakville is a vibrant lakeside town within the Greater Toronto Area. Bounded by the municipalities of Burlington, Milton, and Mississauga, the town is the largest municipality in Halton Region in terms of population. Oakville was founded in 1857 and has become one of the most coveted residential and business centres in Ontario, offering all the advantages of a well-serviced urban centre, while maintaining a small-town feel.

This master plan provides direction to three aligned but separately managed departments:

The **Recreation and Culture Department** supports the development of a healthy, vibrant, and cultural community in Oakville by providing quality programs, services, and facilities, enhancing community capacity, and ensuring access to programs and services. The department is responsible for the operation of municipal facilities such as community centres, pools, and arenas, recreational and cultural programming (registered, drop-in, special events, etc.), permitting of indoor and outdoor spaces, community grants and affordable access policies, and much more.

The **Parks and Open Space Department** operates and maintains nearly 500 park sites, trails, and public gardens throughout the town with a mission of ensuring a diverse range of open space opportunities that preserves and enhances the quality of life for present and future generations. The department coordinates park development and redevelopment projects, ranging from playground replacement to trail expansion to new park construction. Additionally, the department supports a variety of park uses, such as sports fields, community gardens, winter skating rinks, special events, and much more.

The **Oakville Public Library** brings together people, information, and ideas to enrich lives and build healthy communities. OPL is led by a Library Board made up of citizens and town council representatives and serves the community through a central library and six branches, as well as five OPL Express locations. Many of these spaces are combined with other public facilities such as community centres. OPL strives to offer welcoming spaces that connect customers to the world at-large, sparking innovation in the community, and supporting growth and well-being through access to barrier-free, equitable library resources and services.

Although parks, recreation, and libraries are managed by separate departments and boards, they share common values and frequently work in partnership to deliver coordinated services that meet community needs. This is what makes Oakville uniquely responsive and committed to achieving high standards in service delivery and community engagement.



Building on a Solid Foundation

Parks, recreation, and library facilities are vital contributors to strong, vibrant communities and help residents to achieve many of their personal goals.

To gain a sense of the type of recommendations that emerge from master plans, we can look back at some of the many significant projects that the town and OPL have completed in recent years, including:

- a) opening of the Trafalgar Park Community Centre (renewal and expansion of the Oakville Arena and Senior's Centre) in 2018;
- b) opening of the award-winning Oakville Trafalgar Community Centre in 2020;
- c) expansion of the community park at Sixteen Mile Sports Complex in 2024;
- d) detailed design and planning for the future Sixteen Mile Community Centre and Library (planned to open in 2025);
- e) restarting the Downtown Cultural Hub initiative, which is planning for revitalized library and cultural facilities throughout the downtown area;
- f) purchase of additional parkland, including 44-hectares (former Fogolars Country Club) for passive and educational opportunities;
- g) development of approximately 45 new parks and village squares (amounting to about 41 hectares of new parkland) throughout the town, including North Oakville;
- h) numerous new playground installations, soccer fields, sport courts, splash pads, and trails within new parks and village squares;
- i) completion of various capital infrastructure renewal and rehabilitation projects involving facilities and parks throughout Oakville, including accessibility improvements;
- j) expansion of Oakville Public Library's creation zone initiative, food lockers, and non-traditional lending programs (technology, sports kits, etc.);
- k) improved access to technology and online services through investment in new systems;
- l) expanded recreation and library programming in response to evolving community interests, often in partnership with others; and
- m) completion of several notable plans and studies, such as Strategic Plans for the town and public library, Parks Plan 2031, and more.

**“Parks, recreation, sport, and teams”
were identified by residents as the top
quality that makes Oakville livable.**

- Town of Oakville 2022 Citizen Survey



2 Community Engagement

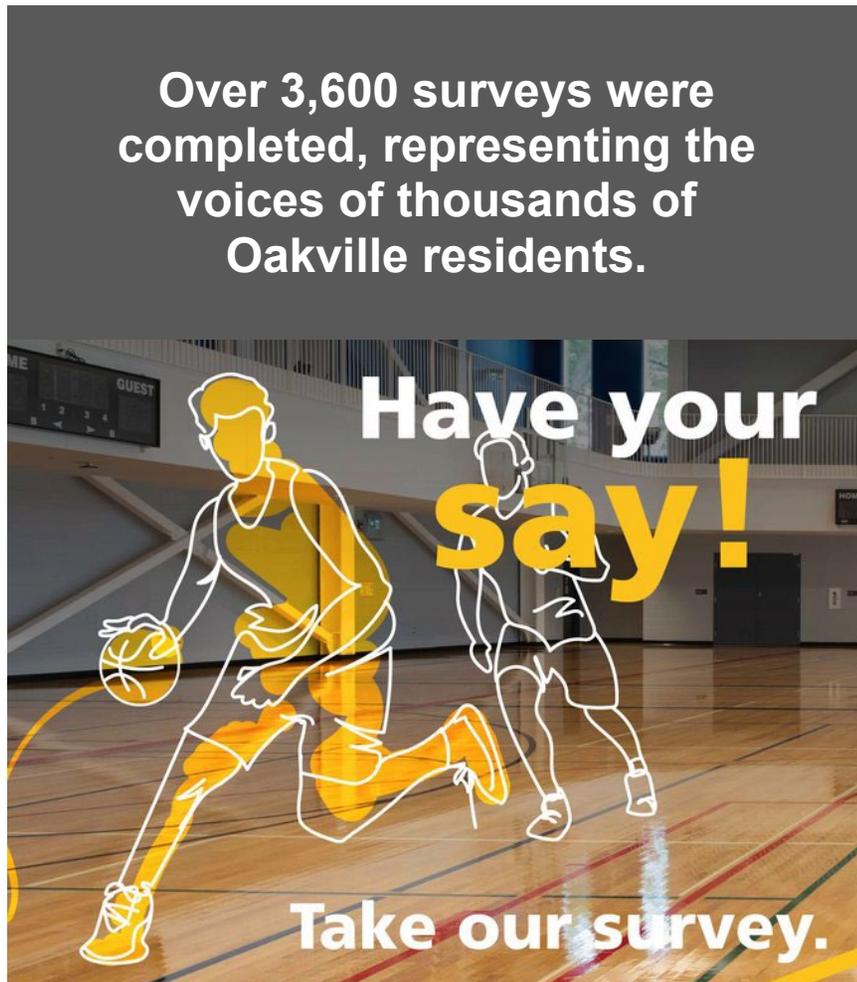
Public and stakeholder engagement was a foundational element in the development of this plan, providing insight into local trends, needs, and priorities.

The consultation process was designed to engage users and non-users of parks, recreation, and library facilities, as well as organizations that provide and/or advocate for these services. It included the following elements:

- a community-wide survey;
- public open houses;
- stakeholder workshops; and
- feedback on the draft plan.

Additionally, a series of interviews and workshops were held with members of Town Council, the Oakville Public Library Board, and staff from across the corporation.





The following summary captures what we heard from Oakville’s residents and stakeholders regarding current and future parks, recreation, and library priorities during the first phase of engagement in 2023.

1. **Parks, recreation, and libraries are viewed as essential services.** Residents have spoken! Parks, recreation, and libraries are the top qualities that make Oakville livable and are critical contributors to the town’s quality of life.
2. **Oakville is an active community.** Most residents take part in a variety of casual, self-directed leisure activities (e.g., walking, biking, hiking, swimming, etc.) and use the Oakville Public Library. Furthermore, most households can participate as often as they would like, suggesting strong satisfaction with existing opportunities and low barriers to entry. User groups also reported strong participation rates (and expect this to continue, generally in-line with population growth), which is indicative of a community with a robust network of volunteers, clubs, organizations, and service providers.
3. **Satisfaction with existing parks, facilities, and services is strong.** The town’s most used facilities are its multi-use community centres with library branches, with most receiving very high ratings for safety, maintenance, and location. Most facilities are conveniently located for residents and there is a general desire to see existing venues maintained/upgraded before building new.
4. **Passive park spaces are appreciated by residents of all ages and abilities.** Through the citizen and master plan surveys, residents told us they highly value passive parks with open spaces and trails. However, residents use Oakville’s parks in many different ways and are seeking the addition of a variety of new passive and active amenities to support a range of uses. Climate change, environmental sustainability, and greenspace

protection are also becoming more prominent themes in the town's future planning.

5. **Outdoor recreation demands are growing.** Even with all COVID-19 restrictions now lifted, the survey found that Oakville residents are participating more outdoors than they were before the pandemic. More importantly, residents expect this trend to continue, with more than one-half expecting their participation in parks, recreation, and library activities to be greater in the future.
6. **Residents value opportunities for casual play and self-scheduled activities.** Through the citizen and master plan surveys, we heard about demand for unstructured uses and inclusive recreation programs and spaces. As Oakville grows, it is also becoming more diverse and requires a continued emphasis on inclusion, equity, and a high quality public realm.
7. **Oakville residents support investment in spaces and amenities that can be used by children, youth, and people of all ages.** Despite strong levels of satisfaction with existing facilities, the survey found high levels of support for additional investment in many facility types, most notably items that benefit residents of all ages (e.g., park washrooms, parkland acquisition, pools, gymnasiums, etc.) and that support children and youth (e.g., playgrounds, youth facilities, splash pads, etc.). Lesser demand was expressed for facilities with lower participation profiles (e.g., saunas, cricket fields, disc golf courses, etc.) and for facilities serving traditional team sports (e.g., soccer fields, ball diamonds, arenas, etc.).
8. **Residents are seeking greater access to programs.** If the town could do one thing to encourage residents to use its recreation and library facilities more, it would be offering a greater variety of programs and events. For

those experiencing barriers, the primary request was for more program times (especially for activities such as pickleball, tennis, and swimming).

9. **People still love books, but library use is changing.** Residents use the library for a wide variety of reasons and services, but borrowing of books and other physical materials remains the most dominant reason (77% according to a 2021 OPL survey), despite the rise of digital services, online information, and demand for study/work space. More programming, larger collections, extended hours, and reading gardens were the most common suggestions for increasing usage of public libraries.
10. **As we emerge from the COVID-19 pandemic, some challenges remain.** The COVID-19 pandemic was an unprecedented time for the parks, recreation, and library sector and many community organizations continue to be presented with new challenges in this post-pandemic period. Declining volunteerism, rising costs, professionalization of youth sport, and a lack of facility access are concerns for several groups, many of which are seeking ways to reduce the impact on their members so they can maintain strong registration levels. Some households with older age profiles also remain more cautious about how they participate, especially indoors.
11. **The future of Oakville's older arenas and public libraries requires special attention.** Oakville's older stand-alone arena facilities received the lowest overall ratings within the survey, with suggestions for updating/expansion and broader programming. Furthermore, residents were more likely to indicate that older, stand-alone library branches require updating or expansion.

12. A framework is needed to address special requests.

Through the consultation program, we heard from enthusiasts of several emerging activities in Oakville, including those seeking additional or upgraded rugby fields, sauna facilities, pickleball courts, and indoor swimming pools. Several sports are also seeking opportunities for year-round training and cannot gain adequate access to existing facilities. While some requested spaces that can be used by a variety of activities, some organizations are seeking dedicated access or specialized spaces to support their growing programs.

13. Partnerships and collaborations will be important to moving forward.

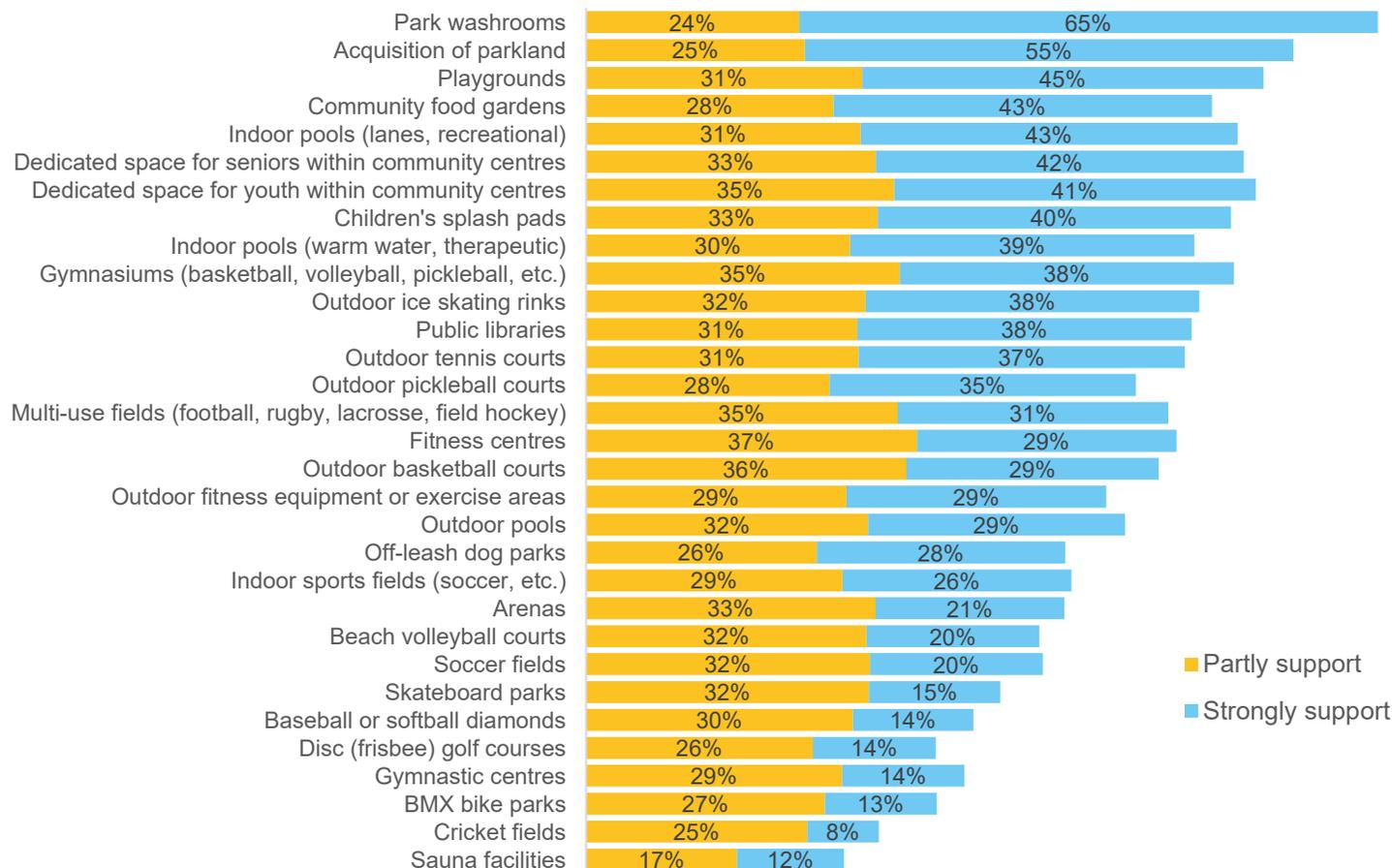
There is a spirit of cooperation amongst community groups, as many recognize the challenges of facility development and are open to working together to achieve common goals. For example, many organizations are open to cost-sharing for facility enhancements. The town has many processes in place to support community groups and frequently communicates with this network to coordinate service delivery. Long-term planning is essential to supporting a strong and diverse network of recreation providers, and community organizations are willing to continue their discussions with the town for the betterment of all residents.



To help identify public priorities for capital investment, the master plan survey asked respondents to identify the types of facilities that they want more of. More than three-quarters strongly or partly support the expansion of park washrooms, parkland acquisition, and playgrounds – all of these are inclusive spaces that facilitate activity across a broad spectrum of abilities and cultures. Support for additional spending, master plan survey.

Public and internal input was also sought on the draft master plan in May and June 2024 to ensure the community was aware of the proposed actions and to better understand key priorities. Through this process, strong levels of support were expressed for all high priority and shorter-term actions within the draft plan. This feedback led to the establishment of new actions and clarification of key directions that have been incorporated into this final report.

Support for additional spending, master plan survey



“Partly oppose” and “strongly oppose” responses not shown.



3 Strategic Priorities and Goals

Oakville is a vibrant and livable community for all. A key part of this vision is recognizing the important contributions that parks, recreation, library, and related services make to the community’s health, wellbeing, and overall quality of life. These services also benefit other community priorities and the public realm, such as active transportation, climate change mitigation, social equity, economic growth and tourism, environmental health, and more.

Parks, recreation, and libraries are worthy of sustained investment and enhanced focus. A strategic framework was developed to inform the recommendations of this master plan, as well as future decisions related to its implementation. The master plan’s strategic priorities have been aligned with Council’s Strategic Plan 2023-2026 and overarching goals developed to reflect the town’s values and express fundamentally how Oakville will approach investment and set priorities related to parks, facilities, and services over the long-term. The goals are supported by consultation and relevant research, including Town of Oakville and Oakville Public Library strategic plans.

The following strategic framework represents a conceptual foundation and overarching priorities that are intended to influence how, when, and where the town provides community facilities and services. The strategic priorities and goals are complementary and should be read and interpreted as a set.

Master Plan Strategic Framework



Priority 1 – Growth Management

Goals – We will:

- a) Design, develop, and maintain **vibrant public spaces** that encourage and support personal health and community wellbeing.
- b) Ensure that our parks and facilities are **safe, welcoming, and enjoyable**, helping people and families to discover, participate, belong, and thrive.
- c) Optimize parks and facilities through **adaptable and multi-use spaces** that enhance community cohesion and belonging.
- d) Prioritize **accessible spaces and services**, reducing barriers that keep people from participating in or accessing parks, facilities, and services.

Priority 2 – Community Belonging

Goals – We will:

- a) **Increase participation and literacy** through introductory and intermediate level programs, inclusive community spaces, and tools and technologies that enhance access and learning.
- b) Offer and support initiatives and services that help residents to **connect to and be engaged** in their communities of interest.
- c) Assess park, facility, and service priorities through an **equity and social inclusion lens**, placing community-wide needs over individual demands and using evidence to support decision-making.
- d) Foster **community partnerships and volunteerism** to help achieve shared goals, build capacity, and contribute toward the full continuum of services.

- e) Regularly and effectively **engage with the public** on community initiatives, the benefits of participation and the need for respect and civility in public spaces.

Priority 3 – Environmental Sustainability

Goals – We will:

- a) Use a variety of tools to meet our service level standards for **parks and greenspace**.
- b) Reduce our **environmental impact** by building healthy and sustainable parks, open spaces, and facilities.
- c) Act on **climate change and adaptation** through responsible management of parks, facilities, and natural areas.

Priority 4 – Accountable Government

Goals – We will:

- a) Manage facilities and services in a **fiscally responsible manner** through the reasonable application of taxes and user fees.
- b) Pursue **creative funding approaches** that support our core services and community priorities.
- c) Evaluate our **levels of service** to enable planned resource allocations for the future.
- d) Be leaders by adopting **progressive approaches and technologies** in design, program concepts, service delivery, research, and learning.
- e) Provide **good governance** through high quality customer service, coordinated service delivery, legislative compliance, and performance measurement.

Master Plan Themes

Sections 3 to 11 of this report are organized according to the primary themes that emerged from the research and consultation phases. These themes are relevant to all disciplines addressed in this plan, including parks, recreation, and library facilities and services.

Master Plan themes:

1. Preparing for growth and securing our future.
2. Supporting equity, wellbeing, and emerging needs.
3. Optimizing our assets and providing spaces to thrive.
4. Fostering belonging, accessibility, and inclusion for all.
5. Enhancing outdoor opportunities and connectivity.
6. Reducing our environmental impact.
7. Leveraging progressive tools and technologies.
8. Working together and building in flexibility.

Within these themes are a variety of proposed **actions** that will help Oakville and OPL achieve their strategic priorities. These actions were developed based on the input and research undertaken in support of this master plan, and reflect both the current state assessment and analysis of future needs and long-term provision models.

Objectives and specific actions for parks, recreation, and libraries are listed in full in Section 12.





4 Preparing for Growth and Securing our Future

As Oakville doubles in population by 2051, growth-related needs will be significant. Unfortunately, the town's land resources are unlikely to keep pace with this growth due to changes in how municipalities acquire land for parks and community facilities. This is compounded by the downloading of additional costs to local municipalities, which requires that the town stretch its funding further. Provision targets will need to evolve, with consideration of new models of design and delivery. The focus will begin to shift from "quantity" to "quality", allowing the town to enhance existing assets and fund its growth-related priorities based around a "campus of facilities" model. We will also plan for increased urban densities by focusing on dynamic, multi-use, creative, high quality parks, recreation, and library spaces.

Oakville is Growing

Oakville's population growth rate is rising. In 2023, the Province of Ontario established municipal housing targets for its largest and fastest-growing municipalities to address the current and anticipated housing supply gap. The town is currently updating Official Plan policies for identified strategic growth areas to align with its updated forecasts. **The 2051 forecasted population for Oakville is now nearly 443,000, an increase of 218,000 persons over the current estimate of 225,000 persons – a near doubling of the population in less than 30 years.**

A note about population forecasts:

The population estimate used in this report is based on the 2023 Joint Best Planning Estimate of 442,941 residents by year 2051.

A population review undertaken in 2024 led to a revised population estimate of 388,000 by 2051. As the new number is a preliminary estimate that requires more detailed analysis, the town will use a minimum and maximum population of 388,000 to 443,000 for long-term planning purposes.

Recognizing that there are many factors that may impact the pace of growth in Oakville, the master plan uses population thresholds rather than specific years as references for identifying growth-related capital requirements.

This means that master plan implementation may be delayed should Oakville grow slower than the current population forecasts suggest, or may occur quicker should growth and growth-related funding be accelerated. Mitigation strategies and phasing options may also be required should there be funding shortfalls for growth-related requirements.

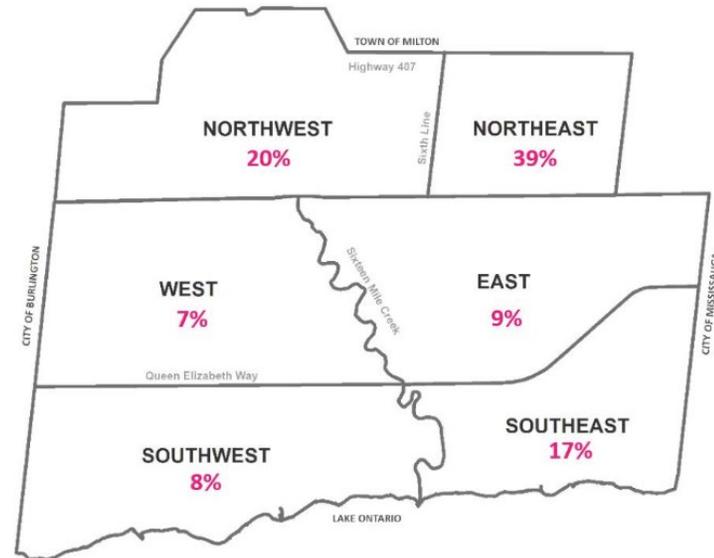
The town’s planning policies support higher population densities in new growth areas, including North Oakville which has been the most recent focus on housing growth. Current estimates allocate at least 73% of Oakville’s future population growth to strategic growth areas, such as Trafalgar Urban Core (north and south) and Midtown Oakville. These areas will be characterized by vertical forms of development and be supported by higher order transit. The balance of future population is allocated to greenfield development in North Oakville (19%) and other opportunities for gentle density in the town’s established neighbourhoods (9%).

New parks, recreation and library facilities and services will be required to address growth-related demands, as well as changes in participation patterns. Greater pressure will also be placed on existing assets to meet the demands of a growing population, especially those serving strategic growth areas.

Forecasted Population by Plan Area, 2021 to 2051

| Plan Area | Population Growth (2021-51) | Percent of Total |
|--------------|-----------------------------|------------------|
| Northeast | 86,612 | 39% |
| Northwest | 44,941 | 20% |
| East | 20,546 | 9% |
| West | 15,025 | 7% |
| Southeast | 38,230 | 17% |
| Southwest | 17,244 | 8% |
| Total | 222,798 | 100% |

Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)



Creating Complete Communities

As Oakville grows, its urban form is changing, impacting the ways in which people access public spaces. People living in denser areas may face different barriers and/or seek out services in different ways than those living in lower-density suburban communities. Higher residential densities often mean less private space (e.g., living space, backyards, etc.), making it more critical that public spaces be accessible, well designed, and capable of accommodating more intense use.

Furthermore, as municipalities continue to grow inwards and upwards, it has become more challenging to assemble parkland in areas of intensification such as strategic growth areas due to land scarcity and land cost. Oakville's Parks Plan 2031 offers direction in this regard, as does the town's campus of parks initiative.

These changes can have a significant influence on parks, recreation, and library needs and participation. For example, locally-accessible spaces and services will be needed to address increasingly busy lifestyles and growth areas, including new ways of delivering services in higher density communities.

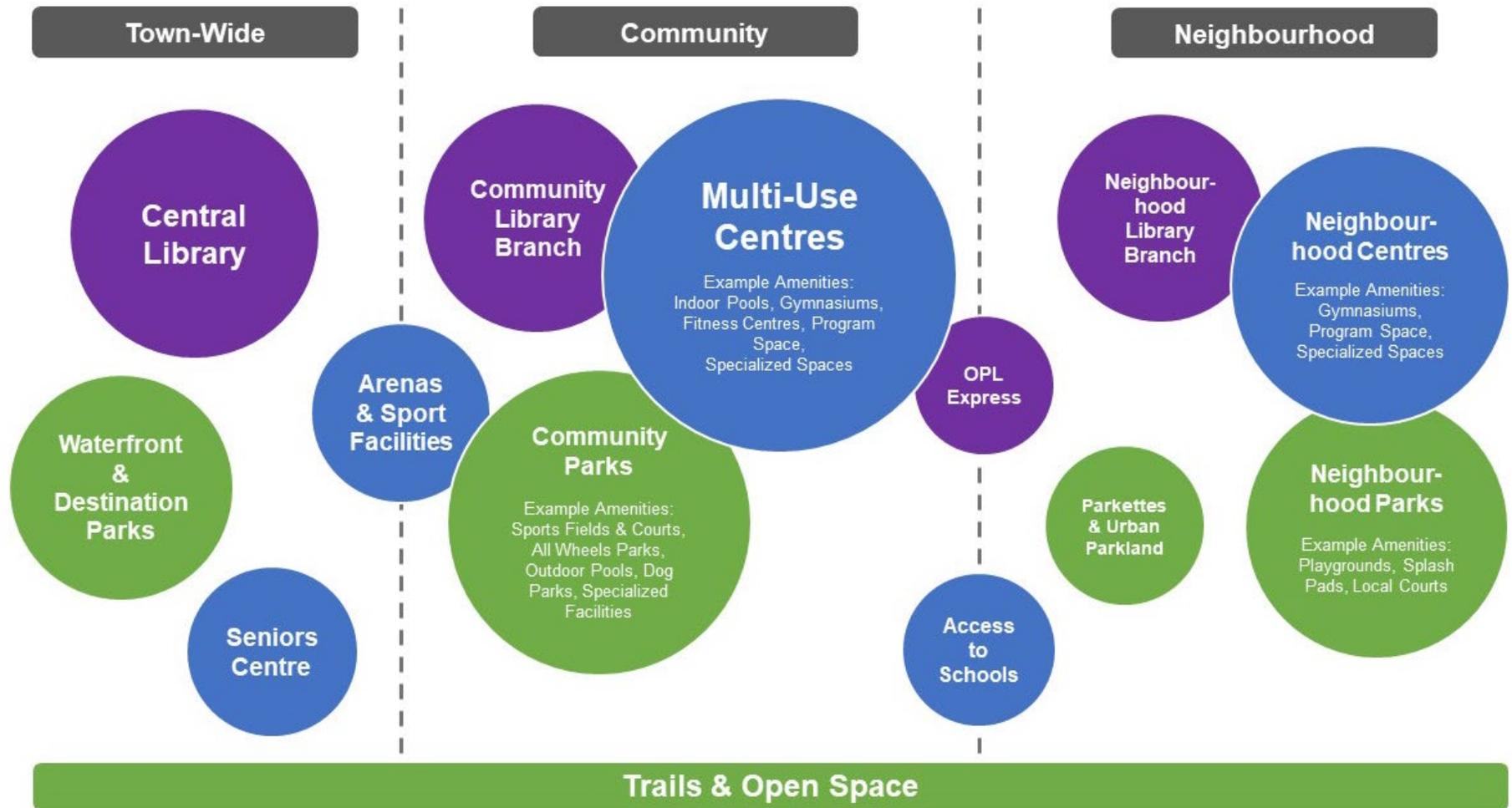
Embracing the "Campus of Facilities" Model

This master plan reflects on how town's growth trajectory has changed, the many new demands that are emerging, and how the urban form and funding sources are evolving. In doing so, the plan seeks new opportunities and strategies that will support these changes and position Oakville for success in the future.

The town plans and strives to develop parks, recreation, and library facilities and services equitably across Oakville. Facilities can serve different needs and functions based on their scale and design and are tailored to specific markets ranging from neighbourhood-level to town-wide and sometimes beyond. The following figure illustrates the general hierarchy of facility and park provision in Oakville, recognizing that not all facility or park types are appropriate for all contexts, but that all residents will have access to the full range of services through a town-wide delivery system.



"Campus of Facilities" Model



Selected Actions that Prepare for Growth and Secure our Future

Oakville's parks, recreation, and library facilities are critical community spaces that inspire people to get active, connect, discover, and create a shared sense of belonging. They are places where Oakville comes together to participate, develop skills, access information, create friendships, and build the kind of community in which we all want to live.

The master plan includes several actions that address population growth and continued livability, including (but not limited to):

- **Actions 22 and 45:** Undertaking community centre and library development and expansion projects to serve growing needs, including:
 - Expanding and revitalizing Glen Abbey Community Centre in the medium-term (2034-2041), with planning to begin in 2027. Possible enhancements include pool replacement, new change rooms and sauna, larger gymnasium, additional squash courts, expanded library space (future phase), etc.
 - Providing a new branch library in Trafalgar Urban Core South when Oakville reaches a population of 275,000.
 - Developing a local community centre and library branch in Palermo when Oakville reaches a population of 325,000. Possible components include a gymnasium, meeting and activity rooms, and a tech-focused library.
 - Establishing a library and community hub in Midtown Oakville when Oakville reaches a population of 350,000. Potential partnerships, programming, and space model for this facility are to be determined through future study.
- Expanding and revitalizing River Oaks Community Centre in the medium-term (2034-2041). Possible enhancements include gymnasium expansion, new fitness centre and studio spaces, conversion of squash/racquetball courts to other uses, and addition of a library branch.
- Securing land and building a new multi-use community centre in Trafalgar Urban Core South when Oakville reaches a population of 375,000. Possible components include a 25m indoor pool with up to 10 lanes, gymnasium, fitness centre, auditorium, etc.
- Providing a local community centre in Trafalgar Urban Core North when Oakville reaches a population of 425,000. Possible components include a gymnasium, meeting and activity rooms, and a library branch.
- **Action 30:** Expanding and renovating Sir John Colborne Recreation Centre when Oakville reaches a population of 275,000.
- **Action 32:** Developing twin pad arenas in: (a) North Oakville (325,000 population target); then (b) South Oakville (400,000 population target). These projects are part of a broader arena modernization initiative that includes the phase out of selected single pad arenas.
- **Action 51:** Working with the Oakville Crusaders Rugby Club to address long-term field needs.
- **Action 55:** Preparing a Racquet Sports Strategy to guide outdoor tennis and pickleball court investment and assess the potential for a year-round community-based court complex.

- **Actions 67 and 68:** Developing a covered and refrigerated outdoor rink in Northeast Oakville and consideration of a refrigerated skating trail for the Fogolar's property.

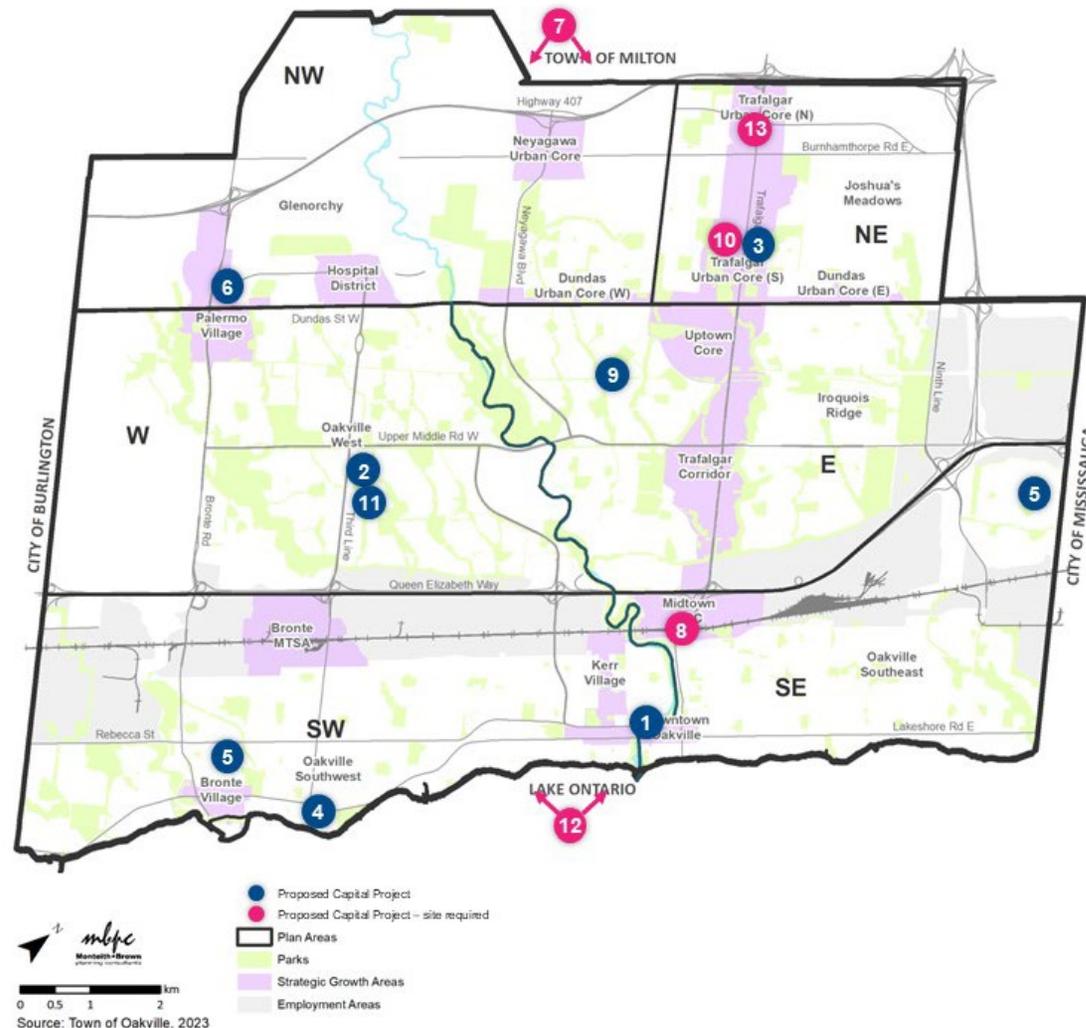
Various Actions: Growth-related development of cricket fields, sport courts, playgrounds, splash pads, all wheels parks, leash-free dog areas, community gardens, etc.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.

Proposed Capital Program for Major Recreation and Library Facilities to 2051 (listed in general order of implementation)

1. Replace **Central Library Branch** (ongoing initiative)
2. Begin planning to expand and revitalize **Glen Abbey CC** (~2027)
3. New library branch in **Trafalgar Urban Core South** (275,000 pop.)
4. Expand **Sir John Colborne Recreation Centre** (275,000 pop.)
5. Rationalization of library services in **Bronte** and **Clearview** – further study required (300,000 pop.)
6. New neighbourhood CC & library in **Palermo** (325,000 pop.)
7. Future **Twin Pad Arena #1 (north)*** and **Kinoak/Maple Grove Arena** conversion – not shown on map (325,000 pop.)
8. New library and community hub in **Midtown Oakville*** (350,000 pop.)
9. Expand and revitalize **River Oaks CC** and add library (2034-41)
10. New multi-use centre in **Trafalgar Urban Core South*** (375,000 pop.)
11. Consider expansion to **Glen Abbey branch** (400,000 pop.)
12. Future **Twin Pad Arena #2 (south)*** – not shown on map (400,000 pop.)
13. New neighbourhood CC & library in **Trafalgar Urban Core North*** (425,000 pop.)

* site/land required





5 Supporting Equity, Wellbeing, and Emerging Needs

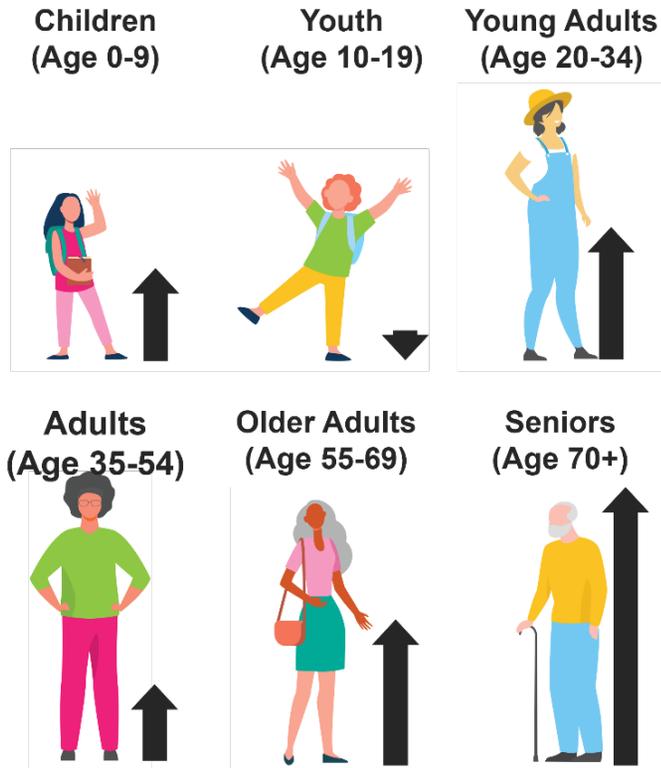
Oakville is an attractive destination for young, culturally-diverse families, but the population is also aging. We must plan for these significant demographic shifts. Active sport, youth, and family needs will be most notable in North Oakville, while a range of demands can be expected in higher density growth areas. Intergenerational opportunities should be encouraged across the town.

Planning for our Different Stages of Life

Children and youth are a core market and exhibit strong participation rates. The master plan survey found that households with younger profiles were more likely to identify needs for facilities like gymnastic centres, indoor sports fields, multi-use fields, outdoor pools, outdoor courts (tennis, basketball and volleyball), skateboard and BMX parks. Although Oakville's younger age groups have been growing slower than the overall population, additional demand for activities and services across the full age spectrum can be anticipated going forward.

Conversely, the number of older adults and seniors has been increasing in Oakville for many years, similar to trends across Canada. Today's older generations are living longer and spending more time in retirement, leading to greater service needs as residents want to stay active throughout this stage of life. Our survey found that households with older profiles were more likely to identify a need for more community food gardens, dedicated space for seniors, and outdoor pickleball courts. An aging population may also mean demand for activities that support social connections and healthy active aging, including more daytime services.

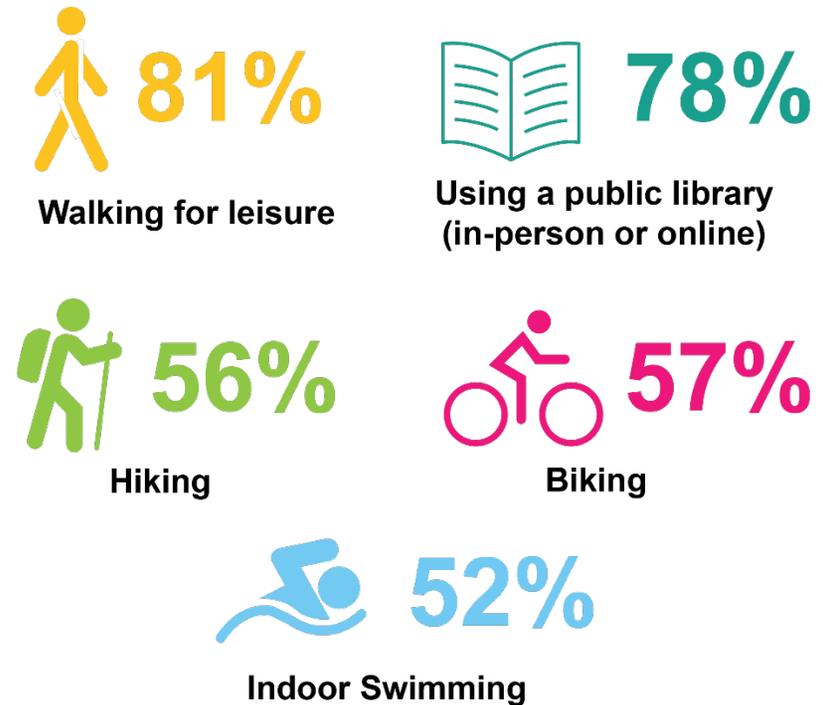
Population Change by Age Group, 2022 to 2032



Source: Environics Analytics (2023)

Accessible spaces and affordable services are critical to ensuring that everyone can participate fully. Through the survey, we learned that affordable, self-directed activities are among the most accessible for town residents.

Most Popular Parks, Recreation, and Library Activities in Oakville (master plan survey)



Celebrating our Cultural Diversity

Oakville is also becoming more ethnically diverse. While newcomers have many similar leisure needs as long-time Canadians, they also bring their own activities, sports, and traditions to Oakville. This is creating new demands on the parks systems (e.g., picnic and special event spaces, cricket fields, etc.), recreation services (e.g., culturally-appropriate programming, etc.), and libraries (e.g., multi-lingual resources). Parks, recreation, and library spaces are vital to supporting newcomers and celebrating our many cultures, underscoring their importance to a growing Oakville.

Responding to Emerging Needs

Community needs are also expanding as different interests and new trends gain momentum. Some of these emerging trends include (but are not limited to):

- Informal and individual recreation activities that offer convenience and affordability.
- Sports and activities such as pickleball, cricket, off-leash dog walking, use of splash pads, sport courts, disc golf, and outdoor skating.
- Passive recreation spaces that support casual and informal activities, such as community gardens, outdoor classrooms, unstructured spaces, and trails.
- Public fitness opportunities (e.g., exercise equipment and loops), particularly for seniors.
- Casual group spaces for diverse exercise and recreation experiences, such as tai chi, BBQ pits, picnic spaces, and more.
- Welcoming places for individual and group study (both quiet and less quiet) within libraries.
- Demand for digital infrastructure, such as Wi-Fi in parks and digital materials and technologies within libraries.

Flexible and inclusive spaces are needed to address current priorities and those to come. Monitoring of trends in sports and activities allows the town to look toward a balanced range of amenities when and where they are needed. Versatility in park and facility designs also helps the town respond to these changing participation patterns.



Selected Actions that Support Equity, Wellbeing, and Emerging Needs

Growth means more young families in Oakville, which will create demand for additional facilities and services. The population is also aging, creating new demands for activities that engage older adults and seniors. Much of Oakville's future growth will be fueled by immigration – interests will become more diverse. Parks, recreation, and library services are a critical aspect of the town's quality of life and help to attract and retain residents.

The master plan includes several actions that address the equity, wellbeing, and emerging needs, including (but not limited to):

- **Action 4:** Utilizing the Recreation Program and Service Development Framework (see Stage 3 Report) to ensure that program provision is aligned with community priorities and meet standardized performance criteria.
- **Action 7:** Updating the Youth and Older Adult Strategies with a goal to increasing engagement and participation in recreation, including unstructured play both indoors and outdoors.
- **Action 15:** Engaging with diverse and under-served groups to enhance inclusion, diversity, equity, and accessible supports and programming.
- **Action 42:** Developing a collections plan for OPL's multilingual resources and seek to enhance ESL (English as a Second Language) proficiencies as the newcomer population grows.

- **Action 48:** Continuing to expand library outreach and alternative delivery models (e.g., express libraries, etc.) to emerging communities and gap areas within the OPL system.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.



6 Optimizing our Assets and Providing Spaces to Thrive

Oakville’s facilities and parks are multi-use destinations that are in great locations to serve our community now and into the future. With the rising cost of land and other funding challenges associated with new infrastructure, it is vital that we first look to optimize these assets – doing more with what we have (e.g., modernization, repurposing, etc.) – and seek strategic ways to add capacity to respond to emerging community needs.

Learning from the Pandemic

The COVID-19 pandemic intensified social inequities and negatively impacted vulnerable populations such as lower-income households, ethnic minorities, and persons with disabilities. This time in our history will have a lasting impact on parks, recreation, and library facilities and services, which are increasingly being viewed as essential to both physical health and mental wellbeing.

Unstructured park use has increased in recent years and remains above past levels, helping people stay active and connected. Many recreation activities grew or emerged through the pandemic as people found new interests, although rising costs are becoming a new concern for many. Furthermore, libraries are seeing increased demand for e-resources, co-working space, and non-traditional lending.

Although the pandemic caused significant disruptions to services, staffing, and training, participation rates have since rebounded and demand is growing beyond past levels. Long-term planning and strategic investment remain vital to supporting the significant role that these services and spaces play in our personal, social, and economic recovery and revitalization.

Readying our Facilities for the Future

Although most of Oakville’s community facilities are in good physical condition, some older assets have design and age-related deficiencies that have the potential to impact reliable service delivery and operational efficiency. Additionally, the variety of activities and sports available today is much broader than in the past and many of these new pursuits were never contemplated in the design of older parks and facilities.

The community expressed a growing desire for large-scale facility revitalization initiatives that go beyond state of good repair by enhancing access to needed spaces and services as the population grows.

87%

of Oakville residents agree that upgrades to existing parks, recreation and library facilities should be a high priority (source: master plan survey).

An increased focus must be placed on rationalizing, expanding, and/or revitalizing older facilities to ensure they provide contemporary spaces that meet current and future needs, recognizing that quality can have a significant influence on facility use. For example, reinvesting in existing community centres makes good economic sense, is supported by the public, and will be a priority for Oakville. At the same time, some of the town's older single pad arenas and outdoor pools are becoming less desirable, and also more unreliable and costly to maintain.

Expansion, re-purposing, and reinvestment can be transformative in supporting high-quality spaces and services. Projects should promote highest and best use while considering new amenities (supported by growth), multi-use spaces, comfort amenities, and energy-efficient building systems that reduce the town's environmental footprint.

Some of the best opportunities for meeting future needs are on lands controlled by the town. Facility conversion or adaptive re-use options have the potential to accommodate emerging activities that are needed within the community. Comprehensive assessments are needed to guide the optimization of these community destinations, guided by input from the public and stakeholders.

Safe and Welcoming Library Spaces

Libraries are cultural hubs, meeting places, spaces to work and play, among other things. OPL's role is pivotal in helping connect customers to the world at-large, sparking innovation in the community, and supporting growth and well-being through access to barrier-free, equitable library resources and services.

Through its safe and welcoming spaces, public libraries remain in high demand amid shifting behaviours in how people access and consume information. Demand for both print and non-print collections are strong and many residents also look to the library for access to technology and a growing array of services. Physical collections will continue to coexist with emerging digital formats for the foreseeable future, illustrating the necessity of maintaining a diverse collection to meet the needs of the entire community.

Changing usage patterns mean that some people are using library space differently. Flexibility and innovation will be keys to effective service delivery and the potential to reimagine library space has never been greater. Expanding the variety of programs and special events was cited as the most likely improvement that would encourage residents to use libraries more often.

Selected Actions that Optimize our Assets and Provide Spaces to Thrive

Oakville continually reinvests in its parks, recreation, and library facilities to ensure that they remain responsive to emerging needs in an operationally-efficient manner. This master plan provides an opportunity to look beyond typical asset management practices and consider longer-term needs that can be achieved through strategic facility revitalization, expansion, and re-purposing options.

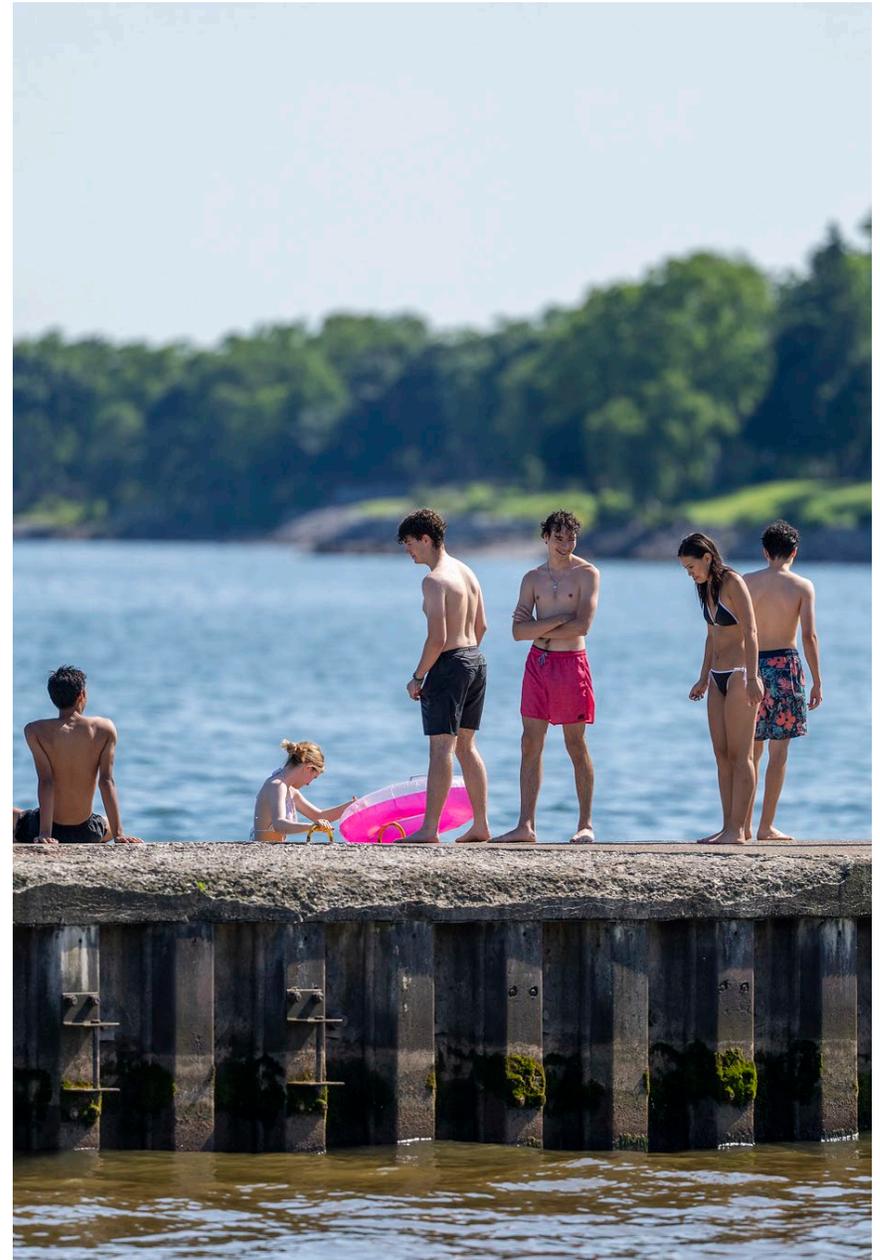
Due to their site-specific nature, some facilities examined in the master plan will require further analysis to manage future investment and establish specific priorities. Where required, asset-specific studies should examine need and provision options, with consideration given to items such as existing supplies and distribution, demonstrated demand, partnership

and alignment opportunities, site impacts, and relevant policy frameworks.

The master plan includes several actions that address the revitalization of existing parks and facilities, including (but not limited to):

- **Action 26:** Undertaking a strategy to modernize the town’s outdoor pools, right-size the supply, and enhance equity across Oakville.
- **Action 31:** Considering the conversion of Kinoak Arena (first priority) and Maple Grove Arena (second priority) to other uses supported by community input, such as a non-ice sport facility, park uses, or general community use.
- **Action 33:** Exploring options for increasing year-round programming and community access to indoor turf fields.
- **Action 46:** Reviewing library service models for the Bronte and Clearview communities to ensure that delivery is optimized for those living and working in these neighbourhoods and aligned with the OPL’s resources.
- **Action 50:** Developing a sports field strategy to enhance existing soccer, multi-use, baseball, and cricket fields, including revisiting lighting restrictions for parks south of Dundas Street that can meet key criteria.
- **Action 85:** Preparing a park revitalization strategy to identify site-specific priorities, including improvements to waterfront parks and barrier-free accessibility.
- **Action 93:** Completing a capital renovation and replacement strategy to assess the cost/benefit of investing in under-performing recreation facilities.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.





7 Fostering Belonging, Accessibility, and Inclusion for All

The town will expand its support to equity-seeking populations that face financial and other barriers to access and participation. A continued emphasis must be placed on retrofitting public spaces for use by persons with disabilities (with special attention to parks infrastructure) to support the province's goal of an accessible Ontario by 2025.

Removing Barriers to Participation

There is a growing need to ensure barrier-free accessibility to public spaces and services as the number of residents with disabilities increases. This includes not only physical accessibility, but also inclusive spaces and services for those with cognitive disabilities and sensory needs. Oakville offer a wide range of services to ensure that persons with disabilities can engage fully in leisure and library activities, with the help of partners and guidance from the Accessibility Advisory Committee.

Additionally, we have learned that one-third (33%) of Oakville households cannot participate in parks, recreation, and library activities as often as they would like, with many of these respondents citing inconvenient program times as barriers and requesting more indoor activity spaces and active park amenities.

Maintaining Affordability for Everyone

The current economic circumstances are challenging for many Oakville residents, especially low-income families. Lower-income and other marginalized groups face additional barriers to participating in sports and recreation, such as lack of transportation, unaffordable user fees, equipment costs, lack of awareness of programs, and lack of places for both informal and structured recreation. This underscores the need for affordable and accessible opportunities for all persons.

At the same time, the average Oakville resident generates more income than the average Ontarian. Cost of living aside, this means that many area residents have a greater ability to participate in leisure activities and also to access a wider range of providers (including private sector businesses). Overall, the demand for sports, recreation and other leisure activities is high in Oakville as a result.

Oakville must continue to focus on community programs that address inequities, promote healthy participation, and encourage lifelong play. Equitable distribution of spaces and services is also critical as proximity to parks and facilities is correlated with higher levels of physical activity.

Affordability is emerging as the latest threat to participation. A 2023 study found that 44% of Canadian parents indicate that they cannot afford to register their children for organized sports. Furthermore, most (62%) sports organizations say the current economic situation has led to reduced sign-up rates for their programming.¹

¹ Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2023.

Offering Responsive and Inclusive Programming

Oakville and its partners offer an extensive range of parks, recreation, and library services and programs for residents of all ages and abilities. The long-awaited Sixteen Mile Community Centre and Library – opening in 2025 – will help to improve accessibility for those living and working in North Oakville and across the town.

The significant value of community recreation and library programming cannot be underestimated. Affordable, introductory programs provide tremendous benefits in establishing and enhancing cognitive and physical literacy skills and can often be seen as the “on ramp” to interests and sports that might be otherwise unattainable to members of the community. A continued emphasis on quality assurance and evaluation will ensure that the portfolio of programs remains balanced and reactive to local needs.

Libraries as a “Third Place”

Oakville’s library services are delivered through a combination of physical, mobile, and online modes which include seven physical locations, five express locations, a mobile app, and the library’s website. The library strives to meet customers “where they are at” and ensuring accessible and inclusive services to all residents.

Through its spaces and services, OPL supports civic engagement, social inclusion and equity, a culture of learning and multiple literacies, and economic vitality in our communities. The evolution of libraries as gateways and

hubs of civic activity has resulted in non-traditional spaces for creation, collaboration, socialization, and programming than enhance accessibility for all. One such example is OPL’s partnership with Food for Life that aims at addressing food security and poverty in the community through “good food lockers” within its branches.

Oakville’s libraries also play an increasingly important role as “third places” – free and inclusive spaces outside of the home and school/work environment. These venues offer safe, accessible, and welcoming spaces for all regardless of one’s age, cultural background, income level, gender identity, etc. The library is a levelling space, where everyone is accepted, valued, and encouraged to participate, regardless of their background, identity, or socio-economic status.

Selected Actions that Foster Belonging, Accessibility and Inclusion for All

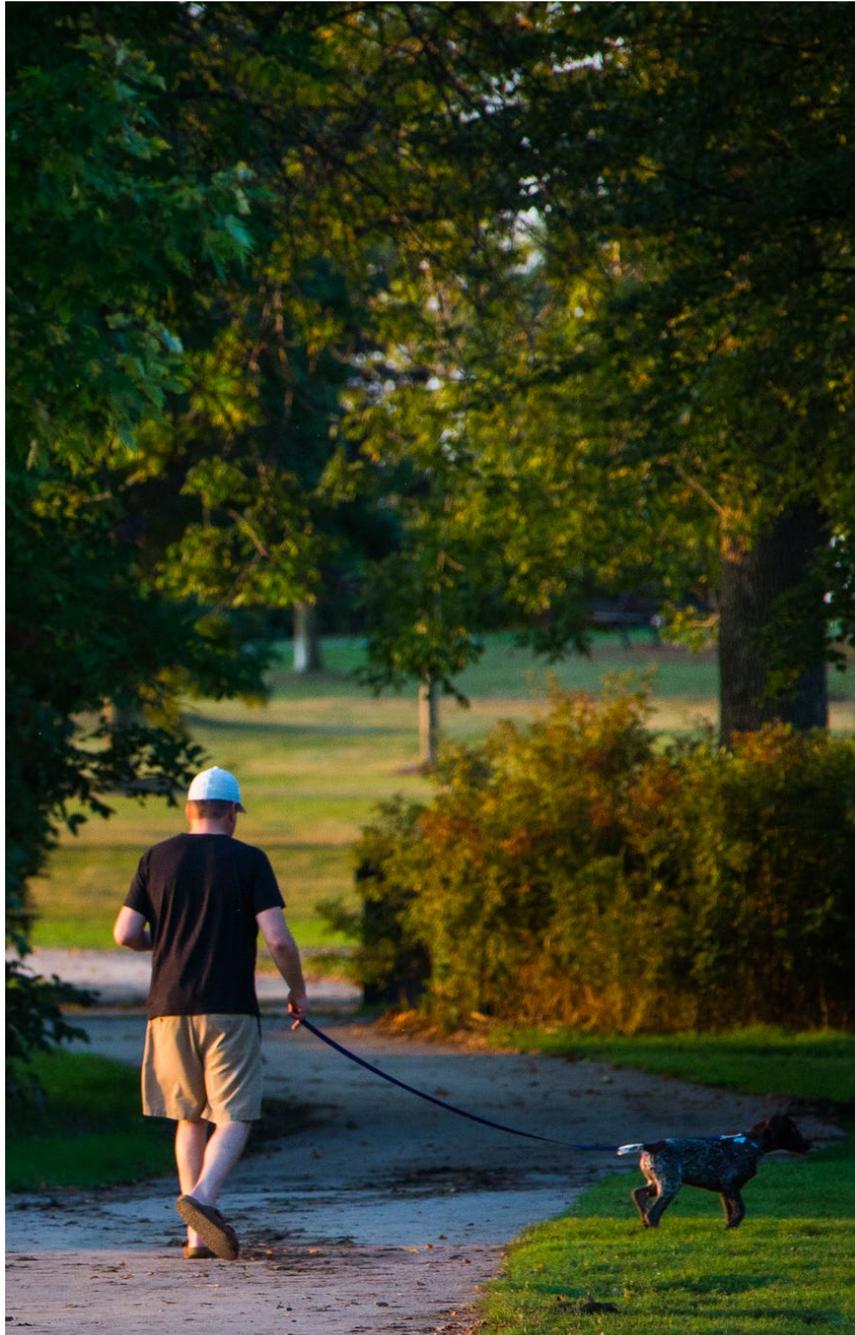
Oakville’s parks, recreation, and library facilities play an important role in breaking down social barriers and building connections across the diverse community. Through the consultation program, many residents reflected on the relationships that occurred while participating in activities, which are critical to developing their social capital and sense of belonging.

The master plan includes several actions that address accessibility and inclusion, including (but not limited to):

- **Action 12:** Reviewing Recreation Connection (financial assistance) fee allowances and working with aligned agencies to promote the program.
- **Action 19:** Refining the recreation pricing policy to reflect appropriate cost recovery levels, age, and ability to pay.
- **Action 39d:** Developing a future operating hours plan for Oakville Public Libraries.
- **Action 43b:** Exploring the feasibility of embedding additional social services within libraries, in partnership with others.
- **Action 84:** Maintaining a commitment to universal accessibility and safety within the town’s parks and trails system.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.





8 Enhancing Outdoor Opportunities and Connectivity

Community members in Oakville highly value the outdoor realm, including parks, trails, and the waterfront for the many forms of respite they provide. These spaces were a lifeline during the pandemic, particularly for our most vulnerable, and increased usage remains evident. Passive activities such as walking, hiking, picnics, special events in parks, and nature appreciation ranked very highly through the Master Plan’s consultations as they are enjoyed by residents of all ages and abilities. A growing emphasis on public open spaces and four-season recreation is necessary to meet the highest priority needs of our community.

Planning for Higher Use of Parks

Access to quality parks is an important aspect of complete communities and allows people to spend more time in their neighbourhoods. While there will continue to be demand for traditional forms of parkland for recreation and sport, public spaces are increasingly being recognized for their contributions toward healthy communities, community greening, urban renewal, placemaking, public art and expression, and more.

As residential lots and private space shrink, accessibility and high quality public spaces become even more critical to our community. Parks and open spaces support complete communities by providing age-friendly amenities that reinforce neighbourhood character, while providing shared spaces for recreation, active living, mental health, and social gathering. Equitable access to parks allows users of all ages and abilities to visit and linger, especially those spaces

designed for flexible and year-round use. Furthermore, parks are increasingly helping communities achieve their environmental goals by offering more naturalized spaces close to where people live, and contributing to climate resilience and urban biodiversity.

97%

of Oakville residents agree that town parks are important to their quality of life.
(source: master plan survey)

Addressing a Wide Range of Needs

Residents use Oakville’s parks in many different ways. Although passive parks with open spaces and trails are the most popular, active parks both small and large are also very important spaces for the community. In keeping with findings that suggest greater outdoor participation, residents are looking for improvements to parks, including both new passive and active amenities to support a range of uses.

Out of all park types, two-fifths (41%) of Oakville households visit passive parks with open space and trails the most. Further, adding more passive amenities (e.g., pathways, seating, shade, open space) was cited as the most likely way to encourage them to use Oakville parks even more often. New activities and requirements are also emerging, including for year-round activities and unprogrammed activities. Conversely, demand for some team sports (such as soccer) has largely stabilized.

Assessing Future Parkland Requirements

Oakville residents take pride in their parks system that is defined by high-quality spaces across the entirety of the town. Four-fifths (80%) of survey respondents indicated support for additional parkland acquisition in Oakville and Council has taken significant steps to maintain its per capita parkland supply as the town grows.

Since 1999, Oakville has used a town-wide provision target of 2.2 hectares of “active parkland” per 1,000 residents when planning new development. This target was never intended to be rigid and there have been significant changes to planning frameworks and land economics in the 25-years since this target was established. Given the dwindling supply of land and current regulatory frameworks, this may not be a sustainable long-term measure.

Oakville should consider expediting its review of the municipal parkland target given the pace of growth and reduced opportunities for land securement. There may also be merit in broadening the definition of “active parkland” to include parcels that meet a wider range of criteria. As a general principle, the town should continue its approach of maximizing parkland dedication amounts and supplementing this through acquisition or other arrangements.

Oakville Parks System Profile

Oakville's parks system is currently comprised of nearly 300 active parkland parcels totalling 565 hectares, or an average of 2.51 hectares per 1,000 residents. Active parkland accommodates most of the town's sports fields and courts, playgrounds, splash pads, and other outdoor facilities.

The town also manages an additional 1,030 hectares of passive and other parkland that is comprised largely of valleylands and woodlots.

Additionally, as of March 2024, the town has secured approximately 179 hectares of active and passive parkland that is not yet publicly-accessible, but that will be developed and/or made available over time to serve growth-related needs.



Selected Actions that Enhance Outdoor Opportunities and Connectivity

The town understands that a wide range of public spaces are needed to fill a variety of community roles and has responded to this through a robust parkland classification system and greater diversity in park designs and amenities. Through the implementation of this master plan and Parks Plan 2031, the town must continue to be creative with existing spaces and seek new ways of doing things in the face of higher density urban structures.

The master plan includes several actions that address outdoor opportunities and connectivity, including (but not limited to):

- **Action 76:** Exploring opportunities to enhance community access to Bronte Provincial Park and other lands managed by public sector agencies.
- **Action 79:** Completing an infrastructure condition assessment at Deerfield Golf Course and a review of the operating model to fully consider future uses prior to the expiry of the current lease agreement.
- **Action 80:** Reviewing and updating the target/definition of 2.2 hectares of active parkland per 1000 residents to ensure that the future parkland acquisition framework remains achievable.

- **Action 86:** Preparing a condition audit and opportunities plan for the recently acquired Fogolar's property on Lower Base Line.
- **Action 87:** Prioritizing implementation of the Harbours Master Plan and strategic investments in waterfront parks and trails.
- **Action 91:** Continuing to improve, upgrade, and expand the off-road recreational trails system, with reference to related studies and guidelines.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.





9 Reducing our Environmental Impact

The town is committed to building resiliency to the changing climate and extreme weather patterns. We will continue to support sustainable approaches to help the town achieve its environmental goals through initiatives such as updated facility and park standards, energy-efficient retrofits, as well as a focus on the value of tree canopy, naturalization, horticulture, and more.

Taking Climate Action

In June 2019, the town declared a climate emergency, signaling that the entire community — including Council, town staff, businesses and residents — has an essential role to play in reducing greenhouse gas emissions and fight against climate change.

The climate is warming and we are witnessing increased extreme weather events. As a result, there is an increasing need to reduce our impact on the environment to be more sustainable and resilient to climate change. The way in which we design and operate our parks, facilities, and services can help us meet our environmental objectives. The many benefits of parks and public spaces – such as reducing the urban heat island effect, mitigating flooding, and improving air quality – illustrate the critical importance of their role as public infrastructure and lend support for further investment.

The town has been active in implementing climate change policies and programs and has taken significant steps to reduce its impact on the environment, including the

development of a Corporate Energy Management Program and the use of sustainability principles in facility and park designs and retrofit projects.

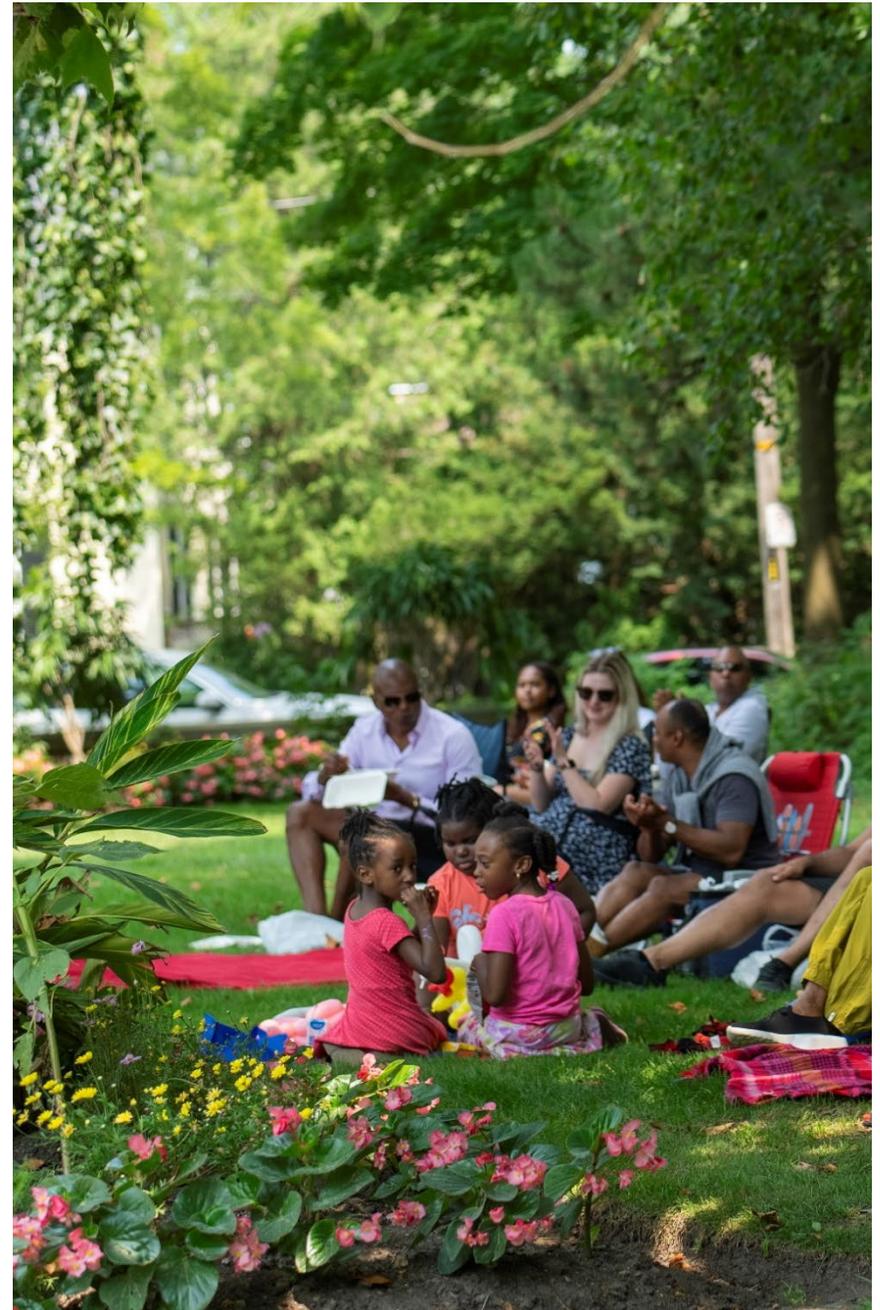
Selected Actions that Reduce our Environmental Impact

There is an increasing need to reduce our impact on the environment to be more sustainable and resilient to climate change. Although these enhancements often come with a higher initial capital cost, they must be balanced against improved sustainability, resiliency, and longer-term operational savings.

The master plan includes several actions that will help to mitigate our impact on the environment in Oakville, including (but not limited to):

- **Action 44:** Expanding OPL program offerings and education focused on climate change.
- **Action 72:** Developing a policy to support expansion of community gardens and seeking partnerships to extend the reach of this program.
- **Action 90:** Advancing strategies to enhance environmental sustainability in parks, including initiatives that support climate action.

Note: The full listing of actions for parks, recreation, and libraries can be found in Section 12.





10 Leveraging Progressive Tools and Technologies

Access to data and new technologies are vital to the future of public libraries, helping the Oakville Public Library to bridge the digital divide and advance equity initiatives. New and emerging technologies also help find efficiencies in the operation of public facilities in support of support the town's climate action strategies. And the application of technology in service delivery can also assist in enhancing client experiences and expanding participation. For example, data management tools help us to improve planning, performance measurement, and customer marketing so that our services are designed for maximum impact.

Using Technology to Enhance Equity

Technology is no longer just a tool but now an integral part of productivity, communication, learning, and belonging in society today. For example, libraries provide access to connectivity, new and emerging technologies, and skills and training so people can fully participate in society and the economy. Technology helps to bridge the digital divide for the underserved and is fundamental to the Oakville Public Library's ability to ensure equitable access.

Public libraries today are experiencing incredible transitions and continue to adapt to their environment and to the needs of their communities. Modern libraries are not only focused on literacy programs, but also support digital inclusion and experiential activities that provide library users with opportunities to embrace their creativity through traditional means and modern technologies.

Expanding Opportunities and Finding Efficiencies

Digital technology is becoming pervasive in the public realm, enhancing client experiences beyond the walls of community facilities. Some examples include public Wi-Fi, charging stations, digital kiosks/wayfinding, digital public art, and smart street furniture and transportation infrastructure (e.g., parking sensors, smart benches, etc.). Advancements are also allowing for efficiencies and environmentally-friendly approaches to operations, such as the use of robotic line painters and the introduction of electric vehicle fleets.

Informing Priorities through Data Integration

Data is becoming more accessible and mainstream, with increased data literacy enabling more informed decision-making. Advanced analytics allow for more in-depth analysis on trends and tendencies that can support predictive modelling. Technological advances are also enabling service providers and users to be more aware of leisure opportunities in their communities.

Oakville has embraced the use of technology in many ways, such as through the provision of virtual programming and targeted marketing practices. The Recreation and Culture Department has also recently transitioned to a new recreation software system that allows for added insights into customer preferences and drop-in program participation. A Digital Strategy and Data Management Strategy are also now in place.

Selected Actions that Leverage Progressive Tools and Technologies

Oakville is proactive in the use of technology in creating efficiencies and has implemented strategies and plans to this end. Technology and modernization opportunities should continue to be expanded, guided and designed with a resiliency and sustainability lens.

The master plan includes several actions that address technology, tools, and data, including (but not limited to):

- **Action 18:** Expanding digital infrastructure and investments that leverage data-driven decision-making and facility technologies.
- **Action 41:** Completing an expanded technology strategy to foster experimentation and innovation at new and renovated library locations, including service levels for new technologies to help bridge the digital divide.
- **Action 99:** Implementing a system for the regular monitoring of the master plan, including the use of evidence-based assessment tools and guidelines.

Note: The full listing of actions for parks, recreation, and libraires can be found in Section 12.



11 Working Together and Building in Flexibility

Master plans are long-range documents intended to ensure that the town is on the right course to address the highest priority needs of the community. The specifics of how the town will achieve these needs will be identified through the course of the plan's implementation, in keeping with the broad goals established in the plan. As such, the plan must provide clear direction, but also build in flexibility to allow the town to pursue opportunity-driven solutions. The town and public library work very well together – this shared vision must be extended to other partners, developers, service providers, agencies, levels of government, and funders to realize the vision.

Collaborating with Others

Partnerships enable opportunities beyond the capacity of the town's resource base – they bring local expertise, new programming, and new funding. They can offer benefits such as the sharing of costs and risks, as well as economies of scale and shared expertise. Oakville has a long history of working with school boards, service clubs, and other providers to maximize resources. One example of many is Oakville's agreement with local school boards to administer community rentals for school gymnasiums and fields.

Collaborative initiatives are becoming more critical in sustaining a fulsome level of service within municipalities to reduce duplication, increase participation, share resources, and reduce costs. In implementing this plan, a priority should be placed on partnerships that leverage assets and resources to provide the best value to residents, building

cost-effective multi-use facilities rather than those designed for a single use, and pursuing senior government grants and outside funding.

Achieving the Plan

This plan identifies the parks, recreation, and library facilities and land (capital) needs of the town until the year 2051. Future updates can be expected to ensure that future directions remain responsive to changing needs. Through implementation of the plan, the town will take into consideration available capital and operating funding via available sources to identify potential budget shortfalls or overruns and areas for adjustment.

Like most municipalities, Oakville is experiencing escalating cost factors and changes to funding formulas that are placing significant pressure on capital and operating budgets. The town has readied itself to respond to a large portion of its renovation and renewal needs by establishing proactive measures such as a disciplined reinvestment strategy that is further supported by a robust asset management program and application of reserves. Council has shown leadership through its commitment to fund necessary parks, recreation, and library services and infrastructure projects that will help to provide affordable opportunities for all residents.

The town will lean on its creativity and leadership to enable full implementation of this plan. It is vital that growth-related funding sources are maximized. Financial processes and practices will support the maximization of available funds and be supplemented by other approaches, where possible. Approaches that are financially sustainable will be encouraged, such as partnerships that leverage assets and resources to provide the best value to residents, building

cost-effective multi-use facilities rather than those designed for a single use, seeking senior government grants and fundraising, etc. The town routinely seeks grants, sponsorships, naming rights and advertising revenue as a means to offset the costs of services.

Navigating Uncertainty

The sweeping changes introduced by Bill 23 (More Homes Built Faster Act, 2022) represent a significant area of uncertainty for Oakville and all Ontario municipalities, most notably as they relate to municipal finance and infrastructure investment. Parks, recreation, and library services account for approximately one-fifth of the town's operating and capital expenditures, and growth-related spending relies heavily on development charges and community benefits charges that have been substantially altered through Bill 23.

The town is aligned with the provincial goal of building 1.5 million new homes (including 33,000 units in Oakville) by 2031/32. However, additional study will be required to fully understand the impact on the funding and delivery of parks, recreation, and library services that are required to serve this growth. Recognizing that there are many factors that may impact the pace of growth in Oakville, the master plan uses population thresholds (based on the 2023 Joint Best Planning Estimates), rather than specific years as references for identifying growth-related capital requirements.

The town should regularly review and assess the recommended actions of this master plan to ensure that they remain reflective of local conditions and responsive to the changing needs of the community.

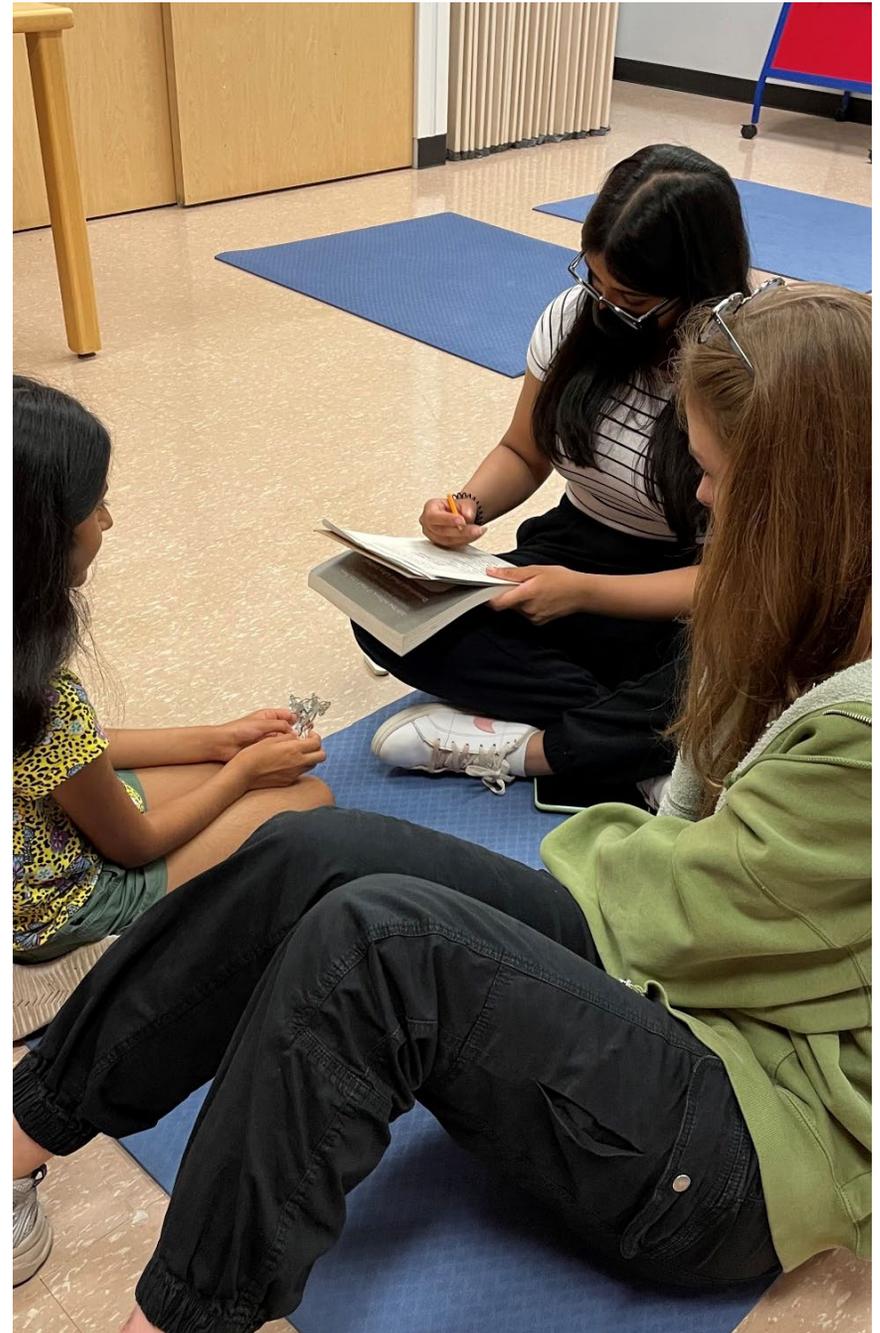
Selected Actions that Help us Work Together and Build in Flexibility

New information, changing trends and policy tools, public input, partnership alignment, and the availability of land and funding all have the potential to influence the implementation priorities. Additional tools for priority-setting for capital projects are contained in the Stage 3 technical report.

The master plan includes several actions that address partnerships and master plan implementation, including (but not limited to):

- **Action 3:** Preparing a Sport Tourism Strategy in collaboration with economic development and sport tourism partners.
- **Action 94:** Ensuring that planning for major capital projects includes community engagement, feasibility studies, and partnership options.
- **Action 97:** Considering alternative funding and cost-sharing approaches to achieve capital and operating cost recovery targets.
- **Action 100:** Developing an annual update (report card) to the community on the progress of the master plan.
- **Action 101:** Updating the plan in five to ten-years.

Note: The full listing of actions for parks, recreation, and libraries can be found in Section 12.





12 Objectives and Actions

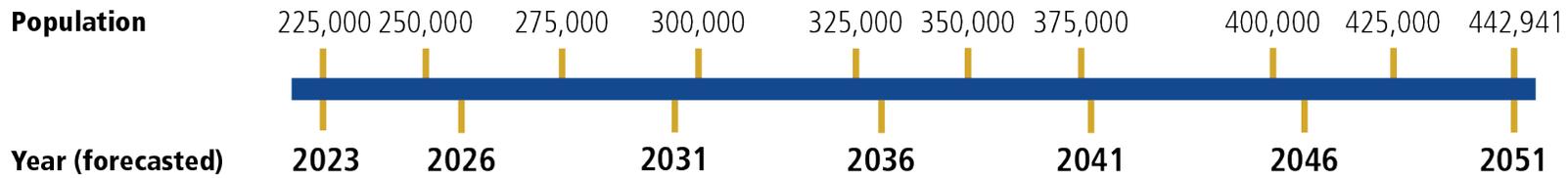
This section identifies critical information for implementing the master plan, as well as a **complete listing of all objectives and actions**, including proposed timing and priority.

Timing and Priority

The master plan recommends several new and enhanced recreation and library facilities and park amenities to the year 2051 (to serve a town of 442,941 persons as presently forecasted). Along with new projects, those facilities that are in various stages of planning and design have been integrated into the plan where applicable. Many of these are needed to address growth-related needs, while others respond to emerging demands and make it easier for residents to access the services they require.

For **growth-related capital actions**, the master plan references facility needs through the application of provision targets and gap analyses. A general population threshold is identified for all growth-related actions, which serves as a guideline for development (subject to funding and readiness). For each project, the town should decide on potential funding sources and degree to which projects are growth-related through its capital budget and financial forecasts. Regular monitoring of population forecasts and housing growth is required to calibrate the facility needs recommended in this plan to the timing of growth in Oakville.

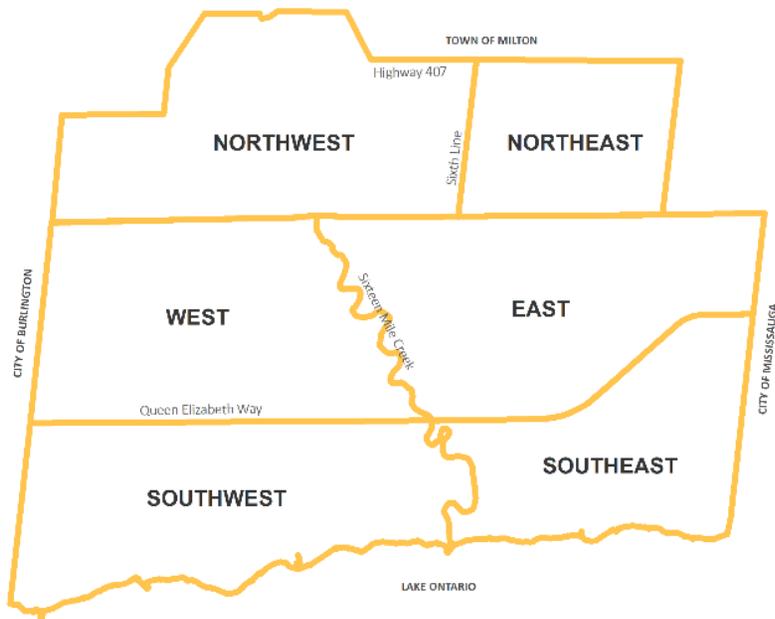
Population Markers for Growth-related Capital Actions



Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)

Note: Timing of population growth is subject to change

Furthermore, equity is a key consideration throughout the plan. To aid in this analysis and create points of reference, Oakville has been divided into six geographic communities (“plan areas”).



Non-growth-related actions (capital or operational) are identified through the consideration of areas of focus, facility condition/functionality, and alignment with anticipated community needs. These projects are assigned a general timeline for implementation. Given the long-term planning horizon of this study, these time periods include:

- Short-term: 2024 to 2033 (10-yr forecast)
- Medium-term: 2034 to 2041
- Longer-term: 2042 to 2051
- Ongoing (best practice): 2024 and onward

Furthermore, non-growth-related actions have been assigned a level of priority based on the needs assessment. The town should generally seek to address the widest range of needs and achieve maximum community benefit through the efficient use of resources. Priorities for operational and service delivery actions are as follows:

- **High Priority:** Immediate attention is strongly suggested during the timeframe recommended.
- **Medium Priority:** Attention is required when high priority recommendations have been initiated or completed, or when suitable partners have been identified for funding.
- **Lower Priority:** Attention is required when high and medium priority recommendations have been initiated/completed.

These frameworks and timelines are not intended to be rigid. With the master plan's town-wide scope, it is recognized that further analysis may be required to more fully define facility components, timing, operating models, locations, and costs. Furthermore, regular vetting of capital projects and priorities is required to ensure that they remain appropriate. The timing and priority of most capital projects proposed in this study are linked to expected participation rates and

population forecasts, but new information should be considered as it becomes available. Projects in advanced stages of planning, such as those that have initiated their design process, will proceed as planned.

Funding and Implementation

All of the projects recommended in this plan have been identified through a comprehensive needs assessment and can be supported on their own merits, but limited financial resources require that capital projects be prioritized in order to provide the greatest degree of public benefit. A variety of funding sources and approaches will be needed to implement the plan.

Approaches that are financially sustainable will be encouraged. For example, when assessing opportunities to address emerging needs supported in this plan, the town will typically employ a decision-making framework that examines the following responses in priority order:

1. first, examine existing assets for their ability to accommodate new demands through changes in programming or optimization initiatives (e.g., adjustments to scheduling, hours, staff deployment, etc.);
2. second, consider potential partnerships with other providers that may be able to leverage outside resources in meeting the emerging needs at little to no cost to the taxpayer;
3. third, consider the potential to expand an existing asset to enhance capacity;
4. then, only if none of the above options are suitable, the town will examine the viability of new facility construction to address demonstrated needs.

In all cases, a priority should be placed on partnerships that leverage assets and resources to provide the best value to residents, building cost-effective multi-use facilities rather than those designed for a single use, and pursuing senior government grants and outside funding.

Lastly, activation of this master plan is critical to its success. This requires coordinated efforts and a commitment from Council, staff, stakeholders, and the public. The master plan should be used as a resource in developing the town's annual and long-term budget documents, secondary plans, and related studies. On an annual basis, the town should reconcile the recommendations with its fiscal capacity and focus on the highest priority items.

To this end, ongoing and future processes will:

- identify comprehensive funding strategies;
- commit funds to specific projects;
- address site-specific planning, consultation, and design processes;
- negotiate partnerships or land purchases; and
- address asset management initiatives (repair and replacement).



A. Recreation Services

Objectives

- A. **Refine our Program and Service Focus:** Continued program and service focus on health and wellness, community recreation and sport, physical literacy, and selected Long-term Athlete Development Program stages (awareness and first involvement, active start, FUNdamentals, Learn to Train, Active for Life).
- B. **Partner with Libraries:** There is a strong level of collaboration between the Town of Oakville and Oakville Public Library, from communication and programming to joint facility planning. Oakville's busiest community centres are those that also contain library branches and this co-location model is recommended within future building projects.
- C. **Partner with Others for Service Delivery:** Volunteer, non-profit, public sector, and private sector organizations all have a part to play in recreation service delivery, from program delivery to facility management to funding. A partnership framework should be formalized to help in evaluating future opportunities for collaboration. Existing lease agreements should also be reviewed and opportunities assessed to increase fair and equitable public access, including alternative management models.
- D. **Partner with Schools for Access to Space:** The town has a positive relationship with area school boards and leverages these assets for community betterment. Continued access to schools and other community spaces will be needed to increase the reach and geographic distribution of recreation and cultural services.
- E. **Engage Youth and Older Adults:** Continue to emphasize youth and older adult engagement (e.g., Youth Advisory Group, Youth Strategy, Age-Friendly Strategy, Older Adult Boards, etc.) and enhance programming, leadership, physical activity, skill building, empowerment, and mentorship opportunities.
- F. **Enhance Equity, Diversity, and Inclusion:** Tools are needed to enhance the department's approach to equity, diversity, and inclusion, including increasing outreach and participation, breaking down barriers, and increasing exposure for all underserved populations.
- G. **Expand Arts and Cultural Services:** Develop a strategy for the delivery of services and spaces focussed on artistic literacy (Cultural Plan refresh).
- H. **Maintain Fair and Transparent User Fees:** Create better alignment between user fees and true costs to deliver services.

| # Action – Recreation Services | Priority | Timing | Implementation Notes |
|---|----------|-------------------------|---|
| 1. Encourage all residents to be physically active through promoting physical literacy opportunities and Canada’s 24-Hour Movement Guidelines. | High | Ongoing (best practice) | n/a |
| 2. Utilize the Canadian Women & Sport tools and resources to audit female and gender-diverse persons’ participation in sport and work to address any inequities with a goal of achieving sport equity by 2035. | High | Short-term (2024-33) | n/a |
| 3. Prepare a Sport Tourism Strategy to advance the planning and management of major sports facilities using a regional lens, in partnership with sport tourism bodies (e.g., Visit Oakville, etc.) and in alignment with the economic development strategy. | High | Short-term (2024-33) | Consider creation of a sport working group to address the planning, design, permitting, and joint use of municipal and school facilities. |
| 4. Refine and pilot the draft Recreation Program and Service Development Framework to ensure that program provision is aligned with community priorities and meet standardized performance criteria. | High | Short-term (2024-33) | n/a |
| 5. Evaluate the capacity of the indoor aquatics system to respond to pent-up demands, the need for more instructional and drop-in opportunities, and evaluation of operating hours. Alternate programming strategies should also be evaluated for under-utilized sites. | High | Short-term (2024-33) | n/a |
| 6. Continue to expand programming through community centre sites, ensuring that services reflect the diverse needs of the communities each facility serves. Opportunities to expand services to newcomers as well as tech-based programs (e.g., STEAM, Esports, etc.) should be explored in association with aligned partners. | High | Ongoing (best practice) | Fill gaps by expanding older adult and seniors programming (including multi-generational opportunities) within existing community centres and spaces. |

| # | Action – Recreation Services | Priority | Timing | Implementation Notes |
|-----|---|----------|-------------------------|--|
| 7. | Update and refine the Youth and Older Adult Strategies with a goal to increasing engagement and participation in recreation, including unstructured play both indoors and outdoors. | Medium | Short-term (2024-33) | n/a |
| 8. | Identify opportunities to work stronger together toward common goals in recreation and culture through use of Collective Impact Models . | High | Ongoing (best practice) | n/a |
| 9. | Continue to strengthen coordination between Town and OPL and other aligned partners such as school boards. | High | Ongoing (best practice) | n/a |
| 10. | Refine the draft Partnership Framework by gaining input from current partners in the delivery of service. Determine service gaps and apply the draft Partnership Framework to identify potential partnership opportunities. | Medium | Short-term (2024-33) | n/a |
| 11. | Assess how quality assurance, legislative compliance, and adherence to industry standards are achieved within the current partnership arrangements and identify any gaps. Identify what costs have been avoided and alternate revenues gained through the use of partnerships in recreation and culture service delivery. | High | Short-term (2024-33) | n/a |
| 12. | Regularly review Recreation Connection (financial assistance) fee allowances and work with aligned agencies to promote the program and enhance access to recreation for all residents. | High | Ongoing (best practice) | Updates may be required to address inflationary factors. |
| 13. | Work with OPL and other departments to offer orientation sessions for newcomers (e.g., registering in programs, services offered, how to, etc.). | Medium | Ongoing (best practice) | n/a |
| 14. | Engage with representatives of diverse groups and organizations to discuss inclusion, diversity, equity, and accessible (IDEA) goals and objectives, supports available, gaps, and collective impact opportunities. | High | Ongoing (best practice) | n/a |

| # | Action – Recreation Services | Priority | Timing | Implementation Notes |
|-----|---|----------|-------------------------|---|
| 15. | Engage representatives of under-served groups – such as the 2SLGBTQ+ community and Indigenous Peoples – to identify barriers to participation and specific program needs. Develop a tool kit of resources for all Recreation and Culture staff that supports inclusion, diversity, equity, and accessibility in Oakville. | High | Short-term (2024-33) | Ensure that community centre, facility, and program staff receive training in Safe Spaces and other opportunities to support participation in recreation and sport opportunities for all. Ensure that staff regularly observe public spaces and places to better perceive who is using public spaces and, more importantly, who is not. |
| 16. | Where possible, quantify the participation of persons with exceptionalities/ disabilities in town and partnered programs (as well as one to one supported patrons) and strive to remove barriers to ensure an appropriate level of participation. | High | Ongoing (best practice) | n/a |
| 17. | Implement Oakville’s Digital Plan and continue to address gaps in data and technology to improve internal processes and performance. | Medium | Short-term (2024-33) | Potential areas of focus include scheduling software for part-time staff, process mapping, tracking community requests and complaints, level of service and performance target tracking, participation data for CORE groups, etc. |

| # | Action – Recreation Services | Priority | Timing | Implementation Notes |
|-----|---|----------|-------------------------|---|
| 18. | Expand digital infrastructure and investments that leverage data-driven decision-making and the efficient use of technology in facility design and operations. | Medium | Ongoing (best practice) | Continue to improve data collection and the development of digital tools that improve community access to information and services, enhance user experiences, and advance facility design and operations. |
| 19. | Refine Recreation and Culture’s pricing policy to reflect appropriate cost recovery levels, age and ability to pay, and the overall goal of increasing participation while achieving revenue targets. | High | Ongoing (best practice) | Undertake a review of user fees to reflect inflationary and cost of living increases, wage adjustments, and indirect costs and compare these draft rates to the market. Examine allocation approaches for facility types without specific policies. |
| 20. | Expand existing performance measures by working with other service providers to identify the impact of recreation and culture in Oakville, ensuring that diverse voices are included. | Medium | Ongoing (best practice) | n/a |
| 21. | Review and articulate levels of service in each recreation discipline and complete a process mapping exercise to look for greater efficiencies to plan for a growing population and the use of additional facility spaces. | High | Short-term (2024-33) | n/a |

B. Recreation Facilities

Objectives

- A. **Prioritize Facility Expansion and Revitalization:** Updating and expanding existing community centres is needed to better optimize space considering growing and emerging needs. Key sites include Glen Abbey Recreation Centre and River Oaks Community Centre. Opportunities to extend hours and space at the Sir John Colborne Recreation Centre should also be evaluated, as well as expanding seniors' programming at other centres.
- B. **Consider New Models for Community Space:** Additional community centres and facilities will be needed in strategic growth areas to support new residents. Many of these will be on partnered sites and may involve condominium arrangements. They will be smaller and more intensely programmed than many existing facilities, with different focuses based on location. Creative financial arrangements will be required, such as the sale of air rights above town facilities. The indoor aquatics system will also be evaluated to respond to pent-up demands, the need for more instructional and drop-in opportunities, and staffing shortages.
- C. **Re-imagine Single Pad Arenas:** Evaluate opportunities to repurpose selected single-pad arena facilities and sites to in-demand uses. These facilities could be re-imagined as year-round community activity hubs (e.g., gymnasiums, turf fields, etc.), sport-specific hubs (e.g., racquet sports, etc.), or parks with needed neighbourhood amenities.
- D. **Modernize Outdoor Pools:** Rationalize the continued provision of outdoor pools. Consider opportunities to rebuild an existing site as a modern destination for outdoor community aquatics, while removing selected sites from operation (replacing with other in-demand infrastructure).
- E. **Support Sport Tourism and Sport-Friendly Facilities:** Plan major sports facilities through a regional lens, in partnership with sport tourism bodies and in alignment with economic development strategies. Create a regional sport working group to address the planning, design, permitting, and joint use of municipal and school facilities. Develop a Sport Tourism Strategy to address sport-specific priorities, hosting requirements, and non-core aspects of the Long-term Development continuum.

| # | Action – Recreation Facilities | Priority | Timing | Implementation Notes |
|---|---|---|---|----------------------|
| <p>22. Take immediate and sustained steps to implement the recommended community centre development and expansion/revitalization program. This includes (in general order of priority):</p> <ul style="list-style-type: none"> a) development of the Sixteen Mile Community Centre (ongoing) b) expansion/revitalization of Glen Abbey Community Centre c) development of local community centre in Palermo (with OPL) d) expansion/revitalization of River Oaks Community Centre e) development of a multi-use community centre in Trafalgar Urban Core South f) development of local community centre in Trafalgar Urban Core North (with OPL) | <p>Growth-related (new builds) High (expansion/revitalization projects)</p> | <p>a) under construction (2025) b) detailed planning to begin in ~2027 c) 325,000 population d) medium-term (2034-43) e) 375,000 population f) 425,000 population</p> | <p>Planning target is one community centre per 45,000 residents. Some centres may be part of multi-stakeholder sites or condominium buildings. Sites and/or partnership agreements will need to be secured for many of these proposed projects to proceed and should be made a priority many years ahead of construction.</p> | |
| <p>23. Indoor aquatic centres will be part of new multi-use community centre development, including the Sixteen Mile Community Centre and the proposed centre in Trafalgar Urban Core South. These models will include 25-metre lap pools (6- to 10-lanes, depending on location), warm water pools, and universal accessibility features. Opportunities to enhance existing indoor pools should be considered through future capital planning, including the expansion/revitalization of the Glen Abbey Community Centre. Additional indoor pool development may be required to meet long-term provision targets, informed by the recommended pool capacity review and availability of outdoor pools to support core services.</p> | <p>Growth-related (new builds) High (expansion/revitalization projects)</p> | <p>Generally linked to community centre development and expansion/revitalization projects.</p> | <p>Planning target of one square metre of pool area (water surface) per 100 to 115 residents. Demand for future indoor pool locations should be reassessed following the completion of a capacity review (see recommendation 5, short-term).</p> | |

| # | Action – Recreation Facilities | Priority | Timing | Implementation Notes |
|-----|---|--|---|---|
| 24. | A 50-metre indoor pool cannot be supported by community-level needs alone and would require significant non-municipal funding and a business plan acceptable to the town and/or regional partners. Opportunities to accommodate long-course training and competition activities may be considered further through the recommended Sport Tourism Strategy. | Low | Short-term (2024-33) | To be considered through Sport Tourism Strategy or external initiative. |
| 25. | Undertake a study to confirm the function, capacity, and long-term viability of the White Oaks Pool in meeting community aquatic needs. | Medium | Short-term (2024-33) | This study should be initiated following a minimum of two years of Sixteen Mile Community Centre pools being in continuous operation. |
| 26. | <p>Undertake an Outdoor Pool Modernization Strategy to modernize the town’s outdoor pools and right-size the supply. This includes the following preliminary directions, to be confirmed through further study and public input (in general order of priority):</p> <ul style="list-style-type: none"> a) Develop a new, modern outdoor pool complex that serves as a destination in South Oakville. Once the pool is built, Bronte, Brookdale, and Wedgewood Pools should be replaced with other needed park amenities as informed by community input. b) Provide a second new, modern outdoor pool complex that serves as a destination in North Oakville. c) Keep Lions and Falgarwood Pools operational as long as possible. Review Falgarwood Pool once it reaches its expected service life and begins to show widespread signs of advanced deterioration and consider redeveloping it with a modestly-sized neighbourhood-serving outdoor pool. Undertake community consultation to consider replacement of Lions Pool with other needed park amenities. | Growth-related (excluding replacements, which are medium priorities) | <ul style="list-style-type: none"> a) 300,000 population b) 350,000 population c) TBD – based on lifecycle | A provision target of one outdoor pool per 150,000 residents is recommended. Site evaluations are necessary to confirm the preferred locations for new and replacement pools. |

| # | Action – Recreation Facilities | Priority | Timing | Implementation Notes |
|-----|---|---|---|---|
| 27. | Include gymnasiums within all new community centres (including multi-use and local community centres) and explore opportunities to add them to existing centres where needed (e.g., River Oaks Community Centre, Sir John Colborne Centre for Seniors). Further, evaluate the potential of converting under-utilized spaces (e.g., selected single pad arenas) to gymnasium-like spaces that can accommodate growing demand for indoor basketball, pickleball, volleyball, badminton, table tennis, etc. | Growth-related (new builds) Medium (expansion/revitalization projects) | Tied to community centre development and expansion/revitalization projects. | n/a |
| 28. | Fitness centres (equipment-based and studio space) and walking tracks will be part of new multi-use community centre development, including the Sixteen Mile Community Centre and the proposed multi-use community centre in Trafalgar Urban Core South. Additionally, improve the fitness programming areas at Glen Abbey Community Centre and River Oaks Community Centres through the proposed expansion/revitalization projects. | Growth-related (new builds) Medium (expansion/revitalization projects) | Tied to community centre development and expansion/revitalization projects | n/a |
| 29. | Undertake a study to confirm the function, capacity, and long-term viability of the fitness centre at Trafalgar Park Community Centre . | Medium | Short-term (2024-33) | Should the study find insufficient demand for continued fitness services, consider options for converting this space to other uses. |
| 30. | Expand and renovate the Sir John Colborne Recreation Centre for Seniors to accommodate additional programming across the full older adult age spectrum, as well as to allow for greater after-hours use of the facility by the broader community. | Growth and non-growth related | 275,000 population | Partner consultation and detailed design should be initiated in the short-term. |

| # | Action – Recreation Facilities | Priority | Timing | Implementation Notes |
|-----|--|-------------------------------|---|--|
| 31. | Assess the potential to remove Kinoak Arena from service in the short-term and convert to other in-demand recreation and/or park uses (e.g., non-ice sport facility, park uses, general community use, etc.). Subsequently, remove Maple Grove Arena from service at such time as a new twin pad facility comes on-line. | Medium | Kinoak: Short-term (2024-33) Maple Grove: 325,000 population | Additional community consultation and study is required to define the proposed recreation and/or park uses for these two sites. |
| 32. | Monitor demand and explore options to provide twin pad arena facilities in: (a) North Oakville; then (b) South Oakville to serve future growth. Site and partnership assessments should be initiated in the short-term to evaluate the preferred locations and operating models. | Growth and non-growth related | a) 325,000 population b) 400,000 population | Planning target is one municipal ice pad per 525 registered youth (CORE) participants or 20,000 to 30,000 residents (declining over time). New facilities may be part of community centre sites, partnered sites, or dedicated sites and should have year-round usage potential for ice and non-ice activities. |
| 33. | Explore options for increasing year-round programming and community access to the indoor turf fields . | High | Short-term (2024-33) | The current agreement for operation of the Pine Glen Soccer Centres expires in 2028. |
| 34. | Continue to advance the Downtown Cultural Hub initiative, including the cultural components. | High | Short-term (2024-33) | This is an ongoing priority for this current term of Council. |

| # | Action – Recreation Facilities | Priority | Timing | Implementation Notes |
|-----|---|----------------|---|----------------------|
| 35. | Consider the development of an auditorium space for community theatre, rehearsals, events, etc. within the library or community centre proposed for Trafalgar Urban Core South. | Growth-related | Tied to library or community centre development | n/a |
| 36. | Complete the Cultural Plan refresh and prepare a Public Art Master Plan . The Cultural Plan should include a cultural heritage landscape/tourism lens as well as a strategy for the delivery of cultural services and spaces in North Oakville. | High | Short-term (2024-33) | n/a |
| 37. | Seek opportunities to integrate cultural programs and activities through shared spaces within existing and future community recreation facilities and parks. | Medium | Ongoing (best practice) | n/a |
| 38. | Continue to utilize a formal partnership framework to evaluate capital proposals from community organizations, with consideration given to the town’s long-term capital forecast and the town’s capacity to participate in such projects. | High | Ongoing (best practice) | n/a |



C. Public Libraries

Objectives

- A. **Embrace Evolving Roles:** Demand is growing for unstructured space and community programming (e.g., STEAM, tech assistance, etc.). More and more, residents are viewing OPL as a “third place” – an inexpensive, accessible, welcoming, and comfortable space to study, work, hangout. This suggests a need for geographic equity and convenience in facility provision, as well as flexible spaces that can support evolving needs.
- B. **Enhance and Revitalize Existing Branches:** The community is excited for the Downtown Cultural Hub initiative to be advanced, including a new and revitalized Central Branch Library. There may also opportunities to reimagine and expand usage at existing locations to serve growth, as well as further animating outdoor library spaces. Innovative solutions may be sought to ensure that these spaces respond to evolving needs.
- C. **Provide New Branches in Strategic Locations:** Space needs are growing and new libraries will be needed in several strategic growth areas to serve new residents. Future libraries should be integrated with other civic and community facilities, with strong coordination between service providers to optimize programming and avoid duplication.
- D. **Evaluate Alternative Service Models:** New ways of delivering service should continue to be explored and embraced, such as OPL Express locations, book bikes, community spaces with increased space for programs, activities and digital technologies and reduced footprint for collections. A continued focus on outreach will be important to create connections within emerging communities and expand OPL’s reach.
- E. **Maintain High Quality Services:** Quality service is a foundational requirement for public libraries – a continued focus on staff training and empowerment should be a leading priority for OPL. Oakville’s growth also means that a greater focus will need to be placed on services to newcomers including an expanded multilingual collection to respond to Oakville’s growing diversity.
- F. **Consider Extended Hours:** The community consultation program found considerable support for longer hours at busy library branches. In the longer-term, extending hours in strategic locations may offer an opportunity to expand services and impact without adding new space.
- G. **Support for At-Risk Populations:** Libraries are busier than ever and OPL plays a critical role in supporting programs and services for newcomers and equity-seeking populations. Thoughtful planning is needed to ensure that OPL can continue to serve important roles for all residents, including students, seniors struggling with isolation, people dealing with mental health challenges, under-housed residents, and other at-risk and vulnerable individuals.
- H. **Partner with the Town:** There is a strong level of collaboration between the Oakville Public Library and Town of Oakville, from communication and programming to joint facility planning. Oakville’s busiest community centres are those that also contain library branches and this co-location model is recommended within future building projects.

| # Action – Public Libraries | Priority | Timing | Implementation Notes |
|--|---|--|-----------------------|
| <p>39. Initiate the following actions in support of OPL’s Service Delivery Model:</p> <ul style="list-style-type: none"> a) Frequently review and update community profiles for proposed new locations to inform facility and service planning. b) Identify “centres of expertise” or “centres of excellence” amongst new and existing locations to foster experimentation and innovation. c) Formulate a system hierarchy of service points based on OPL’s resources and community needs that will define the role of each facility type and accompanying service levels in OPL’s system now and into the future. d) Develop a future operating hours plan in conjunction with role definition of each level of facility type and reviewed alongside ARUPLO guidelines. e) Explore the implementation of more place-based programming to augment the existing slate of programs offered currently and into the future both online and in person. f) Continue to monitor technological trends and capabilities regarding OPL’s website to identify ways to enhance functionality and engagement with its customers beyond open hours. g) Review, identify, and assess partnerships or collaborations as new OPL facilities are planned and existing facilities are being renewed, including opportunities to co-locate with Town of Oakville community facilities. | <p>High</p> <p>Medium</p> <p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> | <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Short-term (2024-33)</p> <p>Short-term (2024-33)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> | <p>n/a</p> <p>n/a</p> |

| # | Action – Public Libraries | Priority | Timing | Implementation Notes |
|--|---------------------------|----------|--------|----------------------|
| <p>40. Initiate the following actions in support of OPL’s Collection Development Strategy:</p> <ul style="list-style-type: none"> a) Review the planned footprint for the size of the collections at future locations with the recommendations from industry guidelines, where feasible. b) Continue to conduct diversity audits within OPL’s collection with a view to utilize findings for planning more diverse collections in new locations as well as in existing OPL libraries. c) Continue to review Lean processes for material transfers to reduce wait times for holds between locations and seek to implement revised processes in future locations. d) Explore the feasibility of expanded reciprocal borrowing and resource sharing arrangements to mitigate cost pressures of eBook pricing models on collections budgets. | | | n/a | |
| <p>41. Initiate the following actions in support of OPL’s Technology Strategy:</p> <ul style="list-style-type: none"> a) Complete an expanded technology strategy to inform facility planning for new and renewed locations including establishing a footprint for desktop computers, ventilated spaces for equipment, noise attenuation for equipment, spaces for outlets, furniture selection, and placement and storage requirements for hardware. b) Establish service levels to define: the locations for future Creation Zones; the number of loanable hotspots at each location; how AI and other emerging technologies will be incorporated into programming; and the transition from desktops versus in-house loanable laptops. c) Continue to integrate technology serving all ages into programs. | | | n/a | |

| # Action – Public Libraries | Priority | Timing | Implementation Notes |
|--|----------|-------------------------|----------------------|
| <p>42. Initiate the following actions in support of OPL’s Newcomer Strategy:</p> <p>a) Expand OPL’s Newcomer Strategy by: exploring the possibility of embedding settlement services within strategic library locations; developing a collections plan that included estimates of the footprint needed for multilingual resources; developing a programming plan to enhance ESL proficiencies; expanding computer training and job skills development; and expanding newcomers’ resources on OPL’s website.</p> | High | Short-term (2024-33) | n/a |
| <p>43. Initiate the following actions in support of OPL’s Inclusion Strategy:</p> <p>a) Ensure that a flexible, unstructured footprint for new and renewed libraries includes not only the space needs for the library collection, but also for the needs of programming, partnerships, collaborative study, coordination of non-library services for at risk/marginalized populations, and storage for non-traditional lending (Library of Things).</p> <p>b) Explore the feasibility of embedding regional and/or local social services within future library locations to better support at risk and marginalized populations while balancing the need to provide safe, welcoming spaces for all.</p> | High | Ongoing (best practice) | n/a |

| # Action – Public Libraries | Priority | Timing | Implementation Notes |
|--|--|--|---|
| <p>44. Initiate the following directions in support of OPL’s Climate Action Strategy:</p> <ul style="list-style-type: none"> a) Expand program offerings focused on climate mitigation and adaptation in collaboration with the town’s recreation and parks departments. b) Assess the addition of items within the ‘Library of Things’ to encourage participation in climate conservation amongst customers of the OPL. c) Identify partnership and collaboration opportunities with local environmental groups to expand the library’s reach and enhance its role in leading climate action initiatives. d) Create a greater presence within OPL’s website to promote climate change issues, events, and resources to increase community engagement. | <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>High</p> | <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> | <p>n/a</p> |
| <p>45. Take immediate and sustained steps to implement the recommended 2024-2051 library branch development program outlined in this master plan. This includes (in general order of priority):</p> <ul style="list-style-type: none"> a) the replacement of the Central Branch b) development of branches in: (i) Trafalgar Urban Core South, (ii) Bronte and area (site analysis required), (iii) Palermo, (iv) Midtown Oakville, and (v) River Oaks c) expansion of library space in West Oakville, possibly at the Glen Abbey Branch d) the development of a branch in Trafalgar Urban Core North | <p>Growth-related (new builds)</p> <p>High (revitalization projects)</p> | <p>a) Short-term (2024-33)</p> <p>b(i) 275,000 population</p> <p>b(ii) 300,000 population</p> <p>b(iii) 325,000 population</p> <p>b(iv) 350,000 population</p> <p>b(v) Medium-term (2034-41)</p> <p>c) 400,000 population</p> <p>d) 425,000 population</p> | <p>Planning target is 0.5 square feet per resident.</p> <p>Some branches may be part of multi-stakeholder sites or condominium buildings.</p> <p>Sites and/or partnership agreements will need to be secured for many of proposed these projects to proceed and should be made a priority many years ahead of construction.</p> |

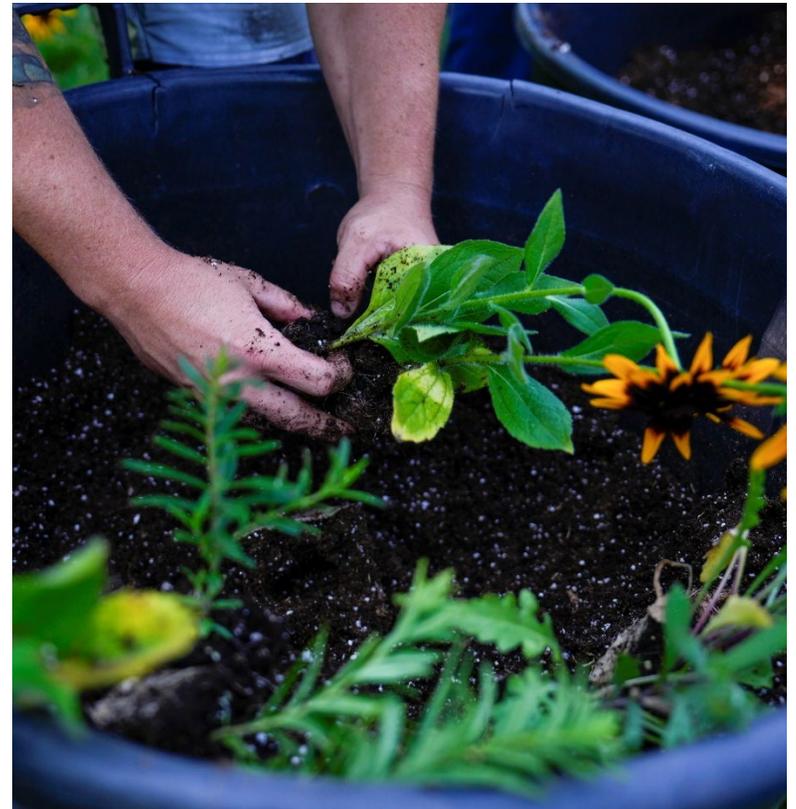
| # Action – Public Libraries | Priority | Timing | Implementation Notes |
|--|----------|-------------------------|----------------------|
| <p>46. In consultation with the community, undertake a review of the library service models in Clearview and Bronte to ensure that delivery is optimized for those living and working in these neighbourhoods and aligned with the Oakville Public Library’s resources.</p> | High | Short-term (2024-33) | n/a |
| <p>47. Revitalize and reinvest in existing library branches as needed to ensure that spaces remain relevant and responsive to all users. Ensure that libraries offer flexible spaces that can support evolving needs, services, and programming.</p> | High | Ongoing (best practice) | n/a |
| <p>48. Continue to expand outreach and alternative delivery models to emerging communities and gap areas. In doing so, OPL should:</p> <ul style="list-style-type: none"> a) Assess the feasibility of offering express library services at all current and future community centres that are not co-located with a library branch. b) Using the criteria provided, initiate an assessment of other locations in Oakville as potential express library service locations at high-traffic sites such as civic buildings, transit hubs, retail outlets, and higher density residential complexes. c) Investigate the feasibility of locations within new catchment areas to install express library sites as a temporary measure until physical library locations are built. | Medium | Ongoing (best practice) | n/a |

D. Park Facilities

Objectives

- A. **Optimize our Sports Fields:** With less future parkland, it will be necessary to strengthen partnerships and make the most of the assets we have. A good example is sports fields, which require large land bases. Adding lights and artificial turf will help increase our capacity without having to secure proportional amounts of land – part of our capital revitalization strategy. Working with schools to maximize their fields and revisiting the restrictions on field lighting south of Dundas Street should be pursued. A sports field strategy is required to determine the preferred approach to implementing the actions of this master plan.
- B. **Support Emerging Sports and Park Amenities:** More outdoor courts, playgrounds, splash pads, skate parks, leash-free areas, community gardens, etc. will be needed to support growth and the trend for casual and unscheduled use. The sport of pickleball – a common request from the public – is here to stay. While this master plan provides several recommendations for court development and management, a racquet courts strategy is recommended to guide the sustainable delivery of outdoor tennis and pickleball courts, as well as indoor play opportunities.

- C. **Animate Parks and Supporting Events:** Park animation (waterfront/harbour parks, etc.) and local events will become more important to strengthening community, addressing social isolation, and engaging residents. Initiatives aimed at enabling and supporting community-driven events should be pursued, such as a small events funds, pop-up events, designation of event spaces and parks, etc.



| # Action – Park Facilities | Priority | Timing | Implementation Notes |
|--|----------------|---|--|
| <p>49. Continue to develop rectangular soccer and multi-use fields in new parks in North Oakville to address demonstrated needs, with a focus on community parks and appropriate neighbourhood park sites, as well as schools. Long-term needs are estimated at 33 new fields (unlit equivalents) by 2051. Provision strategies should include a minimum of one lit field suitable for minor football in North Oakville (future community park site).</p> | Growth-related | To be determined through future study; needs will be greatest in medium-term (2034-43) and longer-term (2044-51). | Planning target is one soccer field per 100 players or one per 3,500 population (note: these are unlit equivalents, where one lit field equals 1.5 unlit fields and each artificial turf field equals 3 unlit fields). |
| <p>50. Develop a sports field strategy to examine opportunities to enhance the capacity of fields (e.g., soccer, baseball, cricket, etc.). The restriction on field lighting south of Dundas Street locations should be revisited in the medium-term, informed by key criteria and site-specific analysis.</p> | High | Short-term (2024-33) | To provide greater versatility, the needs of all field sports should be considered when designing new artificial turf fields (multi-use field designs). |
| <p>51. Work with the Oakville Crusaders Rugby Club to ensure that the long-term field needs of this sport are addressed.</p> | Medium | Short-term (2024-33) | Strategies may involve the securement of an alternate site supported by an appropriate cost-sharing agreement that reflects the dedicated access sought by the group. |
| <p>52. Continue to develop ball diamonds in new parks in North Oakville to address demonstrated needs, with an immediate focus on hardball diamonds in community parks. Long-term needs are estimated around 22.5 new diamonds by 2051 (unlit equivalents). Provision strategies should include a tournament site with up to 4 full-size lit diamonds as well as for one or more sites for with full-size hardball diamonds.</p> | Growth-related | To be determined through future study; needs will be greatest in medium-term (2034-43) and longer-term (2044-51). | Planning target is one diamond per 60 youth players or one per 5,000 population (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds). |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|-----|--|----------------|---|---|
| 53. | Continue to work with local user groups to optimize existing diamonds and undertake strategic upgrades where possible and supported by demonstrated needs. | Medium | Ongoing (best practice) | Upgrades may be informed by the proposed sports field strategy. |
| 54. | Develop a minimum of 2 additional cricket fields within the town’s parks system by 2051 (excluding the field that is being built at Sixteen Mile Sports Park). | High | 1 in Short-term (2024-33) 1 in Medium-term (2034-43) | Planning target of one field per 100,000 residents. Potential sites include West Oakville Sports Park and a location to be determined. |
| 55. | Prepare a Racquet Sports Strategy to guide the sustainable long-term provision of outdoor tennis and pickleball courts and the potential for a year-round community-based court complex, informed by stakeholder and public input. | High | Short-term (2024-33) | n/a |
| 56. | Target the development of up to 25 additional tennis courts to serve population growth in North Oakville by 2051. A location for courts should also be sought in Palermo Village. | Growth-related | To be determined through future study | Planning target for North Oakville is one tennis court (public, club, or multi-lined) per 5,000 persons. There is a sufficient supply of courts south of Dundas Street. |
| 57. | Continue to undertake tennis court rehabilitation projects at high priority sites, including securing public access to the courts at Sunningdale Public School. The town should review its design, construction, and maintenance standards for tennis and pickleball courts with a view toward improving their longevity. | High | Ongoing (best practice) | Selected courts may be removed through attrition or converted to alternate uses, as informed by the Racquet Sports Study. |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|---|--------------------------|---|---|----------------------|
| <p>58. Target the development of up to 45 additional outdoor pickleball courts to serve population growth across Oakville by 2051. Approaches to provision should be confirmed through the proposed Racquet Sports Strategy, but should be informed by the actions and criteria of this master plan, including:</p> <ul style="list-style-type: none"> a) a greater focus on dedicated pickleball-only courts in community parks (generally complexes of 4 to 8 courts); b) equitably distributed opportunities for casual use within neighbourhood parks, including multi-lined courts or the conversion of under-utilized tennis courts; c) appropriate setbacks for courts from adjacent houses; d) joint ventures with third-party clubs (with defined roles and standards for community-based clubs); and e) implementation of a court permitting system for selected courts. | Growth-related | To be determined through future study | Planning target is one outdoor pickleball court per 5,000 to 10,000 residents; the recommendation uses one per 5,000 population as a starting point. | |
| <p>59. Develop a minimum of 17 basketball courts to improve distribution across Oakville by 2051.</p> | Growth-related | Targets: 7 in Short-term (2024-33) 6 in Medium-term (2034-43) 4 in Longer-term (2044-51) | Planning target is one basketball or multi-use court per 12,000 residents (counting half courts as 0.5), with consideration of a 1-km catchment radius. Where possible, full-size multi-use courts are desired as they allow for maximum flexibility and capacity. | |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|-----|---|----------------|--|---|
| 60. | Develop approximately 10 splash pads in growing communities and gap areas (based on a 1-kilometre service area radius guideline) by 2051. | Growth-related | Development will be aligned with opportunities. Targets: 4 in Short-term (2024-33) 4 in Medium-term (2034-43) 2 in Longer-term (2044-51) | A 1-km radius is the planning target for splash pads. Splash pads are ideally located in higher-order parks that have access to playgrounds, washrooms, seating, shade, bike racks, and off-street parking/transit access. |
| 61. | Provide playgrounds in growing residential areas based on a minimum provision target of one playground within 500-metres of all neighbourhoods. Service levels and design considerations should be established for natural/adventure playgrounds, which can offer an alternative experience to traditional structures. | Growth-related | Development will be aligned with opportunities | A 500-m radius (without crossing a major road or physical barrier) is the planning target for playgrounds. |
| 62. | Enhance funding levels to ensure the timely replacement of playgrounds and to support the town’s policy of installing barrier-free playground equipment at community parks | High | Ongoing (best practice) | Playground replacement is necessary to provide safe, engaging, and accessible opportunities for play. Funding may need to be accelerated to achieve this goal. |
| 63. | Expand the network of outdoor fitness equipment locations by establishing up to 6 new sites by 2051 within appropriate park types that address geographic gaps in distribution. | Growth-related | Development will be aligned with opportunities | A 2-km radius is the planning target for outdoor fitness locations. |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|-----|--|----------------|--|---|
| 64. | Develop guidelines to support the design of designated open space exercise zones where the community can organize fitness classes (yoga, tai chi, etc.). | Medium | Short-term (2024-33) | These guidelines should give consideration to appropriate park types, support amenities, and other site characteristics that would support strong usage levels. |
| 65. | Reclassify skateboard parks as “all wheels parks” and integrate this term into the town’s signage and promotions. Develop 4 to 5 new all-wheels parks to address needs in growing areas and geographic gaps in Northeast, Northwest Oakville, and Southwest Oakville. | Growth-related | Development will be aligned with opportunities. Targets: 2 in Short-term (2024-33) 2 in Medium-term (2034-43) 0-1 in Longer-term (2044-51) | Planning target is one “all wheels” park per 5,000 youth (ages 10-19), with consideration of 2-km catchment radius. Potential locations include Joshua Meadows Community Park, NP9, West Oakville Sports Park, etc. Community-serving sites are appropriate in larger community parks, while smaller neighbourhood-level all-wheels parks should be considered in localized gap areas. |
| 66. | Monitor usage at the new BMX park at Sixteen Mile Sports Park to inform an assessment of future needs for this facility type. At minimum, seek community park sites for 2 new bike parks (at least one with an asphalt base) in Northeast Oakville and another location south of Dundas Street. | Growth-related | Targets: 1 in Short-term (2024-33) 1 in Medium-term (2034-43) | Joshua Meadows Community Park is one potential location. |
| 67. | Develop a covered and refrigerated outdoor rink in Northeast Oakville (proximate to the Trafalgar Urban Core and Uptown Core areas) that can also serve other recreational purposes (e.g., basketball, pickleball, ball hockey, etc.) during the warmer months. | Growth-related | Medium-term (2034-43) | n/a |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|-----|---|----------------|---|---|
| 68. | Consider the development of a refrigerated skating trail in Northwest Oakville, possibly at the Fogolar’s property (pending a design and business planning process for the site). | Medium | Dependent upon park revitalization strategy. | n/a |
| 69. | Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations to provide affordable and accessible neighbourhood-based opportunities. | Medium | Ongoing (best practice) | n/a |
| 70. | Continue to seek an equitable balance of leash-free dog areas across the town, in response to community need and only in cases where location criteria can be met. | Growth-related | Targets: 1-2 in Short-term (2024-33) 1-2 in Medium-term (2034-43) 1 in Longer-term (2044-51) | A 2-km radius is the planning target for leash-free dog areas. Evaluate opportunities to establish leash-free areas in West Oakville (1-2 sites), Southwest Oakville, and Northeast Oakville (longer-term), with a focus on under-utilized lands such as remnant park spaces and other sites in public ownership (e.g., hydro corridors). |
| 71. | Update the leash-free dog area policy to address the dynamics of providing, designing, and maintaining leash free dog areas in higher density neighbourhoods. | Medium | Short-term (2024-33) | This updated approach should recognize the shared responsibility of the development community in responding to the needs of pet owners and their pets. |
| 72. | Develop a policy to support the expansion of the town’s community allotment garden program in response to local demand and opportunities. Seek partnerships to extend the reach and impact of the program, with a focus on establishing new sites in proximity to areas of intensification. | High | Short-term (2024-33) | n/a |

| # | Action – Park Facilities | Priority | Timing | Implementation Notes |
|-----|---|----------------|---|---|
| 73. | Revisit the town’s agreement with the Oakville Lawn Bowling Club to clarify roles and responsibilities and allow for monitoring of membership figures. | Medium | Short-term (2024-33) | n/a |
| 74. | Prepare and adopt a town-wide standard of provision for park washrooms , giving consideration to their inclusion in larger neighbourhood and/or community parks. Through the town’s winter program, continue to target the winterization of one park washroom annually. | High | Short-term (2024-33) | n/a |
| 75. | Designate a minimum of two parks as “event parks” (with a focus on North Oakville) and establish priorities for capital investment. | Growth-related | 1 in Short-term (2024-33) 1 in Medium-term (2034-43) | n/a |
| 76. | Explore opportunities to enhance community access to Bronte Provincial Park and other lands managed by public sector agencies for the hosting of major events, trail development, and passive recreation. | High | Ongoing (best practice) | n/a |
| 77. | Update the Special Event Strategy to provide additional direction for designing and resourcing localized sites for smaller scale or pop-up events . | High | Short-term (2024-33) | n/a |
| 78. | Continue to monitor participation and trends in sport activities accommodated through the parks system (including those delivered in partnership with the community) to inform future capital needs and strategies. | High | Ongoing (best practice) | n/a |
| 79. | Undertake an infrastructure condition assessment at Deerfield Golf Course and review the operating model and potential future uses prior to the expiry of the current lease agreement. Among other options, consideration may be given to the potential of the site to host special events and passive park uses, as well as community-level golf opportunities. | High | Short-term (2024-33) | The agreement with the current golf course operator expires on December 31, 2025. |

F. Parkland

Objectives

A. Mitigate Impacts of Reduced Parkland Dedication:

The impacts of Bill 23 will significantly reduce the amount of parkland conveyed through development. The town's Official Plan and Parkland Dedication By-law are being updated to reflect these changes. Parkland targets and definitions should continue to evolve to reflect changes in park use and design. A focus should also be placed on policies and practices that support the "quality" of parkland and public spaces. The town should also continue to be proactive in using its parkland reserve fund and, where possible, using alternative funding sources for securing parkland, including consideration of land-banking. The Fogolar's property is a good example of a space that can be leveraged for casual use, family activities, nature education, special events, and more.

B. Activate the Waterfront: The waterfront is part of Oakville's identity and public access to the water's edge should be encouraged. Special events, activities, and spaces that attract people to waterfront parks and help them feel welcome and connected must continue to be supported and expanded. This can be achieved through strategic investment in destination parks and waterfront trails, including implementation of the Harbour Master Plan.

C. Reinvest in Older Parks: Develop and implement a park revitalization strategy that focuses on re-imagining and re-investing in older parks, particularly those areas of high need such as waterfront parks and parks within or near strategic growth areas. A greater emphasis should be placed on casual, informal, unstructured use amenities (parks as "outdoor living rooms"), supported by trails and active transportation networks, seating areas, interpretation, community gardens, washrooms, shade, natural areas, year-round use, etc.

D. Maximize the Impact of Smaller Parks: The town's future parks system will include more urban squares and urban parks. These spaces are more intensely developed and programmed, costing more to build and operate on a square foot basis. Animating these spaces and securing adequate funding from traditional and non-traditional sources will be keys to their success.

E. Enhance Trails and Outdoor Activities: Trail development and maintenance will continue to be a focus, guided by the Transportation Master Plan (on and off-road networks). Improvement to wayfinding signage and education will be important to help orient new trail users.

| # | Action – Parkland | Priority | Timing | Implementation Notes |
|-----|---|----------|-------------------------|---|
| 80. | Review and update the 2.2 ha/1000 population active parkland target through the town’s land acquisition strategy, with the goal of establishing an achievable and realistic framework for future parkland acquisition. This review should also consider expanding the definition of “active parkland” to include unconstrained and publicly-accessible lands within the natural heritage system. | High | Short-term (2024-33) | This may be completed as part of the town’s land acquisition strategy. Additional related directions are identified in the Parks Plan 2031. |
| 81. | Secure parkland at the maximum applicable rate as permitted by the Planning Act, via the town’s implementing documents (e.g., Livable Oakville, Parks Plan 2031, Parkland Dedication By-law). Explore acquisition and non-acquisition-based options on a case-by-case basis to enhance community accessibility to parkland. | High | Ongoing (best practice) | Additional related directions are identified in the Parks Plan 2031. |
| 82. | Fully implement Parks Plan 2031 , including but not limited to recommendations involving parkland dedication, cash-in-lieu, park typologies and design guidelines, encumbered lands, administration, etc. | High | Short-term (2024-33) | At the time of writing, some Planning Act regulations for parkland acceptability are not yet in effect. |
| 83. | Adopt a comprehensive set of park and trail design guidelines that are informed by Parks Plan 2031 and the town’s construction standards. | Medium | Short-term (2024-33) | This is an ongoing initiative being developed under separate cover from this master plan. |
| 84. | Maintain a commitment to universal accessibility and safety within the town’s parks and trails system and emphasize the provision of amenities such as benches/seating areas, bike racks, and shade in appropriate park types and along trails. | High | Ongoing (best practice) | n/a |
| 85. | Prepare a park revitalization strategy to establish a decision-making framework and priorities (i.e., key park sites requiring reinvestment, with an emphasis on waterfront parks, barrier-free accessibility, and year-round activities). | Medium | Short-term (2024-33) | n/a |

| # | Action – Parkland | Priority | Timing | Implementation Notes |
|-----|--|----------|-------------------------|---|
| 86. | Prepare a condition audit and opportunities plan for the Fogolar’s property to create a baseline understanding of current conditions and potential options for management and programming of the site as an “Eco Park”. | High | Short-term (2024-33) | n/a |
| 87. | Prioritize implementation of the Harbours Master Plan and strategic investments in waterfront parks and trails . | High | Ongoing (best practice) | Costs to be determined through site-specific design initiatives. |
| 88. | Continue to encourage community stakeholders and partners to invest in “ value-added ” improvements within the parks system. | Lower | Ongoing (best practice) | Projects must support municipal priorities and conform to town standards. |
| 89. | Continue to support initiatives that strengthen residents’ connections with their neighbourhoods and nature . This includes but is not limited to public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy Oakville’s outdoor spaces and places. | Medium | Ongoing (best practice) | n/a |
| 90. | Advance strategies to enhance environmental sustainability in parks, including initiatives that support climate action such as greenspace preservation, climate change mitigation, urban biodiversity, and stewardship. | High | Ongoing (best practice) | n/a |
| 91. | Continue to improve, upgrade, and expand the off-road recreational trails system through implementation of the 2019 Recreational Trail Accessibility Audit and Strategy and Transportation Master Plan update. | High | Ongoing (best practice) | n/a |
| 92. | Wherever possible, design new trails, pathways and cycle lanes so that they connect to public transit stops (including GO stations). Appropriate bike racks should be provided at major transportation hubs. | High | Ongoing (best practice) | n/a |

G. Plan Implementation

Objectives

- A. **Ensure Financial Sustainability:** Additional work is needed to create a sustainable funding model that includes consideration of growth and non-growth related funding sources, including government transfers, donors, etc.
- B. **Define Priorities:** The town requires a decision-making framework that outlines the process for evaluating and responding to special requests received from the community (e.g., rugby, saunas, etc.).

| # | Action – Plan Implementation | Priority | Timing | Implementation Notes |
|-----|---|----------|-------------------------|--|
| 93. | Complete a capital renovation and replacement strategy for recreation and cultural facilities that assesses the cost/benefit of renovating, upgrading, or repurposing and and/or underperforming assets. | High | Short-term (2024-33) | Criteria to support this analysis have been identified within this master plan and supported through asset management practices. |
| 94. | Ensure that planning for major capital projects includes meaningful community engagement, feasibility studies that validate building program and service requirements, and consideration of potential partnerships. | High | Ongoing (best practice) | n/a |
| 95. | Use this master plan as a resource in developing the town’s annual budget and capital forecasts, strategic plans, secondary plans, and related studies. Prioritization of projects will be ongoing as part of the plan’s implementation. | High | Ongoing (best practice) | n/a |
| 96. | Maximize funding sources through effective financial processes and practices. | High | Ongoing (best practice) | n/a |

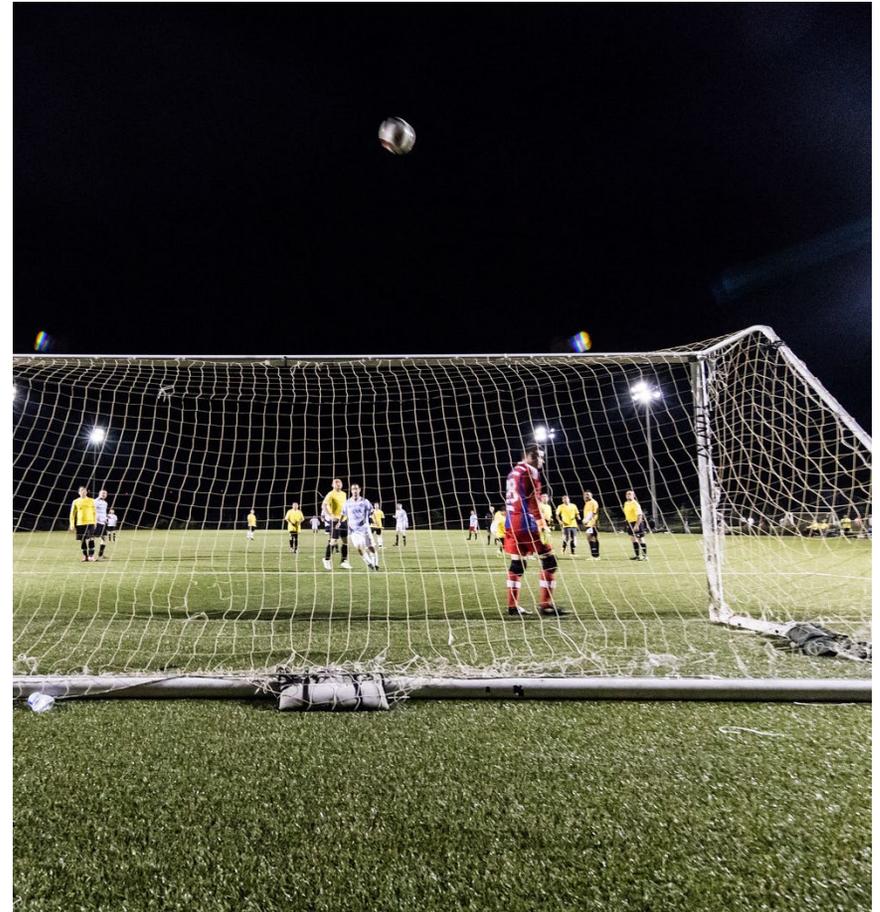
| # | Action – Plan Implementation | Priority | Timing | Implementation Notes |
|------|--|----------|----------------------------|--|
| 97. | Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery targets. | High | Ongoing (best practice) | n/a |
| 98. | Assess operating budget implications and partnership options prior to approving major capital projects. | High | Ongoing (best practice) | n/a |
| 99. | Implement a system for the regular monitoring of the master plan, including the use of evidence-based assessment tools and guidelines to improve performance measurement and business intelligence. | High | Short-term (2024-33) | Opportunities to link the master plan to Council’s Strategic Plan should also be sought. |
| 100. | Develop a communications plan following approval of the master plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the master plan, including an annual update to the community (e.g., report card). | High | Short-term (2024-33) | n/a |
| 101. | Update the accomplishments, priorities, and actions of the master plan in five to 10-years to inform growth-related planning and funding strategies. | High | Short-term (2024-33) | n/a |

Appendix: Facility Inventory and Planning Targets

Parks, recreation, and library facilities play an important role in the daily life of Oakville residents. The town invests in infrastructure to promote physical activity, healthy lifestyles, skill development, athletic competition, community building, and economic growth.

The following table includes a summary of the capital assets that are provided and permitted by the Town of Oakville and Oakville Public Library (as of January 2024), as well as planning targets for future facility provision. Planning targets are just one of several tools that are used to identify long-term infrastructure needs. As noted in Section 1, these targets are intended to be applied flexibly and may be modified over time to remain responsive to local needs. They are not intended to be strictly adhered to at the local level as each community may have different needs based on its unique characteristics.

The comparator group used to benchmark facility provision includes eight regional and/or large urban municipalities in Ontario: Burlington, Kitchener, Markham, Milton, Mississauga, Oshawa, Richmond Hill, and Vaughan. Unless otherwise noted, the data includes facilities that are owned and/or permitted for public use by the municipality, including facilities that are leased or under agreement.



Summary of Inventory, Planning Targets and Needs

Data is accurate as of January 2024 and does not include planned capital projects, unless otherwise noted.

The 2023 town-wide population estimate is 225,000. The inventory includes several sports fields owned by school boards that are permitted by the town, but excludes permitted school gymnasiums.

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

Note 2: Each lit ball diamond is equivalent to 2.0 unlit diamonds (ULE).

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

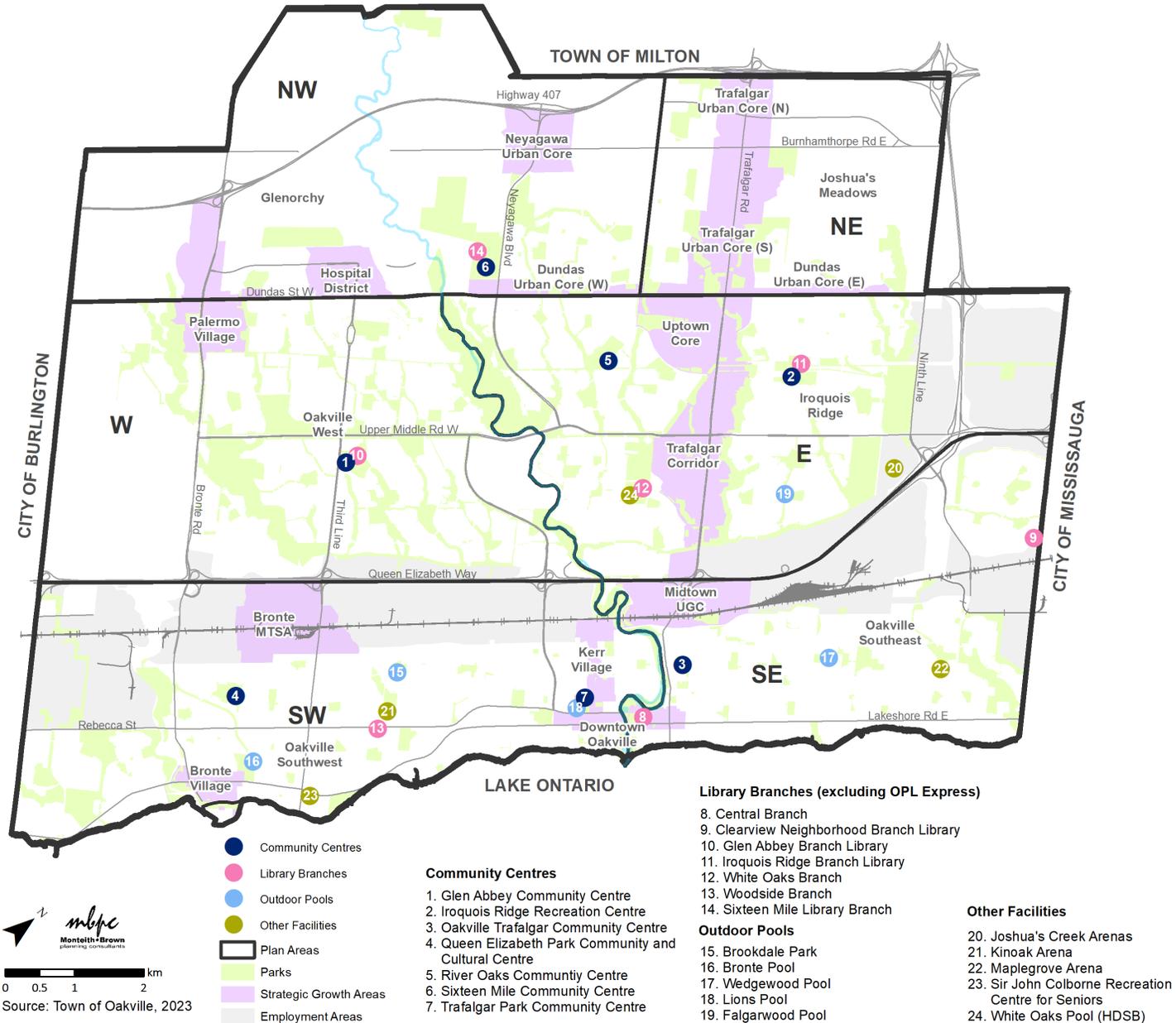
| Facility Type | Current Municipal Supply | Current Level of Provision (per capita) | Municipal Comparators (per capita) | Future Planning Target | Needs (to 2051) |
|-------------------------------|---|--|---|--|---|
| Community Centres | 7 facilities: - Glen Abbey CC - Iroquois Ridge CC - Oakville Trafalgar CC - QEPCCC - River Oaks CC - Sixteen Mile CC (2025) - Trafalgar Park CC | 1:32,150 | 1:32,850 (note: community centre size and amenities vary considerably by municipality) | 1 per 45,000 residents | 3 new (1 multi-use and 2 local) and 2 revitalized |
| Indoor Pools | 6 locations and 9 pools (2,500m² water surface): - Glen Abbey CC - Iroquois Ridge CC (2) - Oakville Trafalgar CC (2) - QEPCCC - Sixteen Mile CC (2) (2025) - White Oaks Pool | 1:37,500 (locations) | 1:46,650 (locations) | 1 square metre of pool area (water surface) per 100 to 115 residents | 1 new (multi-use CRC) and 1 revitalized –additional facilities may be identified through future study |
| Outdoor Pools | 5 pools: - Bronte - Brookdale - Falgarwood - Lions - Wedgewood | 1:45,000 | 1:129,650 | 1 per 150,000 residents | 2 new (to replace 3) and 1 revitalized (to replace 2) – to be confirmed through future study |
| Gymnasiums (municipal) | 7 gymnasiums at 5 locations: - Glen Abbey CC - Oakville Trafalgar CC - QEPCCC (2) - Sixteen Mile CC (2) (2025) - Trafalgar Park CC Note: IRCC and ROCC include small gymnasium-like spaces | 1:32,150 (excludes permitted school gymnasiums) | 1:27,450 | 1 per community centre (all types) | 5+ new (3 through new CCs, 2 through expanded CCs) |

| Facility Type | Current Municipal Supply | Current Level of Provision (per capita) | Municipal Comparators (per capita) | Future Planning Target | Needs (to 2051) |
|--------------------------------------|---|---|------------------------------------|--|--|
| Fitness Centres | 7 locations: - Glen Abbey CC - Iroquois Ridge CC - Oakville Trafalgar CC - QEPCCC - River Oaks CC - Sixteen Mile CC (2025) - Trafalgar Park CC | 1:32,150 | 1:45,740 | 1 per multi-use community centre | 1 new and 2 revitalized |
| Seniors Facilities | 5 locations - Iroquois Ridge CC - QEPCCC - Sir John Colborne (stand-alone) - River Oaks CC - Trafalgar Park CC | 1:45,000 | 1:53,050 | not defined (program-driven) | 1 expanded, plus programming at new centres |
| Arenas (ice pads) | 13 ice pads: - Glen Abbey CC (2) - Joshua's Creek (2) - Kinoak (1) - Maple Grove (1) - River Oaks CC (2) - Sixteen Mile (4) - Trafalgar Park CC (1) | 1:17,300 | 1:26,800 | 1 municipal ice pad per 20,000 to 30,000 residents (declining over time) | 2 more pads (repurpose 2 singles, build 2 new twins) |
| Indoor Turf Facilities | 1 location (divisible into 4 fields) (operated by third-party) | 1:225,000 | 1:212,150 | not defined (program-driven) | not defined |
| Arts & Culture Facilities | 5 locations: - Oakville Centre for Performing Arts - Oakville Galleries (2) - Oakville Museum - QEPCCC | n/a | n/a | not defined (program-driven) | not defined |

| Facility Type | Current Municipal Supply | Current Level of Provision (per capita) | Municipal Comparators (per capita) | Future Planning Target | Needs (to 2051) |
|--|---|---|------------------------------------|--|---|
| Public Libraries | 7 locations (108,301sf, increasing to 121,607sf with the new Sixteen Mile Branch): <ul style="list-style-type: none"> - Central Branch - Clearview Branch - Glen Abbey Branch - Iroquois Ridge Branch - Sixteen Mile Branch, temporary (permanent, 2025) - White Oaks Branch - Woodside Branch | 0.48 sf/capita | 0.51 sf/cap | 0.5 square feet per resident | 6 new and 1 expanded (99,864 sf) |
| Soccer and Multi-use Fields (outdoor) | 85 fields (98 unlit equivalents – see note 1) consisting of: <ul style="list-style-type: none"> - 4 artificial turf fields (12 ULE) - 10 major lit fields (15 ULE) - 24 major unlit fields (24 ULE) - 27 mini fields (27 ULE) - 20 school fields (20 ULE) | 1:2,300 (ULE) | 1:2,850 (total fields) | 1 field (ULE) per 100 players or 1 per 3,500 population | 33 new (ULE) and improvements to existing |
| Other Dedicated Rectangular Fields | 1 field hockey field | 1:225,000 | n/a | not defined | none – new fields will be multi-use |
| Ball Diamonds | 54 diamonds (69 unlit equivalents – see note 2) consisting of: <ul style="list-style-type: none"> - 3 major hardball – lit (6 ULE) - 1 major hardball – unlit (1 ULE) - 3 minor hardball – lit (6 ULE) - 4 minor hardball – unlit (4 ULE) - 8 major softball – lit (16 ULE) - 12 major softball – unlit (12 ULE) - 1 minor softball – lit (2 ULE) - 13 minor softball – unlit (13 ULE) - 9 school diamonds (9 ULE) | 1:3,250 (ULE) | 1:4,550 (total fields) | 1 diamond (ULE) per 60 youth players or 1 per 5,000 population | 22.5 new (ULE) and improvements to existing |
| Cricket Fields | 2 fields | 1:112,500 | 1:137,250 | 1 per 100,000 residents | 2 new |
| Tennis Courts (dedicated) | 60 dedicated courts (19 public lit, 25 public unlit, 11 club lit, 5 school courts) plus 30 shared courts | 1:3,750 (1:2,500 including shared courts) | 1:4,200 | 1 per 5,000 residents (North Oakville only) | Up to 25 new and improvements to existing |

| Facility Type | Current Municipal Supply | Current Level of Provision (per capita) | Municipal Comparators (per capita) | Future Planning Target | Needs (to 2051) |
|--|--|---|------------------------------------|--|--|
| Pickleball Courts (dedicated) | 13 dedicated courts (2 lit, 11 unlit) plus 30 shared courts | 1:17,300 (1:5,200 including shared courts) | 1:68,650 | 1 per 5,000 to 10,000 residents | Up to 45 new and improvements to existing |
| Tennis and Pickleball Courts (shared use) | 30 shared courts (7 lit, 22 unlit, 1 school) | 1:7,500 | n/a | n/a (see above) | see above |
| Basketball Courts | 20.5 full court equivalents (7 half courts, 16 full courts, and 1 ball hockey court – see note 3) | 1:11,000 | 1:8,050 | 1 per 12,000 residents (FCE) and 1-km radius | 17 new |
| Splash Pads | 24 splash pads | 1:9,375 | 1:16,000 | 1-km radius | 10 new |
| Playgrounds | 143 parks | 1:1,575 (locations) | 1:2,650 (locations) | 500-m radius | needs assessed based on target |
| Outdoor Fitness Locations | 3 Calisthenics Parks | 1:75,000 | 1:35,350 | 2-km radius | |
| Skateboard Parks | 7 skate parks | 1:32,150 | 1:51,850 | 1 per 5,000 youth (ages 10-19) and 2-km radius | 4 to 5 new |
| BMX Bike Parks | 1 location | 1:225,000 | 1:388,900 | not defined (program-driven) | 2 new |
| Outdoor Skating Rinks | 2 artificial rinks (plus approx. 12 natural rinks) | 1:112,500 | 1:166,700 | not defined (geographic equity) | 1 new artificial rink and consideration of 1 skating trail |
| Leash-free Dog Parks | 7 locations | 1:32,150 | 1:86,450 | 2-km radius | up to 5 new |
| Lawn Bowling | 1 green (operated by third-party) | 1:225,000 | 1:212,150 | not defined (program-driven) | not defined |
| Community Gardens | 4 locations (219 plots) | 1: 56,250 | n/a | not defined (program-driven) | not defined (site-specific assessments) |
| Active Parkland | 564.8 hectares (including developed Community Parks, Neighbourhood Parks, Community Link Parks, and active Buffer Blocks) | 2.51 ha/1000 | 2.27 ha/1000 | 2.2 ha/1000 (to be reviewed) | to be determined through future study |

Existing Town of Oakville and Oakville Public Library Recreation and Library Facilities (2024/25)







Parks, Recreation and Library Master Plan

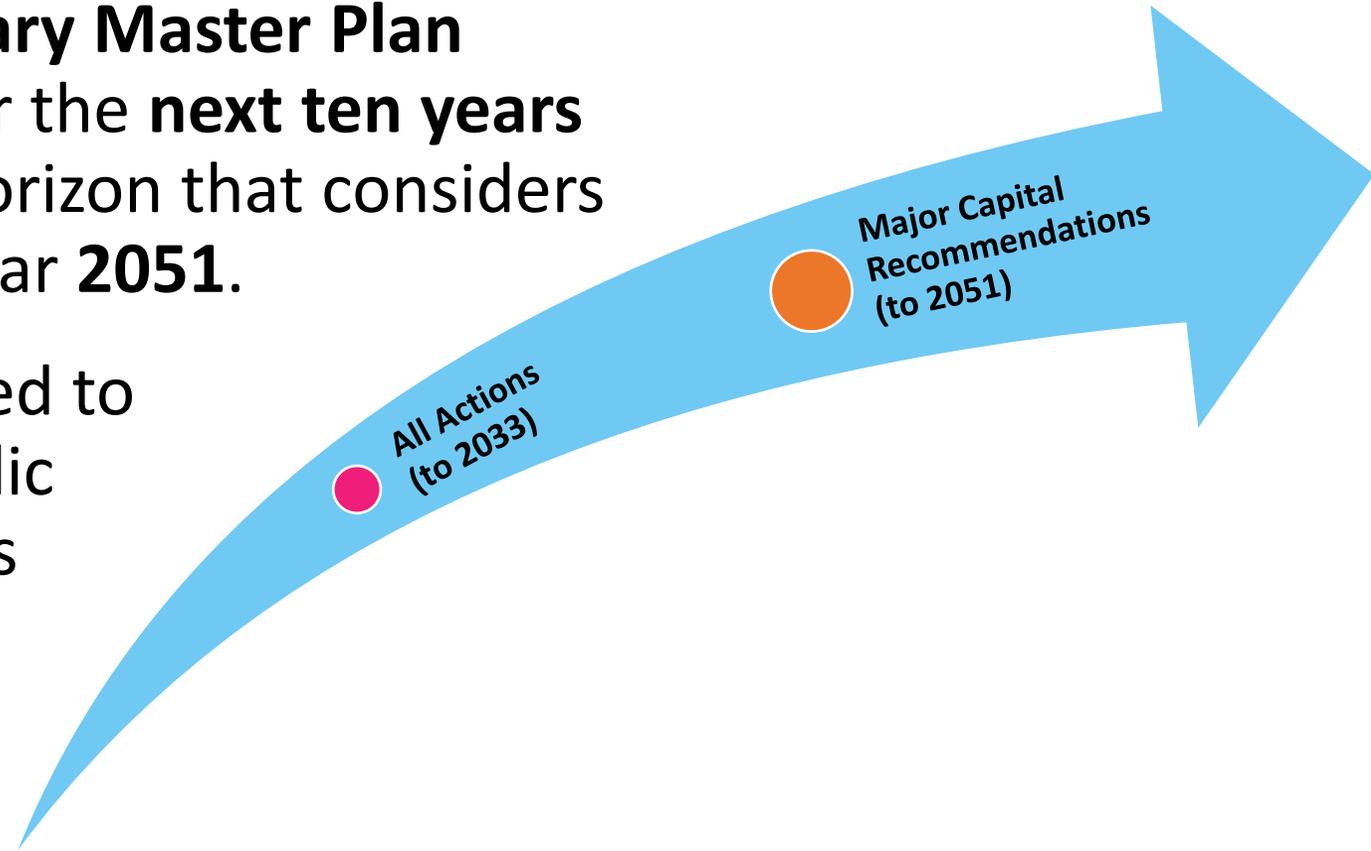
Town Council – November 5, 2024



About the Plan

The **Parks, Recreation and Library Master Plan** strategically guides the town for the **next ten years (2024-2033)**, with a planning horizon that considers major capital needs until the year **2051**.

A draft of the plan was presented to Town Council in May 2024. Public feedback was then sought on its proposed directions. The plan has since been updated and finalized for Council consideration.

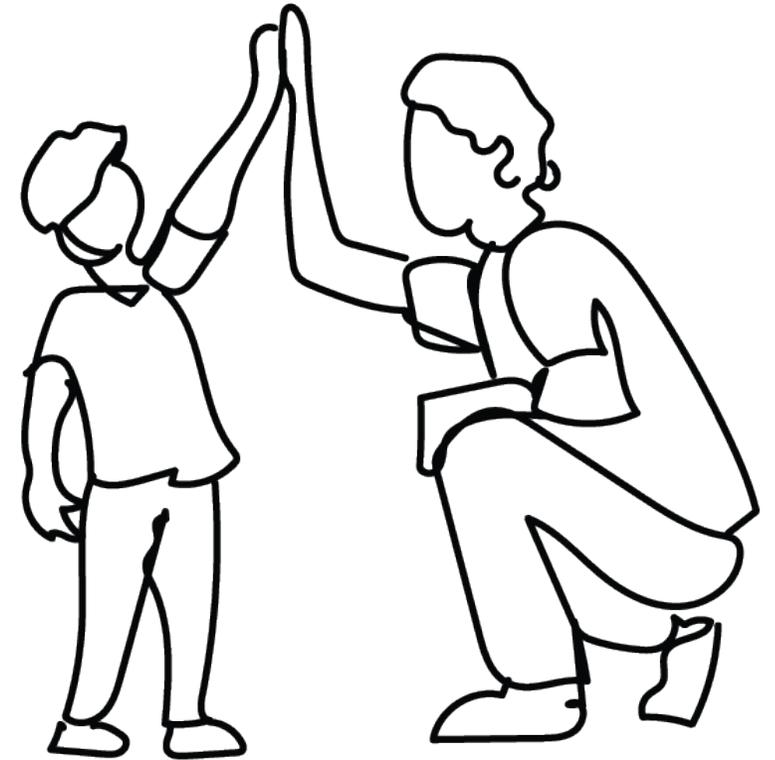


The Master Plan will...

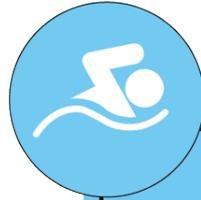
- Employ evidence-based approaches to identify and prioritize community needs until 2051
- Improve equity by addressing gaps across the town
- Identify growth-related park and facility needs
- Inform financial planning and future budgets
- Align with related town plans and studies
- Support the town in becoming “partner- and grant-ready”
- Be a living document adaptable to changing trends and growth
- Be updated in 5 to 10 years

Ongoing and Future Processes will...

- Identify comprehensive funding strategies
- Commit funds to specific projects
- Address site-specific planning, consultation, and design processes
- Negotiate partnerships or land purchases
- Address asset management initiatives (repair and replacement)



Project Scope



Recreation Facilities and related services

Community centres, pools, arenas, seniors' spaces, programming, and more.



Public Libraries and related services

Library branches, alternative spaces, collections, and more.

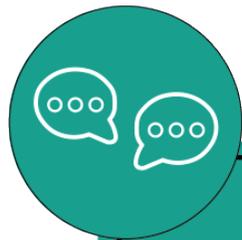


Park Facilities and Parkland

Sports fields, sport courts, splash pads, community gardens, parkland, and more.

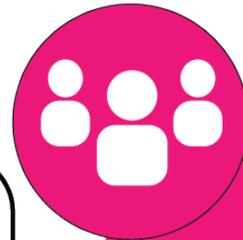
Building Blocks

The plan is a comprehensive, evidence-based exercise grounded in the following:



Public and Stakeholder Input

Residents and local organizations were engaged through open houses, surveys, and workshops.



Demographic Analysis

The plan considers how and where Oakville is growing, changes in age, ethnicity, income, and other factors.



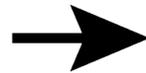
Research and Trends

The plan examines industry best practices, participation trends and usage levels, asset inventories, and more.

Public Engagement

Community Survey Stage 1

2,050 households
completed surveys,
representing 6,400 residents



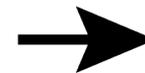
Public Open Houses Stage 1

80+ persons attended
6 sessions in May 2023



Stakeholder Workshops Stage 1 & 3

20+ organizations
participated, representing
nearly 28,000 members



Community Survey Stage 3

1,579 responses on
the draft master plan

Summary of Community Input (June 2024)

- An online survey sought to test and refine the higher priority directions of the Draft Master Plan with the public
- The survey ran for 5 weeks in May/June 2024
- **1,579 responses** were received
- Stakeholders and community groups were also engaged and written submissions were encouraged



Summary of Community Input (June 2024)

31 different directions were tested:

- **“Agreement”** ranged from 90% to 48%
- **“Disagreement”** ranged from 1% to 13%
- The balance of responses were “neutral”

Themes from open-ended comments included:

- Maintaining or expanding indoor pool service levels
- Expanding pickleball facilities (indoor and outdoor)
- Preserving natural spaces
- Improving playgrounds
- Retaining and/or expanding library services in Clearview
- Enhancing and expanding library programming

Summary of Town Council Input (May 2024)

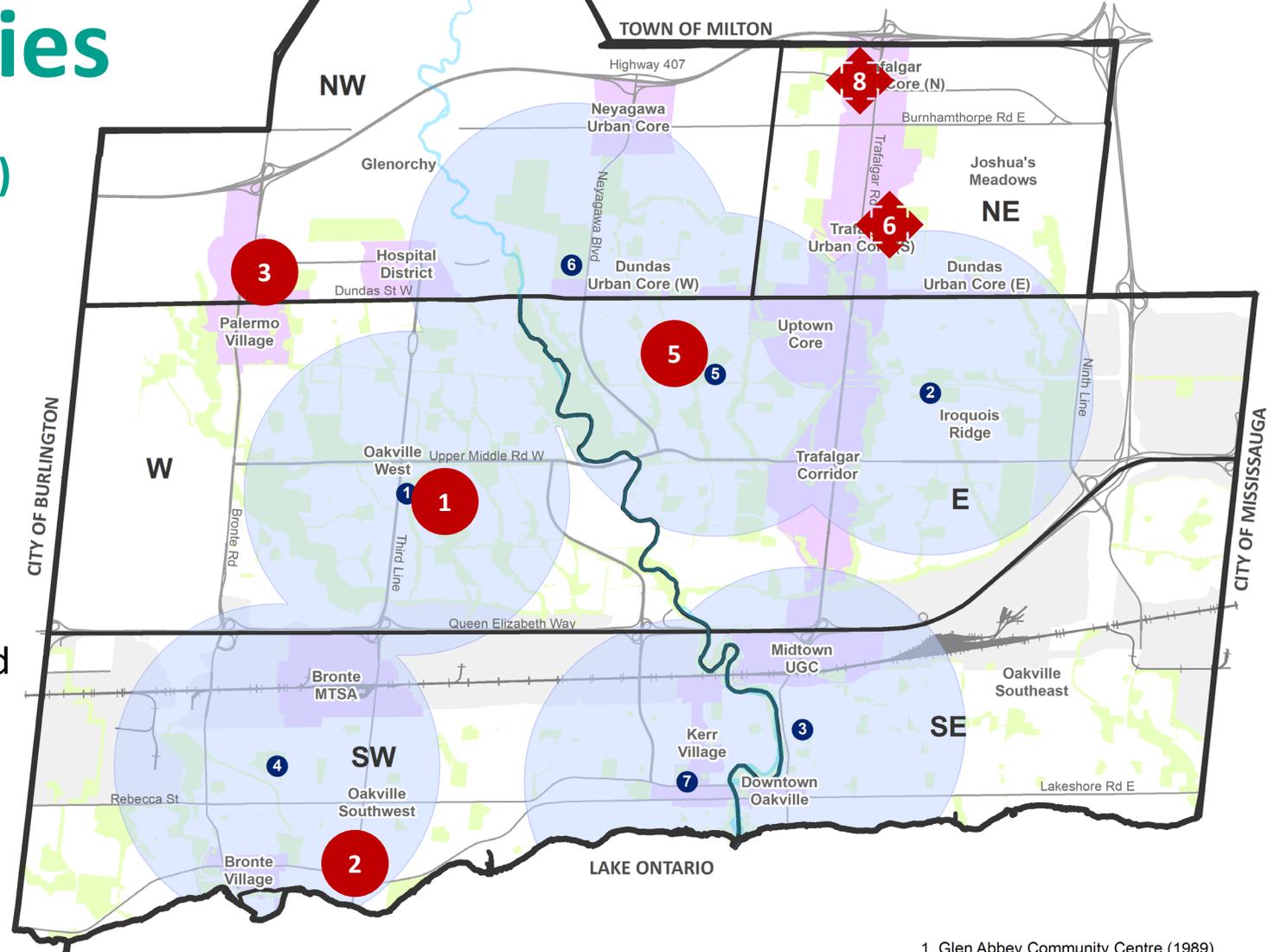
- Should identify conditions under which lighting may be considered on selected sports fields south of Dundas Street
- Ensure that local input and impacts are properly considered through the proposed outdoor pool modernization strategy
- Reconsider potential demand for a community centre for Joshua's Meadows
- Should identify conditions under which the town would consider a 50-metre indoor pool
- Reconsider potential demand for library service in Midtown Oakville, Bronte, and Clearview (Library Board input)

Recreation Facilities

Proposed Capital Program (2024-2051)

1. Begin planning to expand and revitalize **Glen Abbey CC**
2. Expand **Sir John Colborne Recreation Centre**
3. New neighbourhood CC & library in **Palermo**
4. Future **Twin Pad Arena #1 (north)***; not shown on map
5. Expand and revitalize **River Oaks CC** and add library
6. New multi-use centre in **Trafalgar Urban Core South***
7. Future **Twin Pad Arena #2 (south)***; not shown on map
8. New neighbourhood CC & library in **Trafalgar Urban Core North***

* site/land required



1. Glen Abbey Community Centre (1989)
2. Iroquois Ridge Recreation Centre (2001)
3. Oakville Trafalgar Community Centre (2020)
4. Queen Elizabeth Park Community and Cultural Centre (2012)
5. River Oaks Community Centre (1984)
6. Sixteen Mile Community Centre (2025)
7. Trafalgar Park Community Centre (2018)

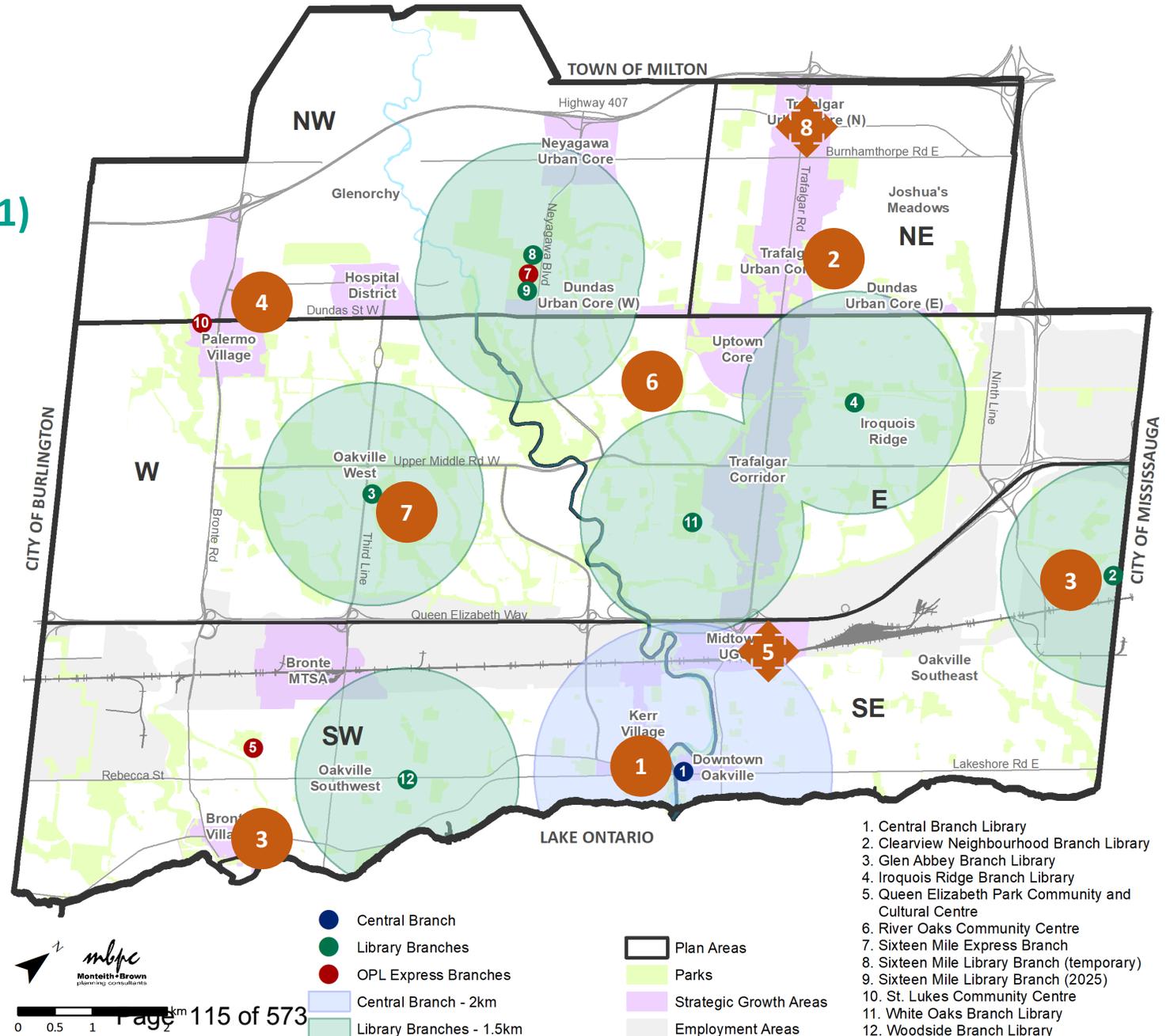


Library Facilities

Proposed Capital Program (2024-2051)

1. Replace **Central Library Branch**
2. New library branch in **Trafalgar Urban Core South**
3. Undertake review of library services in **Bronte and Clearview** – may result in new branch in Bronte (site tbd) and reconsideration of Woodside
4. New library branch in **Palermo** (with community centre)
5. New library and community hub in **Midtown Oakville***
6. Add library branch to **River Oaks CC**
7. Consider expansion to **Glen Abbey branch**
8. New library branch in **Trafalgar Urban Core North** (with community centre)*

* site/land required

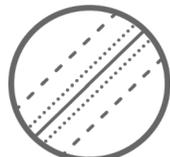


Summary of Facility Recommendations (to 2051)

| |  |  |  |  |  |  |
|-----------------|---|---|---|---|---|---|
| Facility Type | Community Centres | Indoor Pools | Outdoor Pools | Gymnasiums | Fitness Centres | Seniors' Spaces |
| Current Supply | 7* | 6 * (total of 9 tanks, with 2,500m ² water surface) | 5 | 7 * (plus schools) | 7* | 5 (including 1 stand-alone) |
| Planning Target | 1 per 45,000 pop. | 1 m ² of water surface per 100 to 115 residents | 1 per 150,000 pop. | 1 per community centre | 1 per multi-use community centre | target not applicable |
| Needs (to 2051) | 3 new (1 multi-use and 2 local) and 2 revitalized | 1 new and 1 expanded; longer-term needs require study | pool study recommended; consider 2 new and 1 revitalized (to replace 5) | 5+ new (3 through new CCs, 2 through expanded CCs) | 1 new and 2 revitalized | 1 expanded, plus programming at new centres |

* Including Sixteen Mile CC

Summary of Facility Recommendations (to 2051)

| |  |  |  |  |  |  |
|-----------------|---|---|---|---|---|---|
| Facility Type | Arenas (Ice Pads) | Public Libraries | Soccer & Multi-use Fields | Ball Diamonds | Cricket Fields | Splash Pads |
| Current Supply | 13 ice pads | 121,607* sf at 7 locations | 98 ULE** (85 total fields) | 69 ULE** (54 total fields) | 2 | 24* |
| Planning Target | 1 per 20,000 to 30,000 pop. (1 per 525 youth participants) | 0.5 square feet per capita | 1 per 3,500 pop. (1 per 100 youth participants) | 1 per 5,000 pop. (1 per 60 youth participants) | 1 per 100,000 pop. | 1km service radius |
| Needs (to 2051) | 2 more pads (repurpose 2 singles, build 2 new twins) | 6 new and 1 expanded (99,864 sf) | 33 new (ULE) and improvements to existing | 22.5 new and improvements to existing | 2 new | 10 new |

* Including Sixteen Mile CC/Park

** Including permitted school facilities

ULE = unlit equivalents

Summary of Facility Recommendations (to 2051)

| |  |  |  |  |  |  |
|-----------------|---|---|---|---|---|---|
| Facility Type | Tennis Courts | Pickleball Courts | Basketball Courts | Skate/Bike Parks (“All Wheels”) | Playgrounds | Leash Free Areas |
| Current Supply | 90** (60 dedicated, 30 shared) | 33 (13 dedicated, 30 shared) | 20.5 (7 half courts, 17 full courts) | 7 skate parks* 1 bike park* | 143 locations | 7 |
| Planning Target | 1 per 5,000 pop. (North Oakville) | 1 per 5,000 to 10,000 pop. | 1 per 12,000 pop. and 1km service radius | 1km service radius | 500m service radius | 2km service radius |
| Needs (to 2051) | Up to 25 new and improvements to existing | Up to 45 new and improvements to existing | 17 new | 4-5 new skate parks and 2 new bike parks | Needs assessed based on target | Up to 5 new |

* Including Sixteen Mile CC/Park

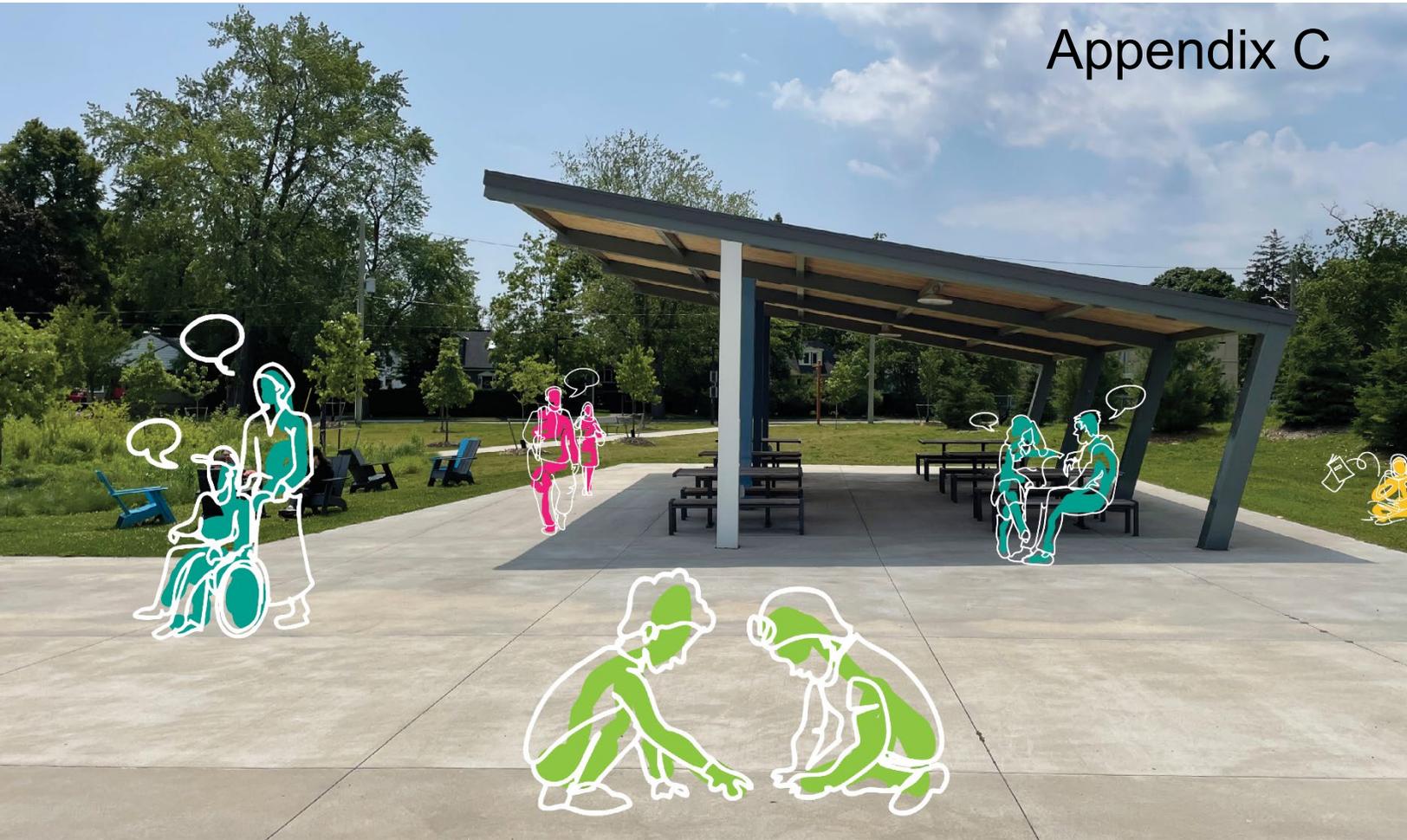
** Including permitted school facilities

Wrap-up

Thank you for your input and leadership throughout the planning process.







Parks, Recreation and Library Master Plan

**Stage 1: Research and Analysis Report
(October 2024)**



Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

Acknowledgements

We are grateful for the input provided on the Parks, Recreation and Library Master Plan by our engaged residents, community groups, and partners. We also acknowledge the thoughtful input from Town of Oakville elected officials and staff. The plan will be designed to build upon our shared values and address our key priorities as a dynamic and growing municipality.

Town of Oakville Council (2022-26)

Mayor Rob Burton

Ward 1 Councillors Sean O'Meara and Jonathan McNeice

Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

Ward 4 Councillors Allan Elgar and Peter Longo

Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

Ward 7 Councillors Nav Nanda and Scott Xie

Master Plan Project Committee

Paul Damaso, Commissioner, Community Services

Colleen Bell, Commissioner, Community Services (retired)

Tara Wong, Chief Executive Officer, Oakville Public Library

Chris Mark, Director, Parks and Open Space

Julie Mitchell, Director, Recreation and Culture

Jennifer McPetrie, Senior Manager – Planning and Development, Recreation and Culture

Darryl McWilliam, Manager – Support Services, Recreation and Culture

Project Consultants

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MJMA Architecture & Design

Tucker-Reid & Associates

Ron Koudys Landscape Architects

Rose Vespa Consulting

Largo Facility Management

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1. Introduction

1.1 Parks, Recreation and Libraries Make Oakville a Vibrant and Livable Community for All

Oakville residents value their access to parks, recreation, and library services – surveys routinely identify these as defining aspects of the town’s high quality of life. There is a strong relationship between the provision of social infrastructure and benefits to personal, community, social, economic, and environmental wellbeing.

Access to parks, recreation, and library services is a fundamental human need in all ages and stages of life. The wide-ranging benefits of participation for both individuals and communities are well documented, such as social inclusion, personal health, connections with nature, urban improvement, crime reduction and positive social outcomes, community development and pride, lifelong learning, creative expression, employment and volunteering, drowning and fall prevention, and much more. Above all, participation is fun and enables people to reach their full potential.

As we emerge from the COVID-19 pandemic and prepare for growth, it is more important than ever to chart a course that builds a strong and resilient future for parks, recreation, and library services in Oakville.

In cooperation with the Oakville Public Library, the Town of Oakville regularly prepares master plans to identify community priorities, guide capital investment, and inform service delivery. These are long-term plans that provide direction on parks, open spaces, recreation services, programs, facilities, libraries, partnerships, and amenities. The master plan was last updated in 2012 and 2017 (a scoped update to the 2012 Master Plan). A new strategy is needed to guide the town’s capital plan and align with the latest research and community needs.

1.2 What to Expect from the Master Plan

The Parks, Recreation, and Library Master Plan presents a sustainable long-term strategy for the delivery of facilities and services that are responsive to the current and future needs of Oakville’s growing and diverse population. The plan will strategically guide the Town of Oakville and Oakville Public Library (OPL) for the next ten years, with a planning horizon that considers major capital needs until the year 2051 in alignment with the latest provincial growth policies.

The overarching goal of the master plan is to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan is a comprehensive, evidence-based exercise grounded in:

- Public and stakeholder input – residents are being engaged through open houses and surveys, while stakeholders have been invited to workshops

- Demographic analysis – how and where Oakville is growing, changes in age, ethnicity, income, etc.
- Research and trends – examining best practices, participation trends and usage levels, facility condition, etc.

The needs assessments are supported by the most current information on: demographic composition and growth, usage data and trends, stakeholder, benchmarking against high performing municipalities, existing program and facility inventories, asset management data, current policies and funding levels, supporting studies and reports, and more. In this way, the priorities advanced in the plan are evidence-based and respond to dynamic needs across the entire town.

Some key items explored within the plan include:

- The town’s population growth and changing demographics;
- Oakville’s evolving urban structure, including approaches within strategic growth areas;
- Trends and evolving interests in participation within a post-pandemic environment;
- Examining the town’s entire portfolio of parks and facilities and assessing their ability to meet current and future needs; and
- Other topics such as (but not limited to) emerging program needs, climate change impacts, diversity and inclusion, digital services, pricing and affordability, park and trail design, physical literacy, etc.

1.3 Project Objectives

This master plan provides a strategy and direction for future goals and objectives related to parks, recreation, and library facilities. The plan is designed to adapt to changes in the town’s demographics, as well as the social, educational, cultural, sport and recreational needs of the community with a focus on diversity and inclusion.

To achieve this, the plan includes a comprehensive analysis of both current data and longer term trends in sport, recreation, culture, and learning. An emphasis is placed on demand-driven metrics and alignment with Council and community priorities. The plan also sets out many tools and resources that the town and public library can use to plan specific projects and to further assess opportunities that may arise during the plan’s implementation.

It is notable that the development of the plan is a collaborative effort between various stakeholders, including community members and service providers that have been engaged in articulating key priorities and potential future outcomes of the plan.

The plan identifies opportunities and tools to allow the town and its partners to continue to provide facilities, amenities, and services that accommodate Oakville’s diverse and evolving needs. This long-term planning approach identifies key priorities and capital requirements that can be incorporated into annual budgets and area-specific/secondary plans as the basis for strategic implementation. Through decision-making frameworks and criteria, the master

plan is a flexible living document that can adapt to changing values, emerging trends, new opportunities, and operational priorities.

The plan also recognizes that a great deal of planning has already been undertaken – this can be seen in the many studies, strategies, and reports that the town and its partners have completed in recent years. The master plan draws on these resources and creates a multi-year implementation strategy that identifies synergies and priorities across the town and across facility types.

The directions in the master plan will influence future capital and operating budgets starting with the town's 2025 budget process. Additional work will still be required beyond the approval of this plan; for example, detailed capital, service, and site-specific planning will be necessary for many of the plan's recommendations, including further public engagement efforts.

1.4 Project Approach and Scope

An integrated, coordinated, and multi-phase process was applied to develop the master plan. Tasks were divided into three stages, with distinct deliverables for each stage.

Figure 1: Master Plan Process



The emphasis of the master plan is on facilities owned and/or operated by the Town of Oakville, although the plan also considers facilities provided by other organizations within the public, not-for-profit and private sectors. The plan's recommendations may have applicability to a variety of sectors and providers, but are not binding on facilities that are managed by non-municipal providers, except in instances where there is a formal arrangement with the town relating to facility and/or service provision (e.g., school boards, community organizations, etc.).

Specifically, the master plan evaluates needs and strategies for the following types of facilities and services. Collectively, the plan assesses hundreds of unique assets.

- Active Parkland
- Community Centres
- Indoor Pools
- Arenas
- Seniors' Facilities
- Youth Spaces
- Gymnasiums
- Fitness Centres
- Indoor Turf Facilities
- Arts and Culture Facilities
- Other Indoor Facilities
- Soccer and Multi-use Fields (rugby, field hockey, etc.)
- Ball Diamonds
- Cricket Fields
- Tennis Courts
- Pickleball Courts
- Basketball Courts
- Outdoor Pools
- Splash Pads
- Playgrounds
- Outdoor Fitness Locations
- Skateboard Parks
- BMX Bike Parks
- Outdoor Skating Rinks
- Leash-free Dog Parks
- Community Gardens
- Disc Golf Courses
- Public Libraries

The master plan does not address municipal trails or cultural venues (such as museums, theatres, and historical sites) as these are examined through separate studies and processes.

In addition to providing guidance on facility development, redevelopment, and expansion, the master plan also addresses topics such as program and service delivery, best practices, amenity/park design, and associated resources. Items such as operating arrangements, partnership development, marketing initiatives for existing or new facilities and services, etc. are beyond the project scope.

The plan was prepared by a consulting team led by Monteith Brown Planning Consultants, under the guidance of a Project Steering Committee comprised of key staff with the Recreation and Culture Department, Parks and Open Space Department, and Oakville Public Library. All town commissions were represented on the project's Steering Committee.

1.5 Purpose of this Stage 1 Report

This **Stage 1 Research and Analysis Report** describes the current state of parks, recreation, and library services and facilities in Oakville and does not contain any detailed analysis or recommendations, which are the focus of subsequent phases. The objectives of this report are to:

- describe the current policy and planning context;
- summarize the town's past approaches to facility provision, investment, operational approaches and provision of services, as well as identifying current inventories and usage rates;
- outline current and future demographic trends, along with the associated growth and development impacts that are or will impact the provision of parks, recreation, and library facilities; and
- assess parks, recreation and library trends in Oakville, with comparable municipalities across Ontario, as well as short- and long-term considerations relative to the COVID-19 pandemic.

This report will form a technical appendix to the Parks, Recreation, and Library Master Plan and should be considered draft until the master plan is approved by Town Council.

2. Taking a Look Back

The master plan is a product of the groundwork that the town and public library have laid down through past studies and priority-setting exercises. This section summarizes the legislative and policy environment, as well as aligned municipal priorities and planning initiatives so their implications can be considered within the updated master plan.

2.1 Previous Master Plans

The last time the town completed a comprehensive study on parks, recreation and library facility needs that was supported by public consultation was in 2012. The Plan was undertaken as part of Vision 2057 and provided guidance to respond to changing needs. The 2012 Master Plan contained 76 action plans; as of 2017, 71% of 2012 Master Plan's short-term actions were completed.

In 2017, the 2012 Master Plan was reviewed and updated to coincide with the Development Charges review. Facility provision targets from previous plans were updated and applied to inform facility requirements for the town's forecasted build-out, which at that time was 266,800 persons (post-2031). This process was structured as a technical, internal exercise focussed on key changes and did not include public consultation.

Strategic Framework from the 2017 Master Plan Review

Vision

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

Values

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

Goals

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

Major infrastructure recommendations from the 2017 Master Plan included (but are not limited to) support for the project that would become the Oakville Trafalgar Community

Centre, advancement of the Sixteen Mile Community Centre and build-out of Sixteen Mile Sports Park, planning for library and community space in Palermo Village, long-term development of a library branch along the Trafalgar Corridor North, development of additional sports fields and courts (largely in North Oakville), and more. Additional study on longer-term arena needs and an outdoor pool strategy were recommended as part of future master planning efforts. The plan also validated the town-wide target of 2.2 hectares of active parkland per 1,000 residents and recommended the preparation of a Parks Strategy (since completed) focussed on achieving this target in areas of redevelopment and intensification.

Of the 69 recommendations put forward in the 2017 Master Plan, **90% have been completed, partially completed, or are in progress.** Seven recommendations have not been acted upon for various reasons, such as lack of funding, other priorities, or a change in direction. More information on recommendations can be found in **Appendix A.**

Table 1: Report Card – 2017 Master Plan Implementation to Date

| Action (to date) | Number of Recommendations | Percent |
|---------------------------------|---------------------------|-------------|
| Completed / Partially Completed | 17 | 25% |
| In Progress | 45 | 65% |
| Incomplete | 7 | 10% |
| Total | 69 | 100% |

Considerations for the Master Plan:

Previous master plans have effectively guided the capital planning programs of the town and public library for about five-years at a time. Short-term planning helps the town to respond to emerging needs in a timely fashion, while taking the long-view ensures that major infrastructure can be integrated into long-range financial plans. By integrating both capital facility and park needs with service planning, the master plan will be a comprehensive strategy that serves as a living document for the town and library.

2.2 Recent Accomplishments

Parks, recreation, and library facilities are vital contributors to strong, vibrant communities and help residents to achieve many of their personal goals. The town has completed a large number of significant projects in recent years – many that were supported by the 2012 and 2017 Master Plans – including (but not limited to):

- a) opening of the Trafalgar Park Community Centre (renewal and expansion of the Oakville Arena and Senior's Centre) in 2018;
- b) opening of the award-winning Oakville Trafalgar Community Centre in 2020;
- c) expansion of the community park at Sixteen Mile Sports Complex in 2024;
- d) detailed design and planning for the future Sixteen Mile Community Centre and Library (planned to open in 2025);
- e) restarting the Downtown Cultural Hub initiative, which is planning for revitalized library and cultural facilities throughout the downtown area;
- f) purchase of additional parkland, including 44-hectares (former Fogolars Country Club) for passive and educational opportunities;
- g) development of approximately 45 new parks and village squares (amounting to about 41 hectares of new parkland) throughout the town, including North Oakville;
- h) numerous new playground installations, soccer fields, sport courts, splash pads, and trails within new parks and village squares;
- i) completion of various capital infrastructure renewal and rehabilitation projects involving facilities and parks throughout Oakville, including accessibility improvements;
- j) expansion of Oakville Public Library's creation zone initiative, food lockers, and non-traditional lending programs (technology, sports kits, etc.);
- k) improved access to technology and online services through investment in new systems;
- l) expanded recreation and library programming in response to evolving community interests, often in partnership with others; and
- m) completion of several notable plans and studies, such as Strategic Plans for the town and public library, Parks Plan 2031, and more.

2.3 Project Alignment

Parks, recreation, and library facilities are developed and provided within the context of an extensive web of local, municipal, provincial, and federal laws, strategies, plans and reports. Many of these reports position parks, recreation, and library facilities and services as important contributors in addressing key social, environmental, and economic issues.

The purpose of this section is to highlight some of the relevant directions within these strategic policy documents. A summary of key reports is provided below, with the remaining summaries contained in Section 3.4 and/or **Appendix B**. Documents included:

Corporate Studies

- Council Strategic Plan and 2023–2026 Business Plan
- Vision 2057
- Livable Oakville Official Plan
- Active Transportation Master Plan
- Oakville Urban Mobility and Transportation Strategy
- Digital Oakville 2021 Plan
- Multi-Year Accessibility Plan
- Oakville Climate Emergency Progress Report
- Oakville Universal Design Guidelines
- Oakville Sustainable Design Guide
- Development Charges Background Study
- Community Benefits Charge Strategy
- 2023 Budget, Business Plans, and Long-term Capital Forecast

Parks Studies

- Parks Plan 2031
- North Oakville Parks Facilities Distribution Plan
- Recreational Trail Accessibility Audit and Strategy
- Urban Forest Strategic Management Plan

Recreation and Culture Studies

- Recreation and Culture Service Delivery Model Review
- Recreation and Culture Strategic Directions
- Cultural Plan 2016-2021
- Cultural Hub Study

Library Studies

- OPL Strategic Plan
- OPL Annual Reports

Council Strategic Plan and 2023–2026 Business Plan

In July 2023, Town Council approved a new Strategic Plan and Business Plan to serve as the framework for decision-making and day-to-day choices. The Strategic Plan sets the direction for the Oakville community while the Business Plan helps identify the priorities for Council's four-year term of office. Council's strategic goals will be incorporated into the annual departmental business plans and budgets beginning in 2024.



Guiding Principles

- Leadership: We will strive to innovate and set a positive example
- Inclusivity: We will create a welcoming and inclusive community
- Excellence: We will commit to quality in the delivery of public services to residents and businesses
- Sustainability: We will act on environmental sustainability and natural spaces
- Quality of Life: We will provide vibrant culture, heritage, and community amenities for all stages of life
- Fiscal Responsibility: We will make decisions driven by economic sustainability

Strategic Priorities and Selected Strategic Objectives

Growth Management

- Complete and connected communities: We will manage the development of safe, active, and connected communities with places to live, work, and play for all by:
 - Planning complete mixed-use communities with access to greenspace, retail, schools, libraries, recreation spaces, community centres, and transit hubs
- Infrastructure: We will ensure infrastructure meets the needs of the growing community by:
 - Upgrading, expanding, and constructing parks, recreation, and culture facilities and libraries so they meet current and future needs in all areas of the town
 - Implementing future-ready infrastructure, technology, and policies
- Economic development: We will promote employment growth and the long-term vibrancy of the economy
- Transportation: We will balance safety, mobility, and environmental goals

Community Belonging

- Inclusion and belonging: We will plan and deliver services and programs so that all people are served equitably by:
 - Delivering recreational programs that reflect the demographic profile of the town with attention to youth, seniors, and other equity deserving groups
 - Supporting events to reflect and celebrate cultural diversity, engage all age groups, and consider accessibility barriers

- Engaging residents: We will provide opportunities for all residents to participate and engage in community life by:
 - Consulting, collaborating, and engaging with community organizations
 - Enhancing partner-led programming in municipal facilities and public spaces

Environmental Sustainability

- Greenspace, parks, and trails: We will integrate greenspaces and parks throughout our community, and conserve and enhance natural areas by:
 - Protecting environmental features and maintaining green corridors to connect natural areas
 - Acquiring and protecting parkland to enhance outdoor recreational activities
 - Adding to our trail network to enable residents to connect to natural spaces
- Climate change mitigation: We will minimize the impact that the town has on climate change by:
 - Incorporating climate mitigation and adaptation planning into policy, operational procedures, and risk management across all department areas
 - Reducing greenhouse gas (GHG) emissions and conserving energy across municipal facilities and operations
- Climate change adaptation: We will identify and manage environmental risks and build resiliency in our infrastructure and services

Accountable Government

- Service excellence: We will support data-driven innovation and continually improve service delivery by:
 - Exploring solutions, including digital services, that increase efficiency and scalability of services
 - Implementing diversity, equity, and inclusion initiatives across all service delivery areas
 - Developing mechanisms to ensure a continual improvement of organizational performance and service delivery
- Financial management: We will ensure responsible budgeting and sound long-term financial planning by:
 - Prioritizing infrastructure needs and investments to ensure service levels of Asset Management Program reflect financial capabilities
 - Securing provincial and federal funding for infrastructure needs
- People management: We will develop a diverse, talented, engaged, and appropriately resourced municipal workforce

Key Actions with Relevance to this Master Plan

- Plan and build infrastructure to meet the needs of a growing community through the ... construction of North Park (now Sixteen Mile Sports Community Centre and Park)...Downtown Cultural Hub implementation...

- Maximize use of the town’s growth infrastructure funding tools (development charges, community benefits charges, parkland dedication) to pay for the land and infrastructure needed to maintain service levels
- Ensure that all services and activities are designed and evaluated to reflect the changing demographics of a growing community through...continued community development and outreach work to formal and informal community groups
- Ensure that there is a broad menu of recreational and cultural opportunities for residents to enjoy through the following:
 - Parks, Recreation and Library Master Plan
 - Special Events Plan
 - Cultural Plan refresh
- Manage our natural environment to adapt to a changing climate, in the context of our urban development, through developing and implementing the ... Land Acquisition Plan, including Parkway lands...

Vision 2057 (2014)

Approved by Council in 2014, Vision 2057 brought together all of the town’s master plans and key planning initiatives to collectively support one unified vision of Oakville’s future – “to be the most livable town in Canada”. A sustainable community framework was developed, along with strategic directions consisting of: Create it; Afford it; Live it; and Preserve it.

One strategic direction under the “Live it” pillar is the Parks, Recreation and Library Master Plan, the purpose of which is to ensure the wellbeing of the town’s residents, and the cohesive development of communities through parks, recreation and library facilities and amenities, advancing overall quality of life.

Several aspects of this plan relative to parks, recreation, and libraries have been implemented, including the South-Central Public Lands Study and subsequent development of the Oakville Trafalgar Community Centre. The Downtown Plan has yet to be fully implemented, including the incorporation of a library within the vision for a downtown cultural and performing areas space.

Livable Oakville Official Plan (2009)

Official Plans are legal documents that outline the goals, objectives, and policies to manage and direct the physical growth of municipalities and its effects on the social, economic, and natural environment. The Town of Oakville has two official plans in effect: (a) the Livable Oakville Plan applies to the lands south of Dundas Street and to the lands north of Highway 407; and (b) the North Oakville East Secondary Plan and the North Oakville West Secondary Plan apply to the lands between Dundas and the 407.

The Plan includes the provision of several policies to preserve and create a livable community through urban structure, managing growth and change, cultural heritage, and urban design. Livable Oakville also sets out policies for the parks and open space designation, parkland acquisition, and park types.

Parks, recreation and libraries are designed to contribute to several specified growth areas in the town. Examples include:

- Midtown Oakville, a vibrant and complete new community; note: the town is currently preparing a Growth Area Review for Midtown Oakville to guide its future development;
- Uptown Core, which has a park district with a large park offering opportunities for recreational activities as well as an urban square;
- Palermo Village, which is to be developed over several years and will contain a significant civic and public presence with various recreational uses;
- Kerr Village, which will accommodate intensification through new development and redevelopment, and continue to function as a location for recreation uses;
- the revitalization of Bronte Village through a desire to maintain a complete community that includes cultural and recreation uses; and
- Downtown Oakville, which will be the cultural, social, and economic heart of Oakville.

The Official Plan is currently under review to examine existing policies, to assess the town's growth areas, and to conform to or be consistent with the latest Provincial legislation and policies.

Recreation and Culture Strategic Directions (2016)

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

Several of the key strategies have since been implemented and the timeline of this strategy has been reached, although the vision, values and principles may still have relevance for service delivery and facility planning.

The long-term vision for the Department is as follows: "All residents of Oakville are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community wellbeing." Values include: public good; inclusion and equity; sustainability; and lifelong participation. Operating principles include: outcome-driven; quality and relevance; evidence-based; partnerships and collaboration; and innovation. The Department intends to fulfill its strategic objectives through focusing on initiatives in four key areas: increased access; enhanced community capacity; quality programs services and facilities; and effective organization and services.

Key outcomes directly related to facilities include:

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

Recreation and Culture Service Delivery Model Review (2019)

The review considers all aspects of Recreation and Culture Services, benchmarks other municipal and non-municipal RCS innovations and practices, summarizes several current factors that may impact the Town's recreational services, and provides recommendations to help improve efficiency or effectiveness for the town's RCS department to consider.

The review provides a detailed roadmap to implement the following recommendations:

1. Develop and implement an RCS program framework
2. Develop and implement a partnership framework
3. Enhance the town's RCS cost recovery model
4. Develop a facility repurposing strategy
5. Pursue new revenue enhancement opportunities
6. Assess concessions at RCS facilities
7. Develop a digital strategy focusing on self-service and automation
8. Implement an approach for process improvement
9. Revise RCS front desk process
10. Determine total cost of RCS service

The proposed facility repurposing strategy is particularly relevant to this master plan. Such a strategy could consider facility utilization, annual financial performance, opportunity to avoid potential major capital costs, proximity to potential alternatives, level of private sector offering, suitability of the facility for current uses, and alternative uses.

Parks Plan 2031 (2022/23)

Note: The original plan was written prior to the approval of Bill 23, More Homes Build Faster Act (2022) and was updated in 2023 to be brought into compliance with the updated Planning Act.

The Parks Plan 2031 serves as a comprehensive guideline for parkland dedication, payment, and use of cash-in-lieu, providing direction to address long-term needs as the town's parkland system evolves from a suburban-type park system to an urban park system. The plan includes recommendations on:

- achieving the town's active parkland target of 2.2ha/1,000 people;
- establishing a context appropriate parkland hierarchy and typology;
- designing and maintaining the parkland system;
- generating sufficient land/cash-in-lieu of land;
- options for the ownership of the town's parkland system;
- understanding cash-in-lieu of parkland; and
- administering the town's new Parkland Dedication By-law.

Among its recommendations is the following context-specific parkland hierarchy for planning and development, with definitions provided for each park type.

Table 2: Recommended Parkland Hierarchy, Town of Oakville Parks Plan 2031

| Strategic Growth Areas | Centres and Corridors | Established Neighbourhoods | Off-Site Dedication |
|--|--|---|--|
| <ul style="list-style-type: none"> Public Common (0.75 to 2 ha per site) Urban Square (0.25 to 1 ha per site) Promenade | <ul style="list-style-type: none"> Other Urban Park (< 0.25 ha per site), such as Connecting Links, Pocket Parks, and Sliver Parks | <ul style="list-style-type: none"> Community Park (>5 ha per site) Neighbourhood Park (0.75 to 5 ha per site) Parkette (<0.75 ha per site) | <ul style="list-style-type: none"> Eco Park (>3 ha per site) |

Other notable recommendations include:

- adopting a comprehensive set of design guidelines articulating the various components of the town’s parkland system;
- maximizing available parkland dedications through the provisions of the Planning Act;
- striving to achieve a minimum parkland ratio of 12% of gross land area within Strategic Growth Area Secondary Plans;
- preparing a Parkland Acquisition Strategy to inform off-site acquisition requirements for achieving the town-wide provision target, including lands within the town’s boundary owned by the Province and Conservation Authority and consideration of land banking;
- making land dedication the first priority for all development located outside of Strategic Growth Areas (a combination of land dedication and cash contributions will be likely within Strategic Growth Areas); and
- considering accepting non-traditional lands for parkland dedication, such as non-core natural heritage lands (e.g., constrained lands), POPs, and strata parks (at a reduced rate).

OPL Strategic Plan (2022)

Oakville Public Library created a three-year post-pandemic Strategic Plan with new vision, mission, and values (note: the plan was recently reviewed by the Library Board, which extended its horizon to 2026). The plan was the culmination of an extensive community engagement process.

Vision: Connecting people to what inspires them.

Mission: We bring together people, information and ideas to enrich lives and build healthy communities.

Values:

- Equitable Access
- Curiosity
- Belonging
- Lifelong Learning
- Intellectual Freedom
- Exceptional Service

Strategic Pillars:

- Expanding our reach
- Promoting digital discovery
- Investing in staff to deliver exceptional customer service
- Enriching lives and building healthy communities.



This strategic framework lends support for items such as:

- Delivering services that support the organizational values, including programs for children, teens, adults, seniors and participants with disabilities;
- Exploring new and more flexible ways to deliver services; and
- Investigating online and digital technology opportunities to enhance the customer experience.

Although there is no direct mention of space or facilities in the plan, expansion of alternative service points (e.g., express kiosks, etc.) is one opportunity that may be explored in the short-term. Through the master plan, the integration of physical and alternative service points needs to be examined, supported by an analysis of key performance indicators, post-pandemic lifestyle shifts, and public input.

Considerations for the Master Plan:

Recent and relevant policy direction and public input (see Stage 2 Report) will provide a strong foundation upon which to build this Parks, Recreation and Library Master Plan. Livability, sustainability, and connectivity are just some of the common threads that are woven throughout the town's planning documents – the master plan's strategic framework will seek alignment wherever possible.

2.4 Guiding Documents

Below is a summary of key government and sector legislation and guidelines related to the provision of parks, recreation, and library facilities. This is not intended to be an exhaustive list.

Framework for Recreation in Canada (2015)

The Framework for Recreation in Canada is a watershed guideline designed to support coordinated policies and practices in recreation and related sectors in Canada. Its aim is to improve the wellbeing of individuals, communities, and the built and natural environments by outlining a new vision for recreation in Canada supported by clear goals and underlying values and principles.

Figure 2: Framework for Recreation in Canada (2015) – Goals



The Framework’s fourth goal – Supportive Environments – is to ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities. Selected actions that help to guide the master plan include:

- (4.1) Provide recreation facilities and outdoor spaces in under-resourced communities, based on community and/or regional needs and resources.
- (4.2) Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g., use of schools, churches, vacant land and lots).
- (4.3) Renew recreational infrastructure as required and to meet the need for green spaces by:
 - Securing dedicated government funding, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces
 - Developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure
 - Developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all

In 2021, the Canadian Parks and Recreation Association (CPRA) launched “ReImagine RREC – Renew, Retool, Engage and Contribute”, a multi-phase COVID-19 recovery initiative for recreation, parks, and community sport leaders. This initiative offers evidence-based

guidance about how the sector is critical to supporting and protecting the health and wellbeing of all Canadians. Key pillars for action include:

1. Parks, Recreation and Community Sport are Essential
2. Equity, Diversity, Inclusion and Access
3. Clarity and Consistency
4. Sustainability
5. Innovation and Flexibility

Building from this work, in 2023 CPRA released a supplement (currently in draft form) to the Framework for Recreation in Canada, the purpose of which is to lend focus to short-term actions that can be achieved over the next two years or until a new Framework is released. The Supplement considers many of the significant changes and issues that have emerged in recent years, such as the COVID-19 pandemic, climate change considerations, focus on DEI (diversity, equity, and inclusion), economic challenges, and more.

It is a goal of the sector to use the Framework as the premier policy to guide parks and recreation programming, service delivery, and facility decisions. While the FRC vision and goals remain the same, several new actions are suggested (see table below).

Table 3: Framework for Recreation in Canada Supplement (2023) – Actions

| |
|---|
| <p>Goal 1: Active Living</p> <ol style="list-style-type: none"> a) Utilize the 24-hour Movement Guidelines (all ages) to help community members increase physical activity and reduce sedentary living. b) Focus on non-competitive and unstructured play for people of all ages, in both indoor and outdoor spaces. c) Provide and promote programming that reflects and accommodates people’s different employment circumstances (i.e., hybrid or work from home). d) Create and promote active transportation opportunities. |
| <p>Goal 2: Inclusion and Access</p> <ol style="list-style-type: none"> a) Develop and implement strategies, policies, and programs that ensure all community members across the life-span have equitable access to parks and recreation opportunities and services. It is critical to consider race, culture, gender identity, income, ability, and all people. b) Learn about and implement actions that create a sense of belonging for all members of the community in both indoor and outdoor spaces and places. c) Create, schedule, and promote programs for the purpose of addressing social isolation. d) Learn about and apply Indigenous ways of learning. |
| <p>Goal 3: Connecting People and Nature</p> <ol style="list-style-type: none"> a) Provide natural spaces and places in neighborhoods, communities, and regions through the retention and addition of natural areas, forests, parks, trails, and recreational waters (rivers, lakes, canals and beaches). b) Gather and share best practices about planning, creating, maintaining, and monitoring a comprehensive system of parks and protected areas that allows year-round (if appropriate) access to nature. c) Increase the public’s understanding of the importance of nature and outdoor spaces to health and wellbeing while respecting parks, trails, and other natural environments. |

- d) Develop operational policies and practices that show leadership in environmental stewardship, minimizing negative impacts on the natural environment, and mitigating the effects of climate change.

Goal 4: Supportive Environments

- a) Provide accessible, inclusive, and welcoming parks and recreation facilities and outdoor spaces in all neighbourhoods, communities, and regions.
- b) Renew parks and recreation physical and social infrastructure.
- c) Support placemaking strategies that encourage community members to take a leadership role in activating neighbourhoods to increase physical activity and social connectedness.
- d) Develop and implement education campaigns that increase knowledge about how parks and recreation contribute to enjoyment and quality of life.

Goal 5: Recreation Capacity

- a) Develop strategies that address workforce shortages in the parks and recreation sector.
- b) Implement career awareness, preparation, and development strategies to attract and educate new parks and recreation leaders.
- c) Develop, enhance, and implement high-quality and accessible training and competency-based capacity development programs for organizations and individuals (pre-professionals, professionals, and volunteers) working in recreation.
- d) Work with post-secondary institutions (colleges and universities) to support the recreation sector.
- e) Develop initiatives that recognize the contribution of volunteers.

Parks for All

Parks for All is an action plan for Canada's parks community, published in 2017 through a collaboration between the Canadian Parks Council and the Canadian Parks and Recreation Association. This document aligns with and supports the Connecting Canadians with Nature document prepared by the Canadian Parks Council as well as the Framework for Recreation in Canada, particularly the FRC's third goal of "Connecting People and Nature".

Parks for All focuses on how all Canadians benefit from healthy parks and natural areas and shares the community's vision and goals for our parks. The report is intended to unite the parks community through specific actions, priorities, and strategic directions. The plan is guided by four strategic directions: Collaborate, Connect, Conserve, and Lead. Some specific actions that may be considered through the master plan or subsequent implementation initiatives include:

Collaborate

- Reach out to unconventional partners and organizations that could creatively contribute to the Parks for All vision.

Connect

- Forge connections between community parks and less accessible wilderness parks by sharing information and coordinating activities and campaigns.
- Support the creation of new parks and the expansion of current parks to offer more opportunities for local connections.

Conserve

- Share expertise and best practices among the parks community.
- Champion the economic, social, cultural, and environmental benefits provided by healthy ecosystems. Ensure these are accounted for in decision-making as contributing to stronger economies.

Lead

- Invest time and money in employees for the development of high-performing, dynamic, and caring leaders.

Ontario Culture Strategy

The 2016 Ontario Culture Strategy was built on a foundation of extensive public engagement regarding the value and significance of culture. Considerable effort was expended to investigate key trends affecting the cultural sector, how other jurisdictions in the world are responding to similar trends, and how they are striving to support and reconcile relationships with Indigenous Peoples. The document establishes the following vision for culture in Ontario:

“An Ontario where every person has the opportunity for creative expression and cultural participation, and where the diversity of our stories and communities is reflected, valued and celebrated, now and as part of our legacy to future generations.”

The Ontario Culture Strategy is rooted in the following principles to guide government support for culture:

- Creativity and Innovation
- Quality of Life and Economic Development
- Diversity and Inclusion
- Respect for Indigenous Peoples
- Collaboration and Partnerships
- Public Value and Accountability

The Strategy contains four broad goals centred upon promoting and strengthening culture, economic development, and promoting the value of the arts throughout government. It is a five-year plan containing nine key strategies that guide the provincial government in providing support for culture.

Ontario Public Library Guidelines

These guidelines – developed and directed by the Ontario public library community – provide public libraries of all sizes with a development framework to assist with planning, service delivery, and ongoing monitoring. They are important not only for libraries pursuing accreditation but as a process for boards, CEOs, and library staff to assess their governance, management, and services against best practices.

Elements addressed in the Guidelines include: governance/administration; planning documents and process; policy; personnel and human resources; collections and services; physical and facilities; and more.

As it relates to this master plan, key best practices include (not a complete list):

- community analysis (at least once every four years)
- regular community consultation and performance measurement informs planning
- asset management, facility planning and formal planning document (e.g., master plan)
- gap analysis of service and community need
- minimum hour requirements
- assessment of spaces within the library, including barrier-free spaces

Additional standards and recommendations for public libraries have been compiled by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). The third edition (2017) supports a library space provision rate of 1.0 square feet per capita and defines catchment areas according to the following branch types:

- Small branches: Generally serve catchment areas of up to 5,000 population as determined by each system.
- Medium branches: Generally serve catchment areas of 5,000 to 10,000 population as determined by each system.
- Large branches: Generally serve catchment areas of 10,000 to 35,000 population as determined by each system.
- Urban branches: Generally serve catchment area of 35,000 or more population as determined by each system.

Ontario Planning Act

The Planning Act established the framework for land use planning in Ontario and describes how land uses may be controlled, and who may control them. The Act provides the basis for the development of planning policies (e.g., official plans and secondary plans), zoning by-laws, plans of subdivision and other planning tools, and sets out policies and procedures for public consultation and changes to land use.

The Planning Act has undergone several amendments in recent years that represent fundamental changes in how growth planning is carried out in the province. One element of this is the conveyance of parkland through the development approvals process. The proposed changes will make it extraordinarily challenging for the town to realize the goals of its Parks Plan 2031, especially within Strategic Growth Areas.

A summary of some of the recent parkland changes introduced through Bill 23 (More Homes Built Faster) is provided below:

- The maximum alternative dedication rate has been reduced to 1 ha/600 units for parkland and 1 ha/1000 units for cash in lieu. Further, the legislation caps the maximum alternative dedication rates at 10% of the land for sites under 5 ha and at 15% for sites greater than 5 ha. This will dramatically reduce parkland dedication and cash-in-lieu to the town for applications under Section 42 (development and redevelopment outside of plans of subdivision). Parkland requirements are not scaled to density — a five-storey or a fifteen-storey building on the same size plot would have the same parkland requirement.

- Affordable residential units, attainable residential units, inclusionary zoning residential units, non-profit housing and additional residential unit developments are exempt from parkland dedication requirements. This will also reduce parkland dedication and cash-in-lieu to the town, possibly increasing the financial burden on taxpayers and/or leading to reduced levels of park service.
- Parkland rates are frozen as of the date that a zoning-by law or site plan application is filed. The freeze is effective for two years after approval. This will reduce cash-in-lieu payments to the town.
- To take effect at a future date, developers will be able to identify the land they intend to convey to the municipality for parkland. These lands may include encumbered lands and privately-owned public space (POPs). If agreement cannot be reached, the municipality or the landowner can appeal to the Ontario Land Tribunal. This may result in less suitable lands being accepted as parkland dedication.
- There is a new requirement for municipalities to spend or allocate at least 60% of the monies in their parkland reserve account at the beginning of each year.
- Municipalities are required to develop a parks plan prior to passing a parkland by-law, something the town completed in 2022 prior to the introduction of Bill 23 (note: as of writing, this By-law is under appeal).

Provincial Policy Statement

Issued under the Planning Act, the Provincial Policy Statement (PPS) contains overarching policy directions on matters of provincial interest related to land use planning and development. Municipalities use the PPS to develop their official plans and to guide and inform decisions on planning matters. On April 6, 2023, the province released for comment the proposed 2023 Provincial Planning Statement. It proposes to repeal “A Place to Growth – the Growth Plan for the Greater Golden Horseshoe” and the 2020 Provincial Policy Statement, and replace both with an integrated policy statement.

Policy 3.9 of the proposed policy statement addresses Public Spaces, Recreation, Parks, Trails and Open Space (see below). Notable changes to this policy include new language to consider “persons of all ages and abilities” and the removal of “equitable distribution” when considering the planning of public spaces.

Healthy, active, and inclusive communities should be promoted by:

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

Ontario Public Libraries Act

The Public Libraries Act outlines how public libraries are established, administered and funded, including procedures for the establishment and operation of library boards.

The Act supports the provision of equal and universal access to information and establishes free public library services in Ontario through governance and regulations. For example, the Act requires that a library must provide a wide range of services to residents free of charge, such as admission to a public library, reference and information services, and reserving and borrowing (books, audio/video materials, etc.).

Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) came into effect in 2005. The Act includes mandatory accessibility standards aimed at identifying, removing, and preventing barriers for people with disabilities, with the goal of making Ontario fully accessible by 2025. Disabilities are broadly defined as including physical disabilities, vision disabilities, deafness or hard of hearing, intellectual or developmental, learning, and mental health disabilities. The AODA applies to all levels of government, non-profits, and private sector businesses.

The AODA consists of five regulatory standards. The area that is most pertinent to built infrastructure is the Design of Public Spaces Standard within the Integrated Accessibility Standards Regulation. This Standard establishes a minimum set of technical design requirements that apply to: exterior paths of travel; recreation trails, beach access routes and outdoor public-use eating areas; outdoor play spaces; accessible parking; service elements; and maintaining accessible public spaces. These standards apply to both new development and redevelopment, but are not retroactive for elements that existed prior to the phase-in period (now in full effect).

The AODA also requires the development of Accessibility Plans at the municipal level, which may identify enhancements to existing facilities, among other matters. Technical building standards relating to the accessibility of parks, recreation, and library facilities considered within the master plan are largely governed by the town's Universal Design Standards (version 2.1, 2020).

Considerations for the Master Plan:

Provincial policies recognize parks, recreation, and libraries as important elements of complete communities and there is strong support for continued investment.

Common goals shared by various provincial and sectoral reports emphasize collaboration, inclusion, community connectivity, healthy environments, and activation/conservation of existing resources. These items should be considered within the master plan's strategic framework.

3. How we Currently Deliver Services

The planning context for this exercise is broad and requires a thorough understanding of key challenges and opportunities related to facility investment and service levels. Furthermore, there are several divisions and departments involved in the delivery of recreation and parks services in the Town of Oakville, providing valuable, high impact services that improve the lives of the people they serve.

This section contains an initial review of current service profiles, funding, and participation levels. A deeper examination of these elements will be undertaken through an upcoming stage of master plan development.

3.1 Oakville Recreation and Culture Profile

The Town of Oakville Recreation and Culture Department provides a variety of programs and services to individuals, families, and organizations located in Oakville and surrounding areas. The department is organized into the following business units: administration; program development and support; recreation and culture hubs; and cultural services.

The department has adopted the following vision and mission:

Vision – All residents of Oakville are engaged in meaningful, diverse, and accessible recreation and cultural experiences that foster individual, family, and community wellbeing.

Mission – To support the development of a healthy, vibrant, and cultural community in Oakville by:

- Providing quality programs, services, and facilities
- Enhancing community capacity
- Ensuring access to programs and services

Affordable access is an important value for the department, which supports funding for Oakville Galleries, Oakville Arts Council, Special Event Fee Assistance, Cultural Grants, Sports Development Grants, the Recreation Connection subsidy program, and the new community activation grant program (in development).

The department utilizes a traditional service delivery model by employing direct and indirect service delivery methodologies to maximize access to services for the broadest range of residents as possible. In addition to registered and drop-in opportunities directly offered by the department, Oakville supports the “indirect” provision of services by community groups that work in partnership with the town. Key examples include non-profit organizations that offer community-driven programs, initiatives, and services such as (but not limited to) learn to skate, minor sports, creative arts, special events, and even extended to facility-based service agreements (e.g., operation of Pine Glen Soccer Centre, Oakville Gymnastics Centre, etc.).

3.2 Oakville Parks and Open Space Profile

The Town of Oakville Parks and Open Space Department has adopted the following vision and mission:

Vision – A commitment to a better quality of life for individuals, families, businesses - today and tomorrow and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

Mission – A commitment to ensuring a diverse range of open space opportunities that preserves and enhances the quality of life for present and future generations. This will be accomplished by protecting and enhancing our heritage and environment, facilitating community partnerships and providing effective, efficient services through a dedicated and professional staff.

The department is organized into several business units: Parks and Open Space Administration; Park Planning and Development; and Forestry Services. The department operates and maintains nearly 500 park sites, trails, and public gardens throughout the town and is also responsible for Oakville Harbours, the Trafalgar Lawn Cemetery and several pioneer cemeteries, and the municipal greenhouse.

Relevant to this master plan, the department leads up a wide range of park development and redevelopment projects annually, ranging from playground replacement to trail expansion to new park construction in growing communities. Additionally, the department supports a variety of park uses, such as sports fields, community gardens, winter skating rinks, special events, and much more.

3.3 Oakville Public Library Profile

The Oakville Public Library's (OPL) vision is "Connecting People to What Inspires Them" and their mission is "We bring together people, information, and ideas to enrich lives and build healthy communities". The values of Equitable Access, Curiosity, Belonging, Lifelong Learning, Intellectual Freedom and Exceptional Service anchor the library's approach to serving the community. These values and four key Strategic Pillars provide a meaningful framework for OPL's Strategic Plan, which guides the library's decision making and analysis.

The Oakville Public Library Board, made up of citizens and town council representatives, provides policy and financial oversight. The Board delegates all aspects of the operations of the library to its CEO. The library also oversees Information Oakville, which provides information around community events, community support and resources.

A library is a cultural hub, a meeting place, a space to work and play, among other things. OPL's role is pivotal in helping connect customers to the world at-large, sparking innovation in the community, and supporting growth and well-being through access to barrier-free, equitable library resources and services.

Library services are delivered through a combination of physical, mobile, and online modes which include seven physical locations, five express locations, a mobile app, and the library’s website – meeting customers “where they are at” and ensuring accessible and inclusive services to all residents. OPL worked hard to ensure continuity of services throughout the COVID-19 pandemic and offered expanded opportunities for curbside pick-up, digital services, virtual programming, and more.

The Sixteen Mile branch is currently under construction but is being temporarily housed in a prefabricated structure. This is just one example of the many ways the Oakville Public Library is responsive to growth and the rapidly changing composition of the community. One of OPL’s newest initiatives to expand outreach is the Book Bike. OPL’s Library on the Go features a unique book bike filled with books for folks of all ages to take and enjoy. It is currently featured at the Bronte Waterfront Heritage Park.

Other current initiatives of note include a collaboration between OPL and the town to offer StoryWalks® at outdoor trails and locations across Oakville, providing residents of all ages with access to year-round, self-guided walks with selected stories. Access to the latest hardware and software technology is featured in the library’s Creation Zones. These spaces are meant to facilitate a hands-on learning environment aimed at inspiring creativity in the Oakville community through a do-it-yourself approach. All of this against the backdrop of robust programming for all ages, well used print and digital collections and skilled, dedicated staff at all library locations.

3.4 Facility Utilization and Program Participation Review

This section examines usage data collected by the town and public library in order to establish a baseline for analysis, as well as trends and capacities that may be considered further within the master plan assessments. Where possible, several years of usage data has been reviewed to better assess longer-term trends and pandemic-related impacts.

Parks and Recreation Utilization

Oakville’s Parks and Open Space and Recreation and Culture divisions deliver services in support of community and Council priorities. These priorities are articulated in the town’s Strategic Plan, budget documents, master plans, and more. All documents place significant weight on the thoughts and input of the community.

Key Performance Indicators (KPIs) articulate what the priorities are, the aligned services within the departments, and how services will be measured. This well-rounded approach provides clear communications to the community and demonstrates that the town has placed priority where they should be placed based on community input, research, trends, demographics, legislation, as well as industry standards. KPIs allow staff, community groups, and volunteers to see how their work is valued and contributes to the success of Oakville, while holding the town accountable for demonstrating the return on the investment of tax dollars. Comparing this data to prior years provides an outlook as to where improvements have been made and could be made, thus contributing to efficient and effective service through evidenced-based decision-making.

The following table identifies key pieces of data that are collected by the Recreation and Culture Department, representing potential measures for utilization, efficiency, and effectiveness. This is not a complete list.

Table 4: Longitudinal KPI Data Collected by the Town of Oakville and Oakville Public Library

| Service / Facility Type | Utilization | Efficiency and Effectiveness |
|--|---|--|
| Recreation and Culture Programs | <ul style="list-style-type: none"> - registration, drop-in, membership, waitlist statistics - customer information (age, location, segmentation, etc.) - participants per capita - financial assistance | <ul style="list-style-type: none"> - fill rates - market/population penetration - surveys (programs, corporate satisfaction) - revenues/expenses, cost recoveries - events and volunteer activity - quality assurance measures |
| Community Centres and Associated Spaces | <ul style="list-style-type: none"> - total visits - rental data - CORE group membership | <ul style="list-style-type: none"> - surveys (corporate satisfaction) - revenues/expenses, unit costs, cost recoveries - cost per square foot |
| Arenas | <ul style="list-style-type: none"> - total visits - rental data - CORE group membership | <ul style="list-style-type: none"> - revenues/expenses, cost recoveries - cost per square foot |
| Seniors' Facilities | <ul style="list-style-type: none"> - total visits - membership data (town-wide) - facility hours, programming - CORE group membership - rental data | <ul style="list-style-type: none"> - revenues/expenses, cost recoveries - cost per square foot |
| Outdoor Sports Fields | <ul style="list-style-type: none"> - rental data - CORE group membership | <ul style="list-style-type: none"> - revenues |
| Outdoor Pools | <ul style="list-style-type: none"> - registration, drop-in data - rental data | <ul style="list-style-type: none"> - revenues/expenses, cost recoveries |
| Other Park Amenities | <ul style="list-style-type: none"> - n/a | <ul style="list-style-type: none"> - n/a |
| Parkland | <ul style="list-style-type: none"> - rental data for pavilions | <ul style="list-style-type: none"> - active parkland per capita - surveys (corporate satisfaction) |

The Recreation and Culture Department has compiled key information on many of the above metrics for 2019 and 2022 for consideration in future stages of the master plan.

Considerations for the Master Plan:

Oakville and its partners offer an extensive list of parks and recreation services and programs and are more progressive than most communities in leveraging related data to support continuous improvement initiatives.

In 2019, recreation program registration was approximately 8,200 persons (excluding drop-ins and memberships) with a capacity rate exceeding 80%. Most programs serve youth and/or aquatics services. While the pandemic has caused significant disruptions to staffing and training, past studies have identified opportunities to attract more users to municipal programs and to create a more balanced portfolio of programs. The new Sixteen Mile Community Centre will also assist in this regard.

Oakville Public Library Utilization

A high-level review of the Oakville Public Library's facility and program utilization has been undertaken to inform the Master Plan. This review focusses on the five-year period between 2017 and 2022, with recognition to the various disruptions from the COVID-19 pandemic. For example, the second quarter of 2023 was compared to the same period in 2019 and 2022 to examine the extent that usage patterns may have changed since before the pandemic.

The primary outputs that were examined include circulation, foot fall traffic, program attendance, new card registration, and usage of the public computers. These and other output measures were also compared with other public library systems within Halton Region and with public libraries serving similar sized communities (2022 data, which is the most recently available data provided by the Ontario Ministry of Tourism, Culture and Sport).

Six Year Utilization Trends (2017 -2022)

Despite the pandemic, the trend since 2017 indicates that physical circulation is strong and remains very stable as circulation was close to pre-pandemic levels in 2022. However, material formats such as physical audiobooks, CDs and BluRay/DVDs will need to be monitored closely for decreases in usage as this is already being observed by Oakville Public Library staff.

Digital circulation has continued to increase since 2017 and was close to matching physical circulation in 2022. The outputs that were slower to recover in 2022 were foot fall traffic, printing, computer use, and programming. Foot fall traffic in 2022 is still significantly down from 2019; however, this may have been partially affected by facility closures and/or restricted hours.

Given that OPL's new card registrations were the highest they have been in 2022, this suggests that interest in library services is growing amongst newer residents. However, the percentage of Oakville's population who are active cardholders has fallen from 31% in 2018 to about 25% in 2022.

In terms of programming, children continue to be the largest population segment served over the last 5-year period.

Table 5: OPL Key Output Measures, 2017-2022

| Measure | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Physical Circulation | 1,455,910 | 1,513,005 | 1,576,174 | 794,345 | 1,009,258 | 1,357,878 |
| Digital Circulation | 219,505 | 272,484 | 342,169 | 408,592 | 1,154,787 | 1,689,402 |
| Total Circulation | 1,675,415 | 1,785,489 | 1,918,343 | 1,202,937 | 2,164,045 | 3,047,280 |
| Phone calls | n/a | 33,503 | 35,113 | 37,889 | 46,272 | 31,558 |
| Email enquiries | 3,704 | 3,868 | 4,036 | 8,386 | 7,946 | 4,392 |
| Website sessions | 1,886,690 | 2,184,967 | 930,404 | 760,976 | 653,498 | 658,546 |
| Bibliocommons sessions | 1,160,710 | 951,695 | 1,188,370 | 874,040 | 1,025,770 | 1,040,674 |
| Public Access computer sessions | 65,988 | 79,705 | 70,470 | 15,010 | 8,838 | 32,866 |
| Items printed | n/a | 52,302 | 51,091 | 15,514 | 10,742 | 28,140 |
| Event attendance | 2,194 | 4,335 | 2,456 | 191 | 449 | 788 |
| Program attendance | 53,949 | 58,820 | 55,600 | 20,321 | 8,790 | 29,766 |
| - Children | 45,936 | 49,042 | 48,780 | 15,588 | 6,527 | 24,160 |
| - Teen | 1,056 | 1,126 | 1,506 | 665 | 303 | 822 |
| - Adult | 2,487 | 3,785 | 2,989 | 2043 | 1,815 | 2,956 |
| - All Ages | 4,470 | 4,867 | 2,325 | 2025 | 145 | 1,828 |
| Total foot traffic | 1,292,370 | 1,228,740 | 1,236,456 | 417,195 | 226,146 | 770,659 |
| New Cardholders | 12,644 | 12,242 | 12,235 | 6,219 | 8,782 | 15,239 |
| Total Active Cardholders | 61,723 | 66,109 | 63,729 | 55,034 | 49,109 | 56,832 |

Source: OPL Annual Performance Measures Report

Current Utilization - 2023

In the library’s analysis of Q2 2023 (a time of “normal” operation with no pandemic-related restrictions), digital circulation increased by 15% over the same period in 2022 and 429% over the same period in 2019. Physical circulation is strongly returning with a 7% increase from the same quarter in 2022 but did not surpass the pre-pandemic levels of 2019 (-11%). Total circulation in 2023 is on pace to surpass pre-pandemic levels.

Program attendance has increased by 8% in 2023 as compared to the same period in 2022, but still represents a decrease from Q2 in 2019 by 60%. Foot fall traffic increased significantly from Q2 2022 levels and has slightly surpassed foot fall traffic for the same period in 2019 (2% more).

The number of new library cards issued in Q2 of 2023 increased strongly (22%) and significantly surpassed new card registrations for Q2 of 2019 (47%). While total active cardholder numbers are still slightly lower compared to 2019, this is still a positive trend.

Table 6: OPL Key Output Measures, Q2 2023

| Measure | 2019 Q2 YTD | 2022 Q2 YTD | 2023 Q2 YTD | % Change 2019-2023 | % Change 2022-2023 |
|---------------------------------|-------------|-------------|-------------|--------------------|--------------------|
| Physical Circulation | 786,508 | 654,209 | 697,488 | -11% | 7% |
| Digital Circulation | 174,515 | 801,683 | 922,911 | 429% | 15% |
| Total Circulation | 961,023 | 1,455,892 | 1,620,399 | 69% | 11% |
| Phone calls | 17,646 | 15,978 | 7,631 | -57% | -52% |
| Email enquiries | 1,675 | 2,051 | 2,103 | 26% | 3% |
| Website sessions | 461,548 | 316,521 | 363,121 | -21% | 15% |
| Bibliocommons Sessions | 607,738 | 507,738 | 541,467 | -11% | 7% |
| Public Access Computer sessions | 39,282 | 12,910 | 11,804 | -70% | -9% |
| Items printed | 29,110 | 8,729 | 8,807 | -70% | 1% |
| Event attendance | 896 | 0 | 0 | -100% | n/a |
| Program attendance | 32,368 | 12,009 | 12,941 | -60% | 8% |
| Total foot traffic** | 713,598 | 293,152 | 725,809 | 2% | 148% |
| New Cardholders | 5,303 | 6,423 | 7,806 | 47% | 22% |
| Total Active Cardholders | 63,025 | 47,957 | 60,535 | -4% | 26% |

Source: OPL Annual Performance Measures Report, Q2 2023.

The following table illustrates circulation patterns by library location. The rates would indicate that Glen Abbey has the highest circulation of all locations since 2019 with Iroquois Ridge, Central, Woodside, White Oaks, Sixteen Mile, and Clearview locations in descending order followed by the OPL Express service points.

Table 7: OPL Physical Circulation by Location, Q1 2023

| Branch | 2019 Q2 YTD | 2022 Q2 YTD | 2023 Q2 YTD | % Change 2019-2023 | % Change 2022-2023 |
|-------------------------------|----------------|----------------|----------------|--------------------|--------------------|
| Central | 124,882 | 83,706 | 83,890 | -33% | 0% |
| Clearview | 35,956 | 31,080 | 28,656 | -20% | -8% |
| Glen Abbey | 228,661 | 201,630 | 222,746 | -3% | 10% |
| Iroquois Ridge | 191,944 | 155,092 | 180,276 | -6% | 16% |
| Online | 5,122 | 1,393 | 1,718 | -66% | 23% |
| OPL Express @ QEPCCC | 1,852 | 1,303 | 2,167 | 17% | 66% |
| OPL Express @ River Oaks | N/A | 45 | 757 | n/a | 1582% |
| OPL Express @ Sixteen Mile SC | 2,953 | 1,505 | 3,874 | 31% | 157% |
| OPL Express @ St. Luke's CC | 26 | 290 | 432 | n/a | 49% |
| Sixteen Mile | 14,477 | 52,179 | 35,468 | n/a | -32% |
| White Oaks | 72,051 | 55,981 | 65,854 | -9% | 18% |
| Woodside | 108,584 | 70,005 | 71,650 | -34% | 2% |
| Total | 786,508 | 654,209 | 697,488 | -11% | 7% |

Source: OPL Annual Performance Measures Report, Q2 2023.

Public Library Comparator Data

The most recent annual public library statistics collected by the Province of Ontario (2022) reflects library activity during the last phases of the pandemic. Utilization outputs for were collated for the purposes of comparing OPL with public libraries of similar populations. Public libraries in Halton Region were considered, as well as selected libraries of similar sizes and those that OPL could use as benchmarks.

Oakville Public Library's physical circulation is among the top with only Vaughan, Markham, and Burlington reporting greater per capita numbers across their systems. Conversely, OPL's foot fall traffic was not as robust as its comparator libraries in 2022 while OPL's per capita programming attendance numbers were also slightly below average. It is noted that pandemic restrictions were significant for part of this year, with some programming remaining online with some customers being more reluctant to return. The materials outputs suggest that OPL is amongst the lowest in terms of materials expenditures and slightly below average in terms of titles per capita.

Table 8: Public Library Comparison Data (2022)

| Comparator | Population (2021) | Physical Circulation | | In person Visits | |
|------------------------|---------------------------|----------------------|---|------------------------------------|-------------------------------------|
| | | # | Per Capita | # | Per Capita |
| Burlington | 176,802 | 1,214,029 | 6.87 | 957,500 | 5.41 |
| Kitchener | 261,610 | 1,270,852 | 4.86 | 909,200 | 3.47 |
| Markham | 349,007 | 2,617,161 | 7.50 | 1,073,950 | 3.07 |
| Milton | 120,500 | 711,759 | 5.91 | 497,600 | 4.12 |
| Mississauga | 779,100 | 3,824,503 | 4.91 | 2,305,700 | 2.95 |
| Oshawa | 172,000 | 698,889 | 4.06 | 678,800 | 3.94 |
| Richmond Hill | 215,316 | 1,148,058 | 5.33 | 778,850 | 3.61 |
| Vaughan | 329,000 | 2,451.46 | 7.45 | 1,044,650 | 3.17 |
| Average | 300,417 | 1,435,963 | 4.78 | 1,030,781 | 3.43 |
| Oakville (2022) | 211,000 | 1,363,179 | 6.46 | 514,700 | 2.43 |
| Comparator | Annual Program Attendance | | Titles per Capita (print and non-print) | Total Operating Revenue Per Capita | % of Operating Budget for Materials |
| | # | Per Capita | # | \$ | % |
| Burlington | 27,706 | 0.15 | 1.53 | \$62.37 | 10.48% |
| Kitchener | 44,971 | 0.17 | 1.75 | \$47.27 | 10.58% |
| Markham | 37,475 | 0.10 | 1.28 | \$48.69 | 20.41% |
| Milton | 27,328 | 0.22 | 3.14 | \$47.09 | 16.75% |
| Mississauga | 81,665 | 0.10 | 0.39 | \$36.67 | 12.80% |
| Oshawa | 25,749 | 0.14 | 1.28 | \$57.07 | 8.83% |
| Richmond Hill | 26,879 | 0.12 | 1.35 | \$48.29 | 8.42% |
| Vaughan | 97,686 | 0.29 | 0.95 | \$65.29 | 15.37% |
| Average | 46,182 | 0.15 | 1.46 | \$51.59 | 12.96% |
| Oakville (2021) | 31,488 | 0.14 | 1.39 | \$55.66 | 9.88% |

Source: Annual Survey of Ontario Public Libraries (2022)

Conclusion

The output measures have generated some preliminary conclusions regarding usage and key elements of Oakville Public Library’s service delivery. These observations will be assessed further during subsequent phases of the master plan.

- Oakville Public Library’s **physical circulation** is very strong and will likely continue to be in the future. Digital circulation will also likely continue to grow indicating that total circulation will steadily increase over time. New card registration rates were the highest in 2022 proving that borrowing both physical or digital resources is highly valued by OPL customers.
- **Foot fall traffic** has seen growth surpassing 2019 and 2022 for the same period.

Considerations for the Master Plan:

Public library services were significantly impacted by the pandemic, but OPL’s usage figures indicate that most services are rebounding. For example, OPL is seeing strong library material circulation rates (both physical and digital) at most library locations, which bodes well for library services in Oakville.

Additionally, the current and future expenditure budgets for materials should be reviewed to confirm that OPL will be able to deliver at current services levels when the population increases, respond to future user preferences, and to ensure a diverse range of materials both in format and content.

3.5 Budget, Capital Forecast and Funding Levels

Operating Budget

In 2023, the town approved an operating budget of \$390.8 million. The tax levy accounts for 61% of this amount, or \$239.5 million. Parks, recreation, and library services are largely tax-supported, although revenues from user fees and other sources help to offset tax impacts.

Table 9: 2023 Operating Budget by Department

| Department | Gross Operating | % of Town-wide Total | Tax Levy |
|--------------------------------|-----------------|----------------------|-----------------|
| Parks and Open Space | \$27.2 M | 6.9% | \$21.7 M |
| Recreation and Culture | \$43.0 M | 11.0% | \$21.0 M |
| Oakville Public Library | \$12.4 M | 3.2% | \$11.7 M |
| Total | \$82.6 M | 21.1% | \$54.4 M |

Note: excluded Facilities and Construction Management (town-wide state of good repair services)

The town uses reserves to meet several financial objectives, such as mitigating tax and rate increases, funding or expanding the town’s capital program, and limiting long-term debt. Each department contributes annually through the budget to equipment and building replacement reserves. As new assets are constructed or purchased, contributions for the future maintenance and replacement are added to the operating budget.

Capital Budget and Long-term Capital Forecast

In 2023, the town approved a capital budget of \$178.3 million to address infrastructure renewal, growth, and program initiatives. These projects are supported by sources such as the tax levy, capital reserves, development charges (DC) and community benefit charges (CBC), debt, and more. These funding amounts will vary from year to year depending on capital priorities and funding sources.

Table 10: 2023 Capital Budget by Department

| Department | Total Project Budget | % of Town-wide Total |
|--------------------------------|-----------------------------|-----------------------------|
| Parks and Open Space | \$22.0 M | 12.3% |
| Recreation and Culture | \$12.9 M | 7.2% |
| Oakville Public Library | \$3.4 M | 1.9% |
| Total | \$38.4 M | 21.5% |

Note: excluded Facilities and Construction Management (town-wide state of good repair services)

The ten-year capital forecast for the town (2023-2032) includes \$2.0 billion of capital projects. Of this, 55.1% is growth-related, 37.3% is for infrastructure renewal, and 7.6% is for program initiatives. Many of these projects are guided by master plans and asset management planning and are subject to change. Funding sources are varied, with the most prominent being DCs and CBCs (36%) and capital levy and reserves (36%). Parkland reserves and debt are also notable funding sources; for example, debenture financing has been used to assist in funding the Sixteen Mile Community Centre and Library.

It is important to note that the approved 2023 budget and forecast was prepared prior to Bill 23 (More Homes Built Faster Act) being passed and does not include the impact of these legislative changes. As a result of these legislative changes, it is anticipated that the town’s DC revenues will be reduced significantly, which will have an impact on future capital forecasts and financial planning. Furthermore, we are currently living in a time of rapid cost escalation, which may place additional pressure on planned capital projects.

The 2023-2032 budget and forecast provides a project description, rationale, budget, and operating impact for all capital projects. The master plan will consider, validate, and/or recommend adjustments to major in-scope capital projects. Highlights from the budget and forecast are identified below.

Table 11: Major Parks, Recreation and Library Facility Projects identified in the Long-term Capital Forecast

| Department | Project | Budget Amount | Anticipated Timing |
|---|--|-----------------------------------|---------------------------|
| Recreation and Culture | Sixteen Mile CC and Library – Growth | \$7.8 M | 2023-25 |
| | Wedgewood Pool Rehabilitation | \$0.8 M | 2023 |
| | Iroquois Ridge CC – Pool and Lobby Renovation | \$2.7 M | 2023 |
| | Kinoak Arena – Rink Floor, Dashers, etc. | \$2.2 M | 2023-24 |
| | Maple Grove Arena – Rink Floor, Dashers, etc. | \$2.4 M | 2028-29 |
| | New Palermo Community Centre | \$13.0 M (land) | 2026-27 |
| | New Recreation Facility (undefined) | \$21.6 M | 2031-32 |
| | River Oaks CC Capital Projects (rink A replacement, squash/racquetball court renovation, etc.) | \$3.2 M | 2025-26 |
| | Glen Abbey CC – Feasibility Study | \$0.1 M | 2024 |
| | Glen Abbey CC – Blue Rink Floor, Dashers, etc. | \$2.2 M | 2024-25 |
| | Oakville Centre for Performing Arts – Lobby Renovation | \$5.9 M | 2024 |
| Parks and Open Space | Wallace Park Redevelopment and Washroom Renovation | \$1.5 M | 2023 |
| | Cornwall Park Skateboard Park | \$0.2 M | 2023 |
| | Sixteen Mile Sports Park – South Parcel | \$2.9 M | 2024 |
| | Towne Square Rehabilitation | \$4.1 M | 2024 |
| | Palermo Park - Phase 3 | \$4.6 M | 2025-27 |
| | Joshua Meadows Community Park | \$15.0 M | 2029-31 |
| | The Parkway - South | \$9.0 M | 2030 |
| | Various Park Development and Renewal Projects | variable | 2023-32 |
| | Recreational Trail Accessibility Program | \$6.5 M | 2023-32 |
| Parkland Acquisition | \$61.8 M | 2023-32 | |
| Oakville Public Library | Sixteen Mile Library Collections | \$3.3 M | 2023 |
| | Woodside Library Branch Renovation | \$1.8 M | 2024-25 |
| | New Library Branch – Trafalgar Corridor North | \$5.0 M (land) \$1.7 M (other) | 2024 2031 |
| | New Library Branch – Palermo | \$12.7 M | 2027-29 |
| Facilities and Construction Management | Sixteen Mile Sports Complex – Geothermal Retrofit | \$2.1 M | 2024 |
| | Various Facility Repairs, HVAC, and Roofing Projects | variable | 2023-32 |

Notes: This is not an exhaustive list; refer to budget documents for details. Many park projects are bundled together and not identified. Projects within the long-term forecast are subject to change.

Development Charges By-law and Background Study

The Development Charges Act lays out Ontario's regulatory and legislative framework which municipalities must follow to levy development charges. Development charges (DC) are fees collected from developers at the time a building permit is issued and are a primary tool in ensuring that "growth pays for growth". Most municipalities in Ontario, including the Town of Oakville, use development charges to ensure that the cost of providing infrastructure to service new development is not borne by existing residents and businesses in the form of higher property taxes.

Parks, recreation, and library facilities and associated lands are eligible capital costs that may be imposed through development charges (along with other hard and soft infrastructure such as roads, transit, water and sewer, etc.) as long as these costs are not accounted for through Planning Act tools. Lands for parks cannot be collected through DCs, nor are cultural facilities eligible for DC funding.

The 2022 Town of Oakville Development Charges Background Study included a net growth-related capital cost for parks and recreation facilities of \$217.6 million, plus an additional \$20.8 million for library facilities for the period of 2022-2031. Major growth-related **capital projects** identified in the town's 2022 DC Study include are consistent with what is presented in the town's 2023 budget and long-term capital forecast.

The town's Development Charges By-law 2022-068 was passed prior to the introduction of Bill 23 (More Homes Built Faster Act), which enacted sweeping changes to the development charge regime. These changes are extensive and are too many to list herein, but will generally lead to reduced DC revenues due to increased exemptions and exclusions, adjustments to historical levels of service calculations, introduction of a mandatory phase-in, and related changes. Further, land costs (to be specified through regulation) and costs for studies (such as master plans) are no longer eligible for DC funding.

The Town of Oakville estimates that Bill 23 will lead to reduced DC revenues, increase the need for debt financing (increasing the cost of growth to the town substantially), and delay the delivery of growth-related infrastructure. Based on the 2022DC Study, the town estimates that these changes will result in a total decrease in DC revenue in the range of 12% to 37% depending on final details, many of which have yet to be clarified.

The town may update the DC By-law at any time as new by-laws are imperative for ensuring that the town is collecting appropriate charges required to service growth and taking into consideration updated capital needs and growth forecasts.

Community Benefits Charges

Authorized under section 37 of the Planning Act (formerly known as bonus zoning for increased height and density), the town charges a Community Benefit Charge (CBC) on development and redevelopment to pay for the growth-related capital costs of facilities and services. The charge is for high-density development and redevelopment of five or more storeys with 10 or more residential units. The amount of the CBC payable is 4% of the value

of land that is subject of the development or redevelopment on the day before the day the building permit is issued.

CBCs cannot be charged for those costs already being collected for through DCs or parkland dedication. Some examples of eligible costs relevant to this master plan include arts centres, museums, public art, public realm improvements, community gardens, and land for park and recreation purposes in excess of lands provided under the Planning Act.

The town's CBC Strategy identified a variety of parks, recreation and cultural projects as being recoverable through CBCs. Notable projects potentially to be funded through CBCs include:

- Performing Arts Theatre/Cultural Hub (2028)
- Town Square redevelopment (2023)
- Outdoor event stage, amphitheatre, public art, garden plots, etc.

The town passed a CBC By-law in September 2022, prior to the passing of Bill 23 (More Homes Built Faster Act), which enacted several changes to the community benefits charge regime, including new statutory exemptions, setting of maximum amounts, and more. Future iterations of Oakville's CBC Strategy will need to account for these changes, as well as updated growth forecasts.

Considerations for the Master Plan:

The sweeping changes introduced by Bill 23 in late 2022 represent a significant area of uncertainty for the Town of Oakville and all Ontario municipalities, most notably as they relate to municipal finance and infrastructure investment. Parks, recreation, and library services account for approximately one-fifth of the town's operating and capital expenditures, and growth-related spending relies heavily on development charges and community benefits charges that have been substantially altered through Bill 23.

The town is aligned with the provincial goal of building 1.5 million new homes (including 33,000 units in Oakville). However, additional study will be required to fully understand the impact on the funding and delivery of parks, recreation, and library services that are required to serve this growth.

4. How our Community is Changing

This section provides information on the demographic and socio-economic characteristics of the town's residents, including population projections. The implications of this information on facility planning are substantial. It assists in identifying key geographic areas and population groups that need to be planned for through the provision of parks, recreation, and library facilities. These implications and options are discussed further in subsequent phases of the Plan.

4.1 Demographic Profile

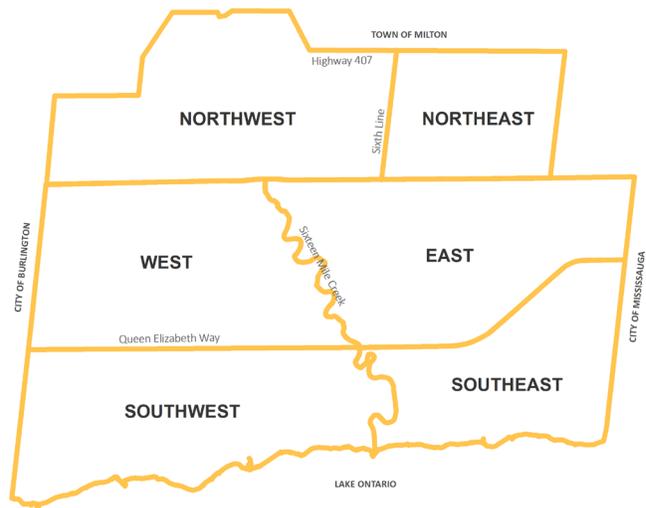
A vibrant community within the Greater Toronto Area, Oakville is a lakeside town with heritage, preserved and celebrated by residents and visitors. Founded in 1857, Oakville has become one of the most coveted residential and business centres in Ontario, offering all the advantages of a well-serviced urban centre, while maintaining a small-town feel. The town is the largest municipality in the Region of Halton in terms of population, outpacing Burlington, Milton, and Halton Hills.

Plan Areas

Previous master plans divided Oakville into communities defined by the geographic areas and presented inventories and needs using these areas. These areas were chosen based on a combination of factors, including major physical barriers (e.g., escarpment, highways) that can restrict accessibility. With the growth in North Oakville, this community has been split into two plan areas for a total of 6 across Oakville.

The Plan Areas not intended to reflect approved growth boundaries, but rather they represent geographic points of reference and areas that may share general catchment areas for services. In turn, application of this approach allows for comparisons and assists in understanding both town-wide and more localized service and facility provision levels and needs.

Figure 3: Plan Areas



Historical Population

Oakville’s population increased to 213,759 persons in 2021, representing a growth rate of 9.3% since the 2016 census, greater than the growth rate across Halton Region (2.9%) and Ontario (5.8%).

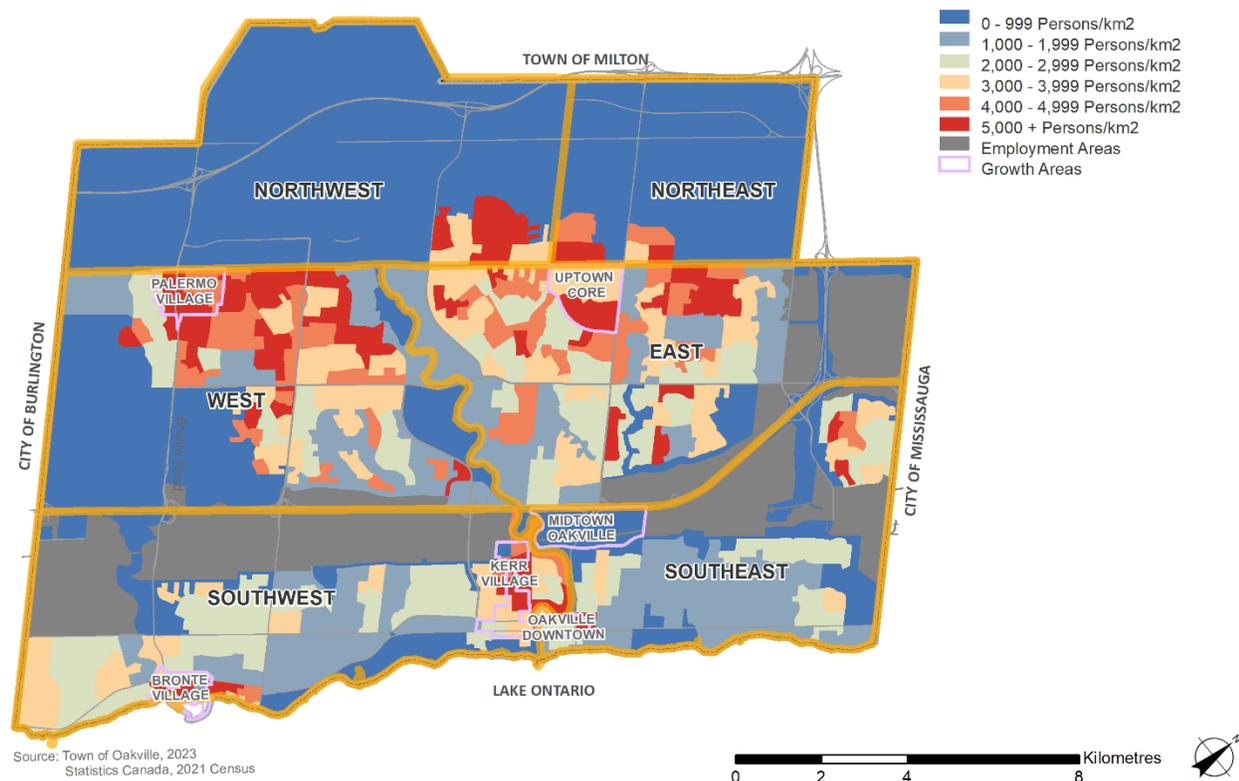
Table 12 – Population by Planning Area

| Study Area | 2011 Census | 2016 Census | 2021 Census | Change Last 10 years (2011-2021) | |
|-------------------------|----------------|----------------|----------------|----------------------------------|------------|
| Northeast and Northwest | 350 | 6,430 | 21,320 | 20,970 | 98% |
| East | 59,950 | 60,950 | 63,110 | 3,160 | 5% |
| West | 56,300 | 58,990 | 60,740 | 4,440 | 7% |
| Southeast | 24,850 | 24,675 | 24,420 | -430 | -2% |
| Southwest | 41,050 | 42,790 | 44,170 | 3,120 | 7% |
| Total | 182,500 | 193,830 | 213,760 | 31,260 | 15% |

Source: Statistics Canada
Totals may not add due to rounding

The following map shows population densities across the town for 2021, noting higher densities in many of the town’s growth areas (e.g., northern portions of Oakville).

Figure 4: Population Density (2021), Town of Oakville



Considerations for the Master Plan:

As Oakville grows, its urban structure is changing. The town's planning policies support higher population densities in new growth areas, including North Oakville which has been the most recent focus of housing growth. Higher residential densities often mean less private space (e.g., living space, backyards, etc.), making it more critical that public spaces be accessible, well designed, and capable of accommodating more intense use.

Age Composition

Age is an important factor for planning parks, recreation, and library facilities. Oakville's population is represented significantly by adults ages 35 to 54 years with a rate of 30% in 2021. However, this age cohort's representation of the total population has been declining over the past 10-years, as older adults (26%) and seniors (32%) have experienced the most significant increases.

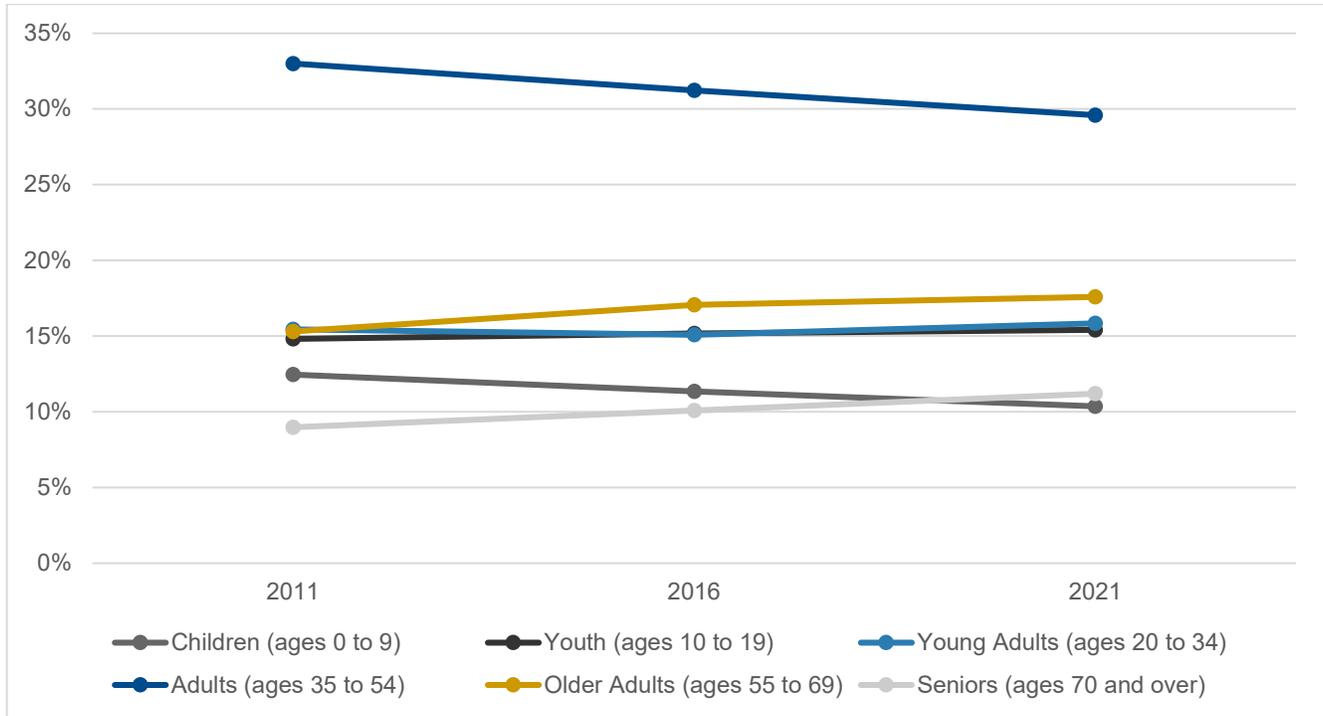
With the exception of children who have decreased by a rate of 3%, the town has experienced an increase in each of the other age cohorts between 2011 and 2021. The town's 41.6-year median age is similar to that of Halton Region (42.0 years) and the Province (41.6 years). The following table and figure show the distribution and growth of Oakville's population over the past three census years.

Table 13 - Population by Age Group, Town of Oakville (2011 to 2021)

| Age Cohort | 2011 | 2016 | 2021 | Change from 2011-2021 |
|------------------------------|----------------|----------------|----------------|-----------------------|
| Children (ages 0 to 9) | 22,740 | 22,010 | 22,155 | -3% |
| Youth (ages 10 to 19) | 27,045 | 29,425 | 32,950 | +18% |
| Young Adults (ages 20 to 34) | 28,180 | 29,240 | 33,865 | +17% |
| Adults (ages 35 to 54) | 60,235 | 60,530 | 63,255 | +5% |
| Older Adults (ages 55 to 69) | 27,940 | 33,085 | 37,600 | +26% |
| Seniors (ages 70 and over) | 16,390 | 19,540 | 23,940 | +32% |
| Total | 182,520 | 193,832 | 213,759 | +15% |
| Median Age | 40.2 | 41.7 | 41.6 | +1.4 years |

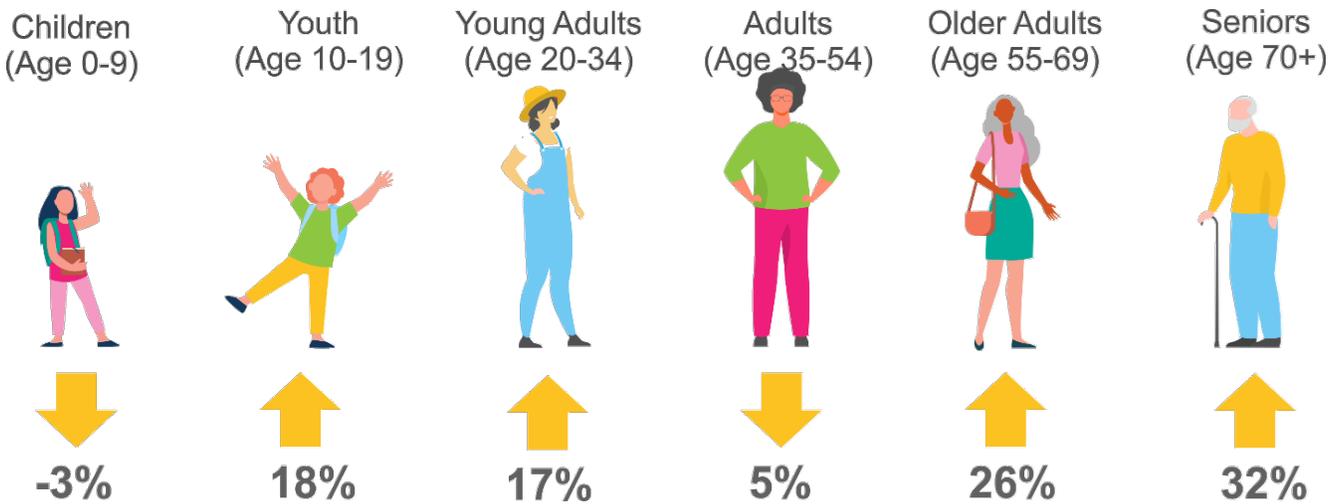
Source: Statistics Canada, Census of Canada

Figure 5: Population by Age Group, Town of Oakville (2011 to 2021)



Source: Statistics Canada, Census of Canada

Figure 6: Population Change by Age Group, 2011 to 2021, Town of Oakville



Source: Statistics Canada, Census of Canada

Figure 7: Children (ages 0 to 9 years) as a Percent of Total Population (2021)

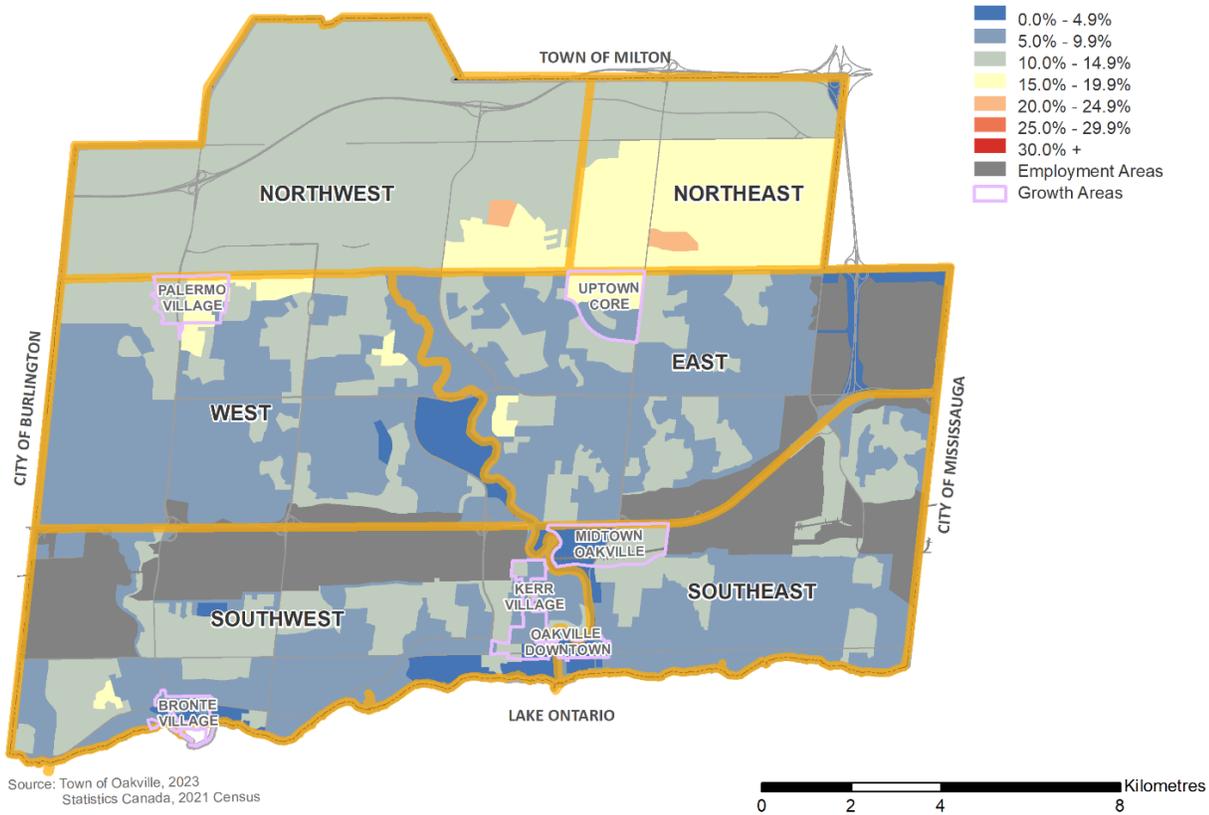


Figure 8: Youth (ages 10 to 19 years) as a Percent of Total Population (2021)

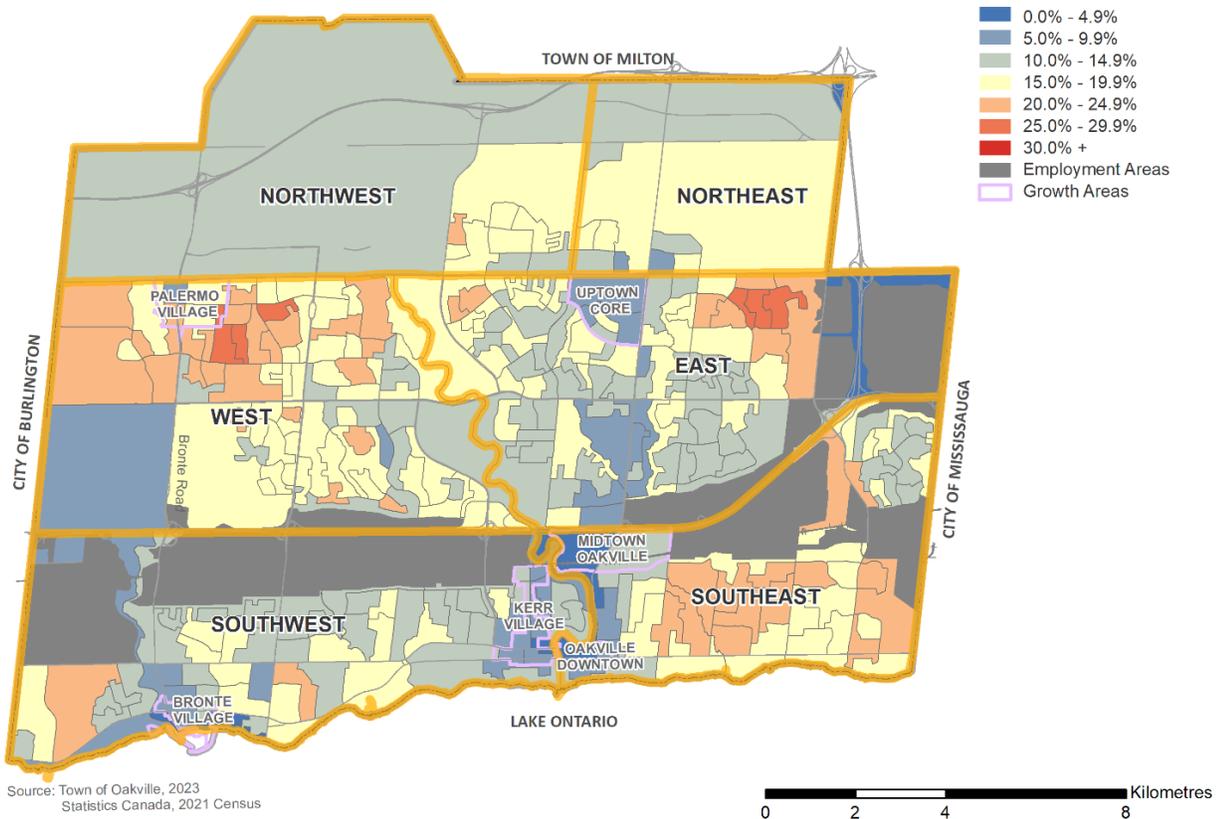


Figure 9: Young Adults (ages 20 to 34 years) as a Percent of Total Population (2021)

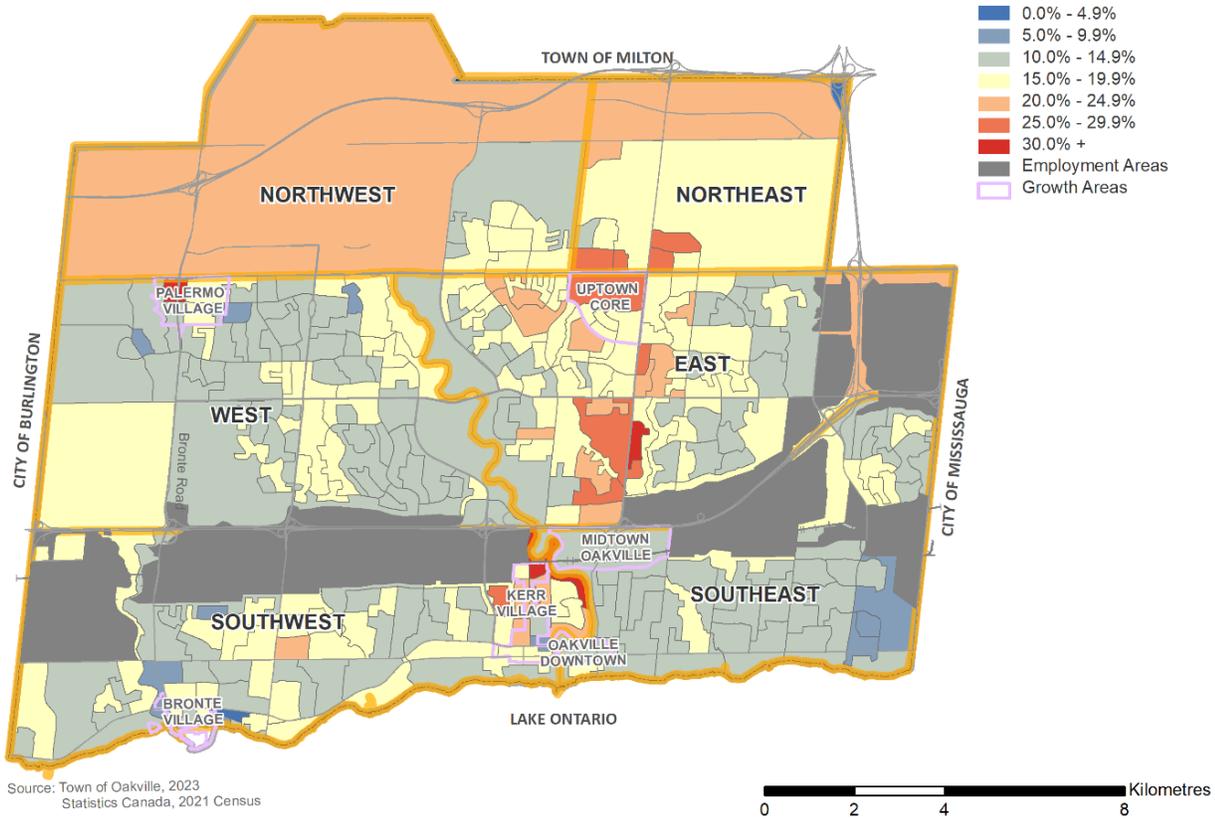


Figure 10: Adults (ages 35 to 54 years) as a Percent of Total Population (2021)

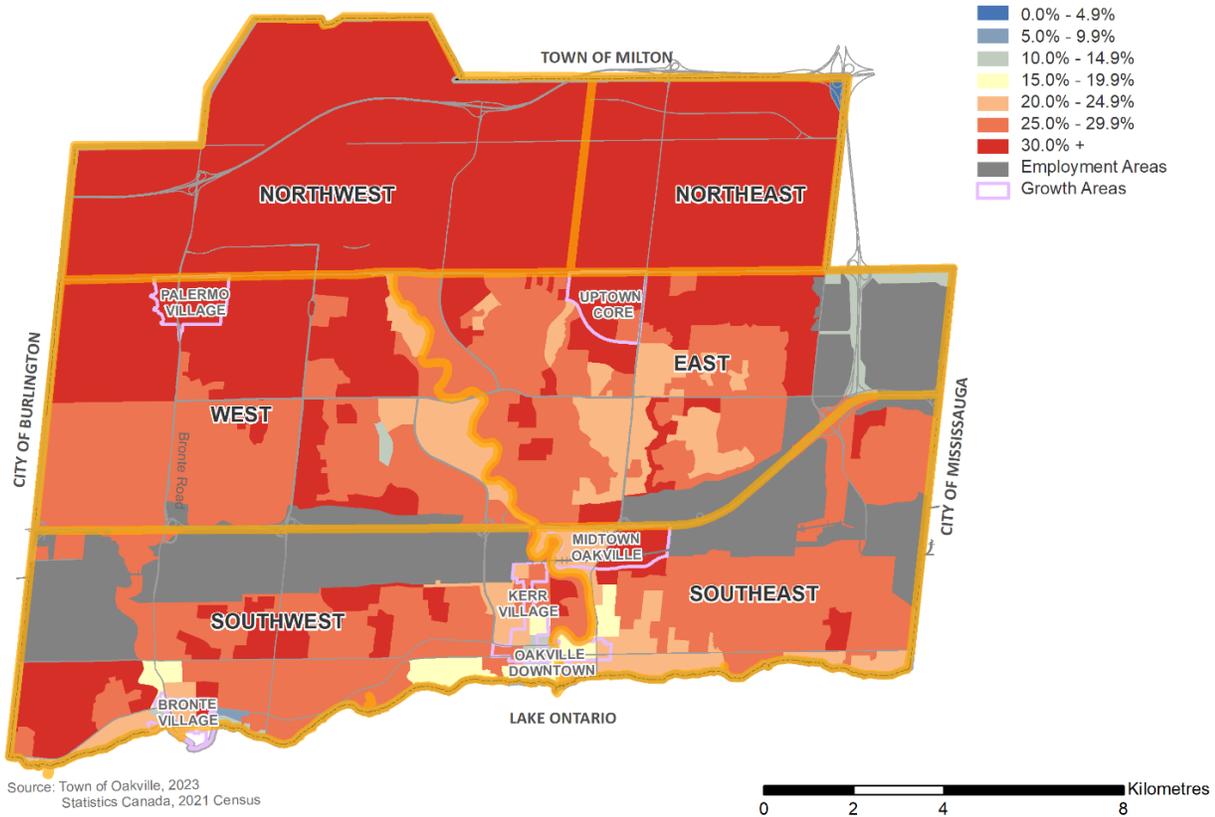


Figure 11: Older Adults (ages 55 to 69 years) as a Percent of Total Population (2021)

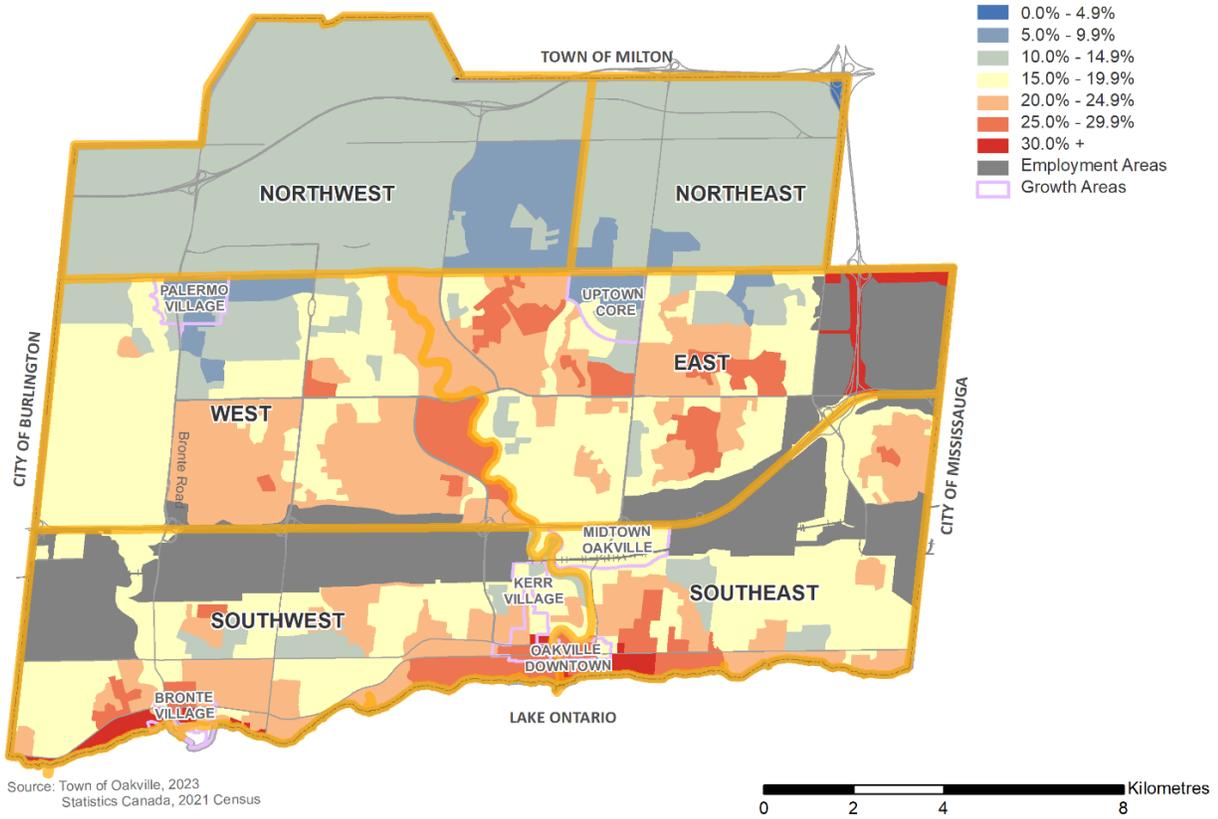
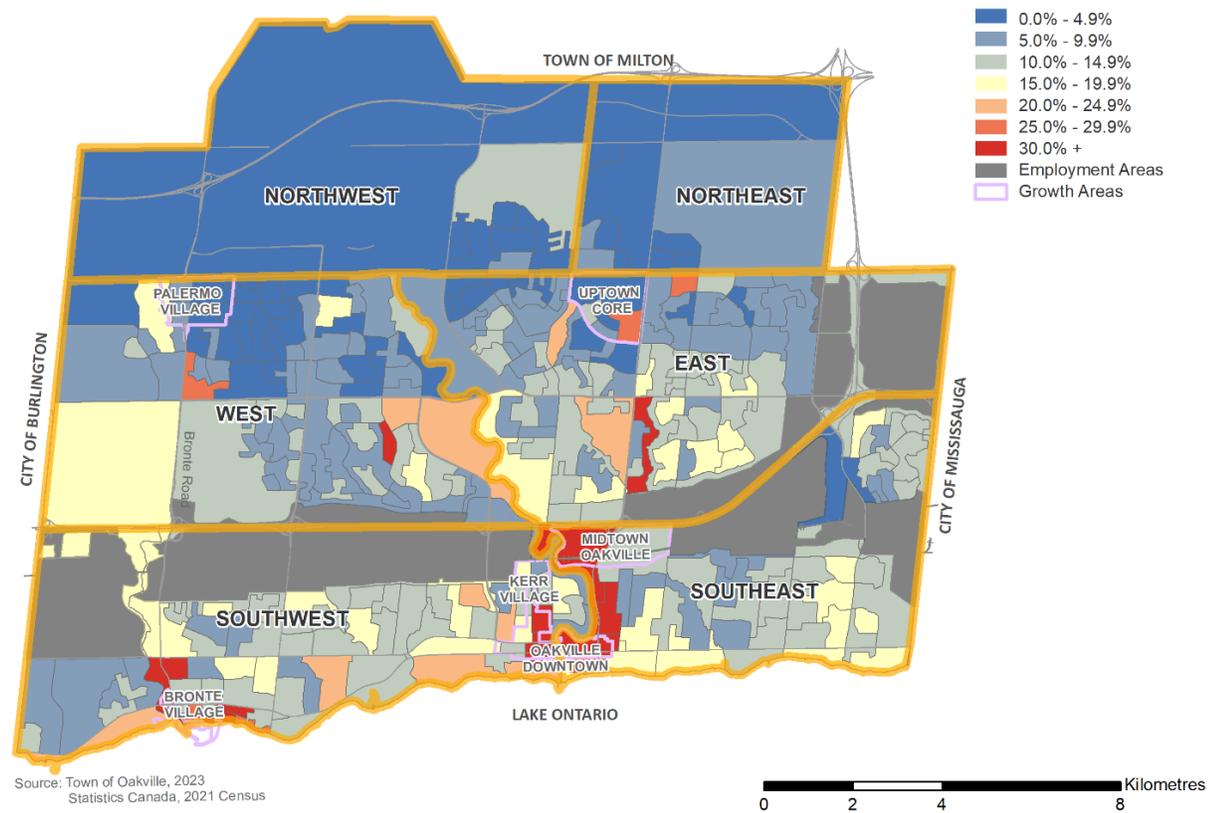
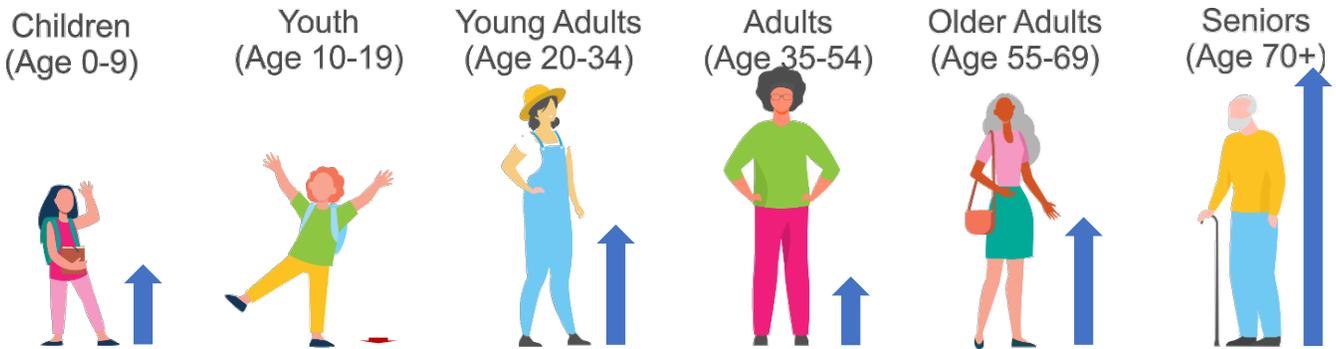


Figure 12: Seniors (ages 70+ years) as a Percent of Total Population (2021)



Looking forward, Oakville’s population is forecasted to continue to get older, with the number of seniors expected to grow faster than all other age cohorts. The number of older adults and young adults will also see notable growth, while the number of youth (ages 10 to 19) are projected to remain relatively stable over the next ten years.

Figure 13: Population Change by Age Group, 2022 to 2032, Town of Oakville



Source: Environics Analytics (2023)

Considerations for the Master Plan:

The number of older adults and seniors has been growing in Oakville and across Canada for many years. This is leading to increased demand for services and spaces to serve this age group, including both active pursuits (e.g., pickleball, hiking, etc.) and more passive activities (e.g., hobbies, socials, special events, etc.).

Children and youth are a core market for parks and recreation departments and public libraries and exhibit strong participation rates. These younger age groups have been growing slower than the overall population, leading to emerging requests for adult and senior-oriented activities. As Oakville grows, demand for activities and services across the full age spectrum can be anticipated.

Household Composition

Household types may be an indicator of different needs for parks, recreation, and library services. In 2021, 46,285 couple families were recorded in Oakville, accounting for 87% of private households. Conversely, 12% (6,645 households) were noted as lone-parent families. Families with a range of age groups living under the same roof may require more diverse leisure options in their neighbourhood to meet their needs. The table below compares the counts and rates of household types from the past three census periods.

Table 14 – Household Type, Town of Oakville (2011 to 2021)

| Household Type | 2011 | | 2016 | | 2021 | |
|----------------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | # | % | # | % | # | % |
| Couple-families | 45,020 | 87.1% | 47,745 | 87.0% | 46,285 | 87.6% |
| Lone-parent families | 6,645 | 12.9% | 7,125 | 13.0% | 6,555 | 12.4% |
| All families | 51,660 | 100% | 54,875 | 100% | 52,835 | 100% |

Source: Statistics Canada, Census of Canada

Considerations for the Master Plan:

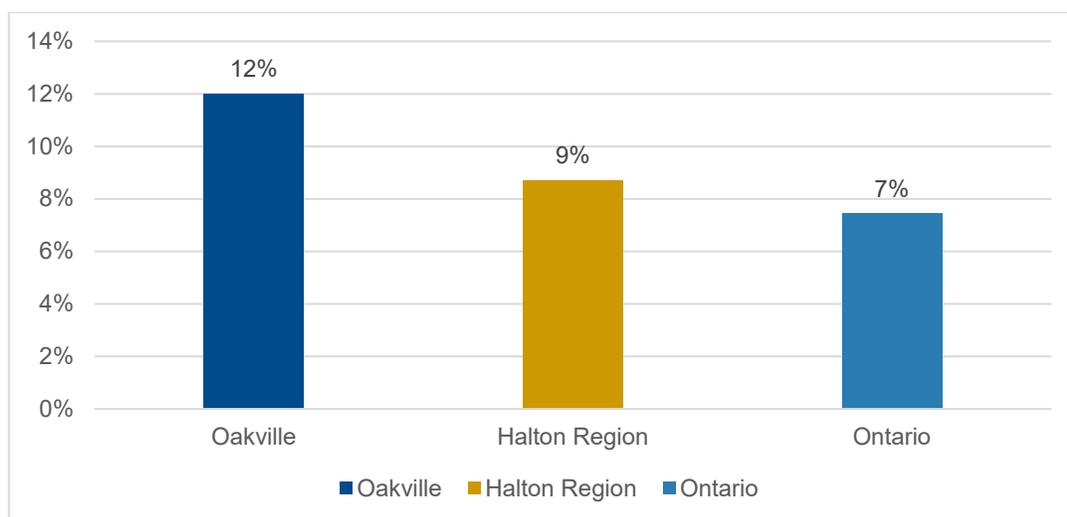
Lone-parent families and households with a range of age groups living under the same roof (including multi-generation households) may require more convenient and diverse leisure options in their neighbourhood to meet their needs.

Diversity and Language

The town’s rate of immigration has increased with newcomers to Canada comprising nearly all of the town’s population growth since 2011. In 2011, immigrants accounted for 27.6% of Oakville’s population, increasing to 32.0% in 2011 and 41.2% in 2021.

“Recent immigrants” represented in the figure below refers to individuals who first obtained landed immigrant or permanent resident status between 2011 and 2021. In Oakville, the town’s 25,675 recent immigrants represented 12% of its residents in 2021, a proportion greater than Halton Region (9%) and the province (7%).

Figure 14: Recent Immigration Population (2011 to 2021)



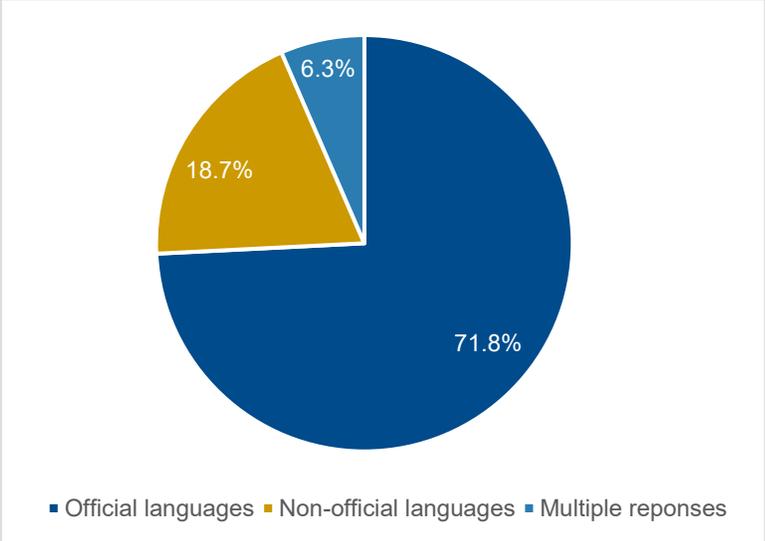
Source: Statistics Canada, Census of Canada

In 2021, 0.7% of Oakville’s population identified as Indigenous (1,415 persons); this rate is lower than the average in Halton Region (1.0%) and Ontario (2.9%). The total visible minority

population was 90,130 in 2021, or 43% of the population. This rate is higher than the average in Halton Region (36%) and Ontario (34%).

Furthermore, the distribution of official languages spoken most often at home are 73.6% English and 0.6% French. Non-official languages are mainly represented by Indo-European languages (8.7%), Sino-Tibetan languages (6.2%), and Indo-Iranian languages (3.5%). Furthermore, 6.3% of respondents identified multiple responses.

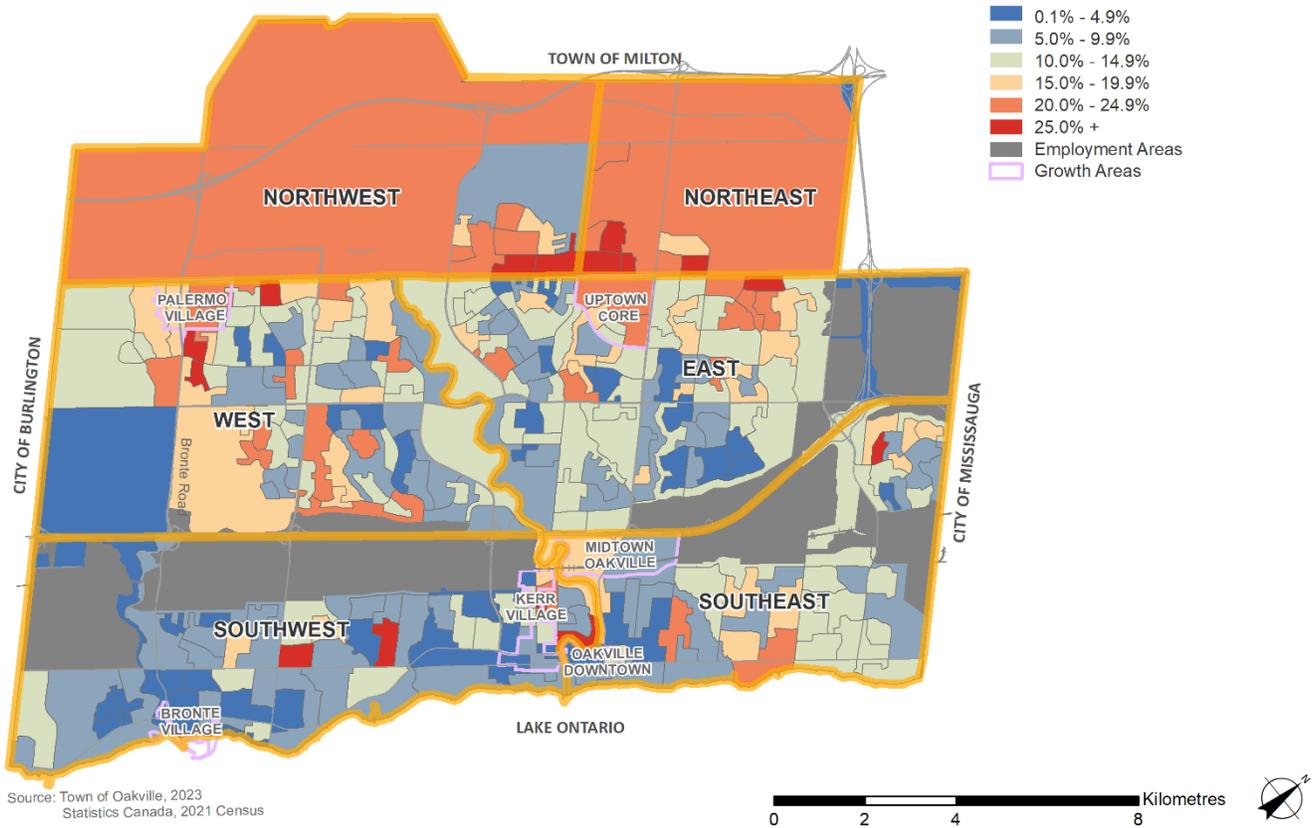
Figure 15: Language spoken most often at home, Oakville (2021)



Source: Statistics Canada, Census of Canada

The following map illustrates areas of Oakville with concentrations of people who are recent immigrants to Canada (2011 to 2021). As the town has grown to the north, its population has also become more diverse. Newcomers to Canada are more likely to reside in North Oakville, as well as new communities in the West and East plan areas.

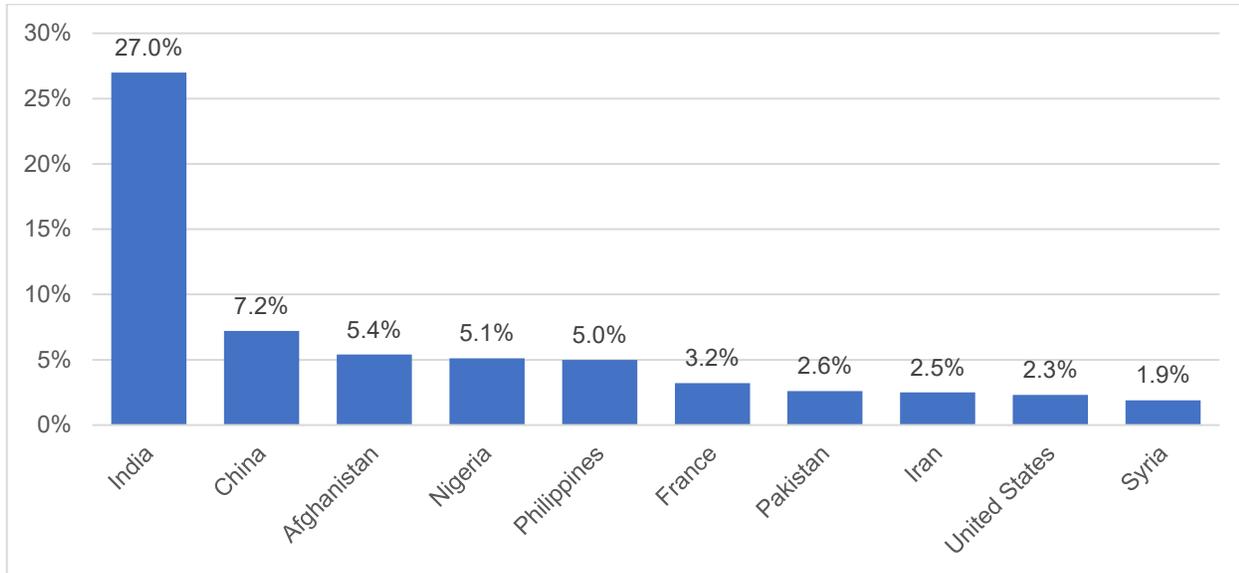
Figure 16: Recent Immigrants (2011-2021) as a Percent of Total Population



Nearly one in four Canadian residents are landed immigrants or permanent residents and this proportion is rising. In 2022, Canada welcomed 437,120 permanent residents (with 42% choosing to settle in Ontario) and aims to increase this figure to 500,000 by 2025, stabilizing at this level moving forward¹. Of this amount, approximately 60% will receive residency as economic migrants, 24% through family reunification, and 16% through refugee and humanitarian streams. In 2022, India was the leading source of immigration for Canada, followed by China.

¹ Government of Canada. 2024-2026 Immigration Levels Plan. <https://www.canada.ca/en/immigration-refugees-citizenship/news/notices/supplementary-immigration-levels-2024-2026.html>

Figure 17: Top 10 Places of Birth of New Canadian Permanent Residents in 2022



Source: Immigration, Refugees and Citizenship Canada, 2023²

Considerations for the Master Plan:

Oakville is becoming more ethnically diverse. While newcomers have many similar leisure needs to long-time Canadians, many also bring their own activities, sports, and traditions to Oakville. This is creating new demands on parks systems (e.g., picnic and special event spaces, cricket fields, etc.), recreation services (e.g., culturally-appropriate programming, etc.), and libraries (e.g., multi-lingual resources). Parks, recreation, and library spaces are vital to supporting newcomers and celebrating our many cultures, underscoring their importance to a growing Oakville.

Income

Research has found that income and education levels influence (or at least are an indicator of) participation levels in parks, recreation, and library opportunities. As indicated by the 2021 Census, the Town of Oakville’s median total income of household in 2020 was \$128,000. This was greater than the Halton Region median and substantially higher than the Ontario median, and represented a 12% increase from 2015. This contributes to the high expectations that residents have of facility provision and service delivery from the town.

² <https://www.cicnews.com/2023/02/ircc-unveils-the-top-10-source-countries-of-new-immigrants-to-canada-in-2022-0233180.html#gs.0oq589>

Table 15 - Median Total Income of Households (\$) (2016 and 2021)

| | 2016 | 2021 |
|---------------|-----------|-----------|
| Oakville | \$112,666 | \$128,000 |
| Halton Region | \$103,009 | \$121,000 |
| Ontario | \$74,297 | \$91,000 |

Source: Statistics Canada, Census of Canada

Income disparity is a growing concern in Ontario as less affluent individuals are less likely to participate in sports than their more affluent peers. Municipalities are mindful of offering more low-to-no cost recreation offerings where possible. While Oakville’s households have higher incomes than most communities, the town has taken steps to minimize financial barriers through its Recreation Connection Subsidy.

Despite its relatively high median incomes, Oakville has a higher proportion of low-income residents than Halton Region, with 8.6% living below the low-income measure (after tax) in 2021. By comparison, 6.7% of residents within Halton Region and 14.4% of residents in the province live below the low-income measure (after tax). Collectively, the rates for Oakville, Halton Region and Ontario decreased between 2016 and 2021.

Table 16 – Prevalence of low-income based on the Low-income measure, after tax (2016 and 2021)

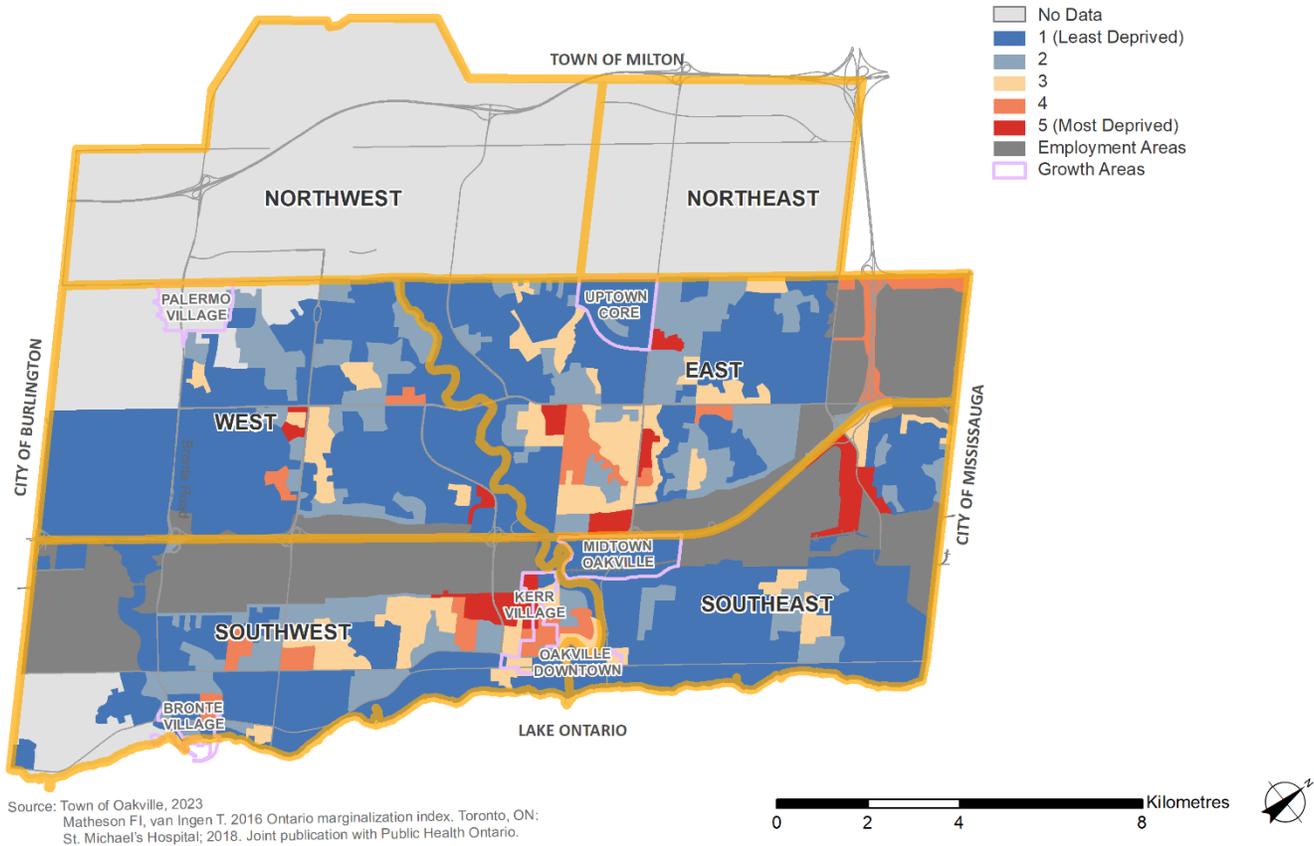
| | 2016 | 2021 |
|---------------|-------|-------|
| Oakville | 9.7% | 8.6% |
| Halton Region | 8.2% | 6.7% |
| Ontario | 14.4% | 10.1% |

Source: Statistics Canada, Census of Canada

The following map illustrates areas with concentrations of people who are closely connected to poverty based on their inability to access and attain basic material needs (i.e., material deprivation). This map illustrates a measure created for the Ontario Marginalization Index (2016) that includes characteristics such as income, quality of housing, educational attainment, and family structure characteristics.³ The greatest concentrations of people experiencing income-related marginalization are situated near the centre of Oakville, both north and south of the QEW.

³ Matheson FI, van Ingen T. 2016 Ontario marginalization index: user guide. Toronto, ON: St. Michael’s Hospital; 2018. Joint publication with Public Health Ontario.

Figure 18: Material Deprivation (2016), Town of Oakville



Note: Material deprivation is a measure that simultaneously assesses education, employment, income, housing conditions and family structure.

Considerations for the Master Plan:

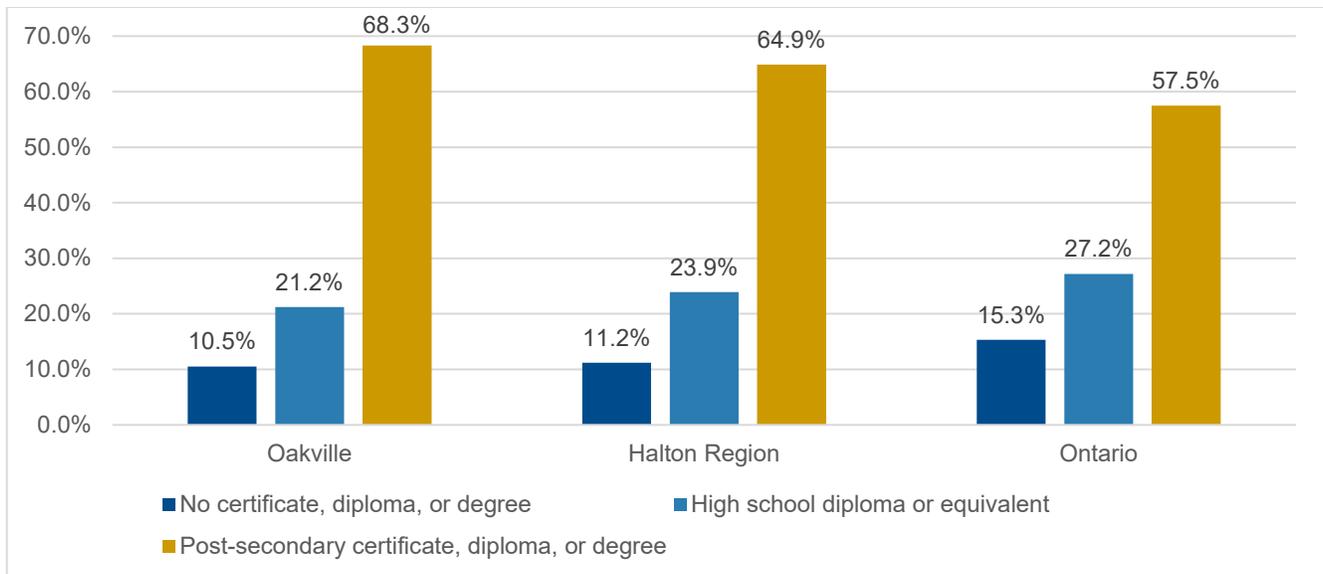
The average Oakville resident generates more income than the average Ontarian. Cost of living aside, this means that many area residents have a greater ability to participate in leisure activities and also to access a wider range of providers (including private sector businesses).

At the same time, Oakville has many low-income families and the current economic circumstances are challenging for many. Lower-income residents face several barriers in accessing leisure opportunities such as lack of transportation, unaffordable user fees, equipment costs, lack of awareness of programs, and lack of places for both informal and structured recreation. Accessible spaces and affordable services are critical to ensuring that everyone can participate fully.

Education

Education is strongly correlated with income and past research has shown that higher levels of education are correlated with increased participation in recreational activities. The proportion of residents in Oakville that have completed a post-secondary certificate, degree or diploma (68.3%) suggests at least two in three residents have completed this level of education. The town's rate is above Halton Region (64.9%) and Ontario (57.5%), suggesting that Oakville is more likely to be home to a greater proportion of active participants.

Table 17: Postsecondary Certificate, Diploma or Degree (2021)



Source: Statistics Canada, Census of Canada

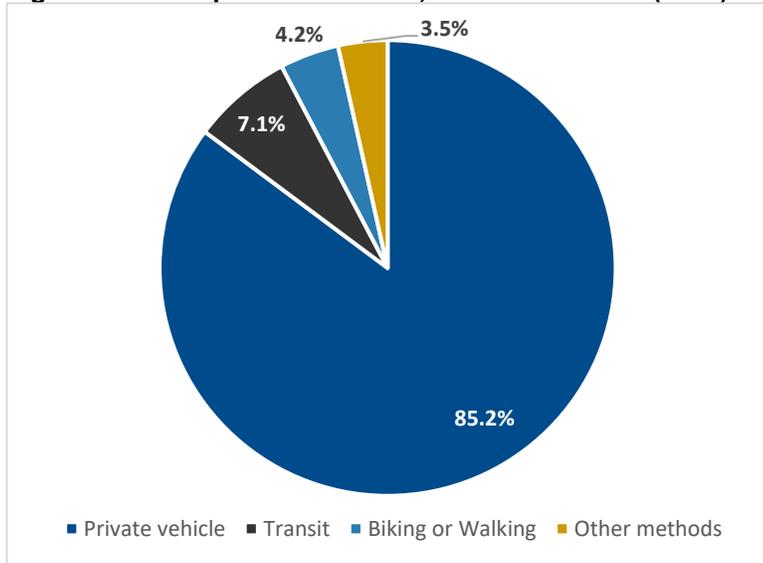
Considerations for the Master Plan:

Oakville's residents have strong education rates compared to Ontario as a whole. This suggests that residents are more likely to place a value on participating in parks, recreation, and library activities. Demand for traditional library services can also be positively affected by a more highly educated population.

Modes of Transportation

Main modes of transportation for how resident's commute to work can be understood as an indicator of resident's willingness to travel for parks, recreation, and library services. The town's primary mode of transportation is vastly represented by private vehicles (85.2%). Transit is represented by a rate of 7.1%, followed by biking or walking (4.2%), and other methods (3.5%).

Figure 19: Transportation Modes, Town of Oakville (2021)



Source: Statistics Canada, Census of Canada

Considerations for the Master Plan:

For the large majority of Oakville residents, private vehicles are the primary mode of transportation. This suggests that these residents are capable of traveling longer distances to access parks, recreation, and library services. At the same time, the local transit system is expanding and improving, offering greater service to those that need or prefer this mode of transportation.

Persons with Disabilities

The town’s 2022 Diversity and Inclusion Current State Inclusivity Report noted the following as being typical under-represented demographic groups: women (51.7% of Oakville’s population); racialized persons (30.8%); Indigenous persons (0.7%); persons with a disability (22.0%); and LGBTQ2S+ persons (5.1%).

One-quarter (24%) of Ontarians 15 years and older live with a disability (i.e., persons who report a limitation in their day-to-day activities) as reported by the 2017 Canadian Survey on Disability. If this percentage was applied locally, this would equate to 54,000 residents of Oakville. This proportion increases with one’s age, with 43% of those age 65 years and older living with disabilities. Disability is also correlated with income, with lower-income households exhibiting greater proportions of persons with disabilities.

Oakville is committed to providing services and facilities that are accessible to all persons in a manner that respects the dignity and independence of persons with disabilities. The town actively works to remove barriers to accessibility in keeping with applicable legislation, such as the Accessibility for Ontarians with Disabilities Act (AODA).

Considerations for the Master Plan:

There is a growing requirement to ensure barrier-free accessibility to public spaces and services as the number of residents with disabilities increases. This includes not only physical accessibility, but also inclusive spaces and services for those with cognitive disabilities and sensory needs. The town and public library offer a wide range of services to ensure that persons with disabilities can engage fully in leisure activities, with the help of partners and guidance from the Accessibility Advisory Committee.

4.2 Growth Forecasts

For the purposes of this master plan, a current year population estimate of **225,000** will be used as a baseline. However, Oakville continues to grow.

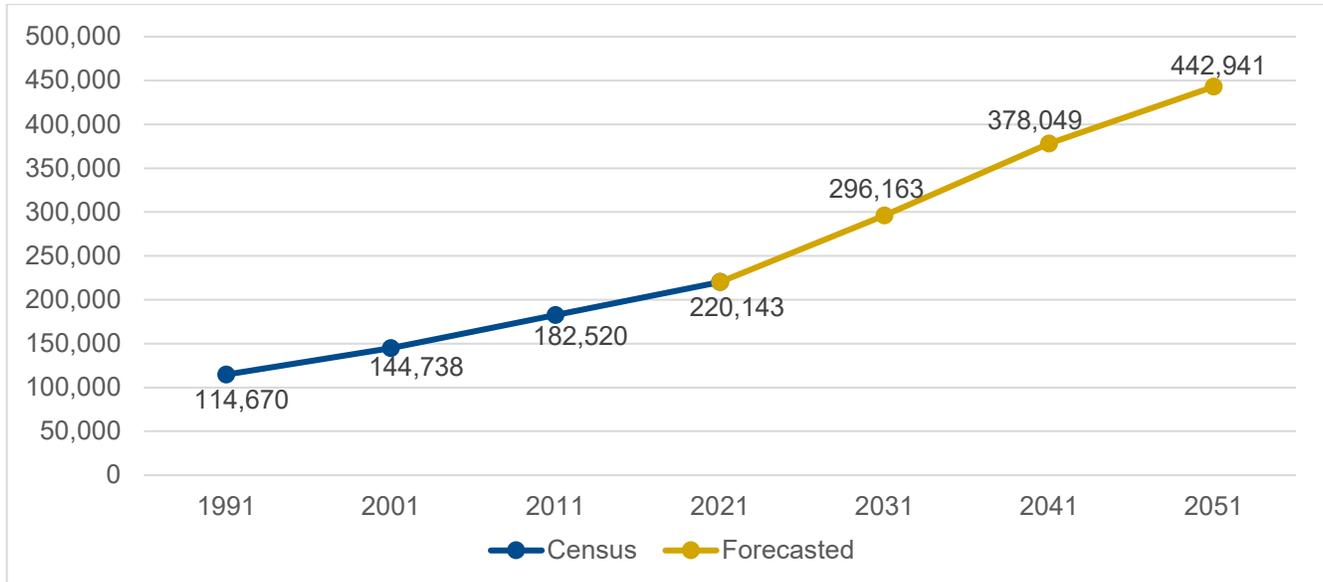
In 2023, the Province of Ontario established municipal housing targets for its largest and fastest-growing municipalities to address the current and anticipated housing supply gap. The Town of Oakville was assigned and has agreed to a housing target of 33,000 units to be achieved by 2031/32. This works out to Oakville delivering 3,300 units per year for the next decade (for comparison, Oakville has realized almost 2,000 new units annually in recent years). This accelerated growth scenario has significantly altered the timing and extent of the town's growth forecasts. The town is currently updating Official Plan policies for identified strategic growth areas to align with these housing targets.

In September 2023, draft population forecasts were presented to Town of Oakville Council. The "Joint Best Planning Estimates" were prepared by Halton Region in collaboration with area municipalities to inform the region's infrastructure master planning work that; they also help to form the basis for more localized planning, such as this Parks, Recreation, and Library Master Plan.

These planning forecasts are modeled after a substantially changed provincial planning framework as well as the results for the Regional Official Plan Review process. The figures include population, employment, and housing forecasts in ten-year increments from 2021 to 2051. They are considered preliminary and draft until finalized by Halton Region in Q4 2023; however, only minor refinements may be expected.

The population forecasts for Oakville are higher than previous estimates, but reflect the town's municipal housing target and accelerated growth occurring regionally and beyond. **The 2051 forecasted population for Oakville is now nearly 443,000, an increase of 218,000 persons over the current estimate of 225,000 persons – a near doubling of the population in less than 30 years.** The figure below displays the town's population growth since 1991, along with forecasted growth to 2051.

Figure 20: Historical and Forecasted Population, Town of Oakville (1991 to 2051)



Sources: 1991-2011: Statistics Canada, Census of Canada; note: excludes undercount. Interim Joint Best Planning Estimates, v3.032 (September 2023).

The population estimates allocate at least 73% of Oakville’s future population growth between 2021 and 2051 to strategic growth areas, which are a series of nodes and corridors supported by higher order transit. The balance of future population is allocated to greenfield development in North Oakville (19%) and other opportunities for gentle density in the town’s established neighbourhoods (9%).

Oakville’s strategic growth areas and population allocation are depicted on the following map. The table that follows illustrates anticipated population changes for specific communities across Oakville. By 2051, 26% of the town’s growth (about 59,100 persons) is allocated to Trafalgar Urban Core (north and south) and another 14% (31,800 persons) is forecasted for Midtown Oakville. Much of the town’s near-term growth will occur in North Oakville (Glenorchy and Joshua’s Meadows), although development will get well underway or continue in many of Oakville’s other strategic growth areas.

Figure 22: Oakville Population Forecasts by Area, 2021 to 2051

| Policy Area | Plan Area | 2021 | 2031 | 2041 | 2051 | Growth 2021-2051 | % of town-wide growth |
|--|-----------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Strategic Growth Areas (SGA) | | | | | | | |
| Bronte MTSA | SW | 0 | 609 | 1,990 | 4,555 | 4,555 | 2% |
| Bronte Village | SW | 2,164 | 3,653 | 4,360 | 5,053 | 2,889 | 1% |
| Downtown Oakville | SE | 1,086 | 1,678 | 2,706 | 2,967 | 1,881 | 1% |
| Dundas Urban Core (E) | NE | 0 | 1,072 | 2,217 | 3,352 | 3,352 | 2% |
| Dundas Urban Core (W) | NE/NW | 1,010 | 3,614 | 5,365 | 7,107 | 6,097 | 3% |
| Hospital District | NW | 0 | 1,034 | 2,372 | 4,062 | 4,062 | 2% |
| Kerr Village | SW | 4,646 | 6,983 | 8,662 | 10,891 | 6,245 | 3% |
| Midtown UGC | SE | 639 | 11,710 | 24,142 | 32,468 | 31,829 | 14% |
| Neyagawa Urban Core | NW | 529 | 2,984 | 6,542 | 10,500 | 9,971 | 4% |
| Palermo Village | NW/W | 4,672 | 6,739 | 13,169 | 19,621 | 14,949 | 7% |
| Trafalgar Corridor | E | 8,967 | 10,254 | 14,062 | 17,823 | 8,856 | 4% |
| Trafalgar Urban Core (N) | NE | 4 | 4 | 8,151 | 17,673 | 17,669 | 8% |
| Trafalgar Urban Core (S) | NE | 3,642 | 18,178 | 31,390 | 45,089 | 41,447 | 19% |
| Uptown Core | E | 6,567 | 9,384 | 12,098 | 14,404 | 7,837 | 4% |
| Strategic Growth Areas Subtotal | | 33,926 | 77,896 | 137,226 | 195,565 | 161,639 | 73% |
| North Oakville (non-SGA) | | | | | | | |
| Glenorchy | NE/NW | 14,664 | 28,112 | 36,355 | 37,233 | 22,569 | 10% |
| Joshua's Meadows | NE | 1,865 | 10,342 | 18,962 | 19,726 | 17,861 | 8% |
| N.O. Transitional Area (E) | NE | 16 | 145 | 250 | 281 | 265 | 0% |
| N.O. Transitional Area (W) | NE/NW | 8 | 1,120 | 1,120 | 1,120 | 1,112 | 0% |
| North Oakville (non-SGA) Subtotal | | 16,553 | 39,719 | 56,687 | 58,360 | 41,807 | 19% |
| Rest of Oakville (non-SGA) | | | | | | | |
| Iroquois Ridge | E | 24,132 | 24,621 | 25,210 | 25,699 | 1,567 | 1% |
| Oakville East | SE | 6,960 | 7,099 | 7,265 | 7,410 | 450 | 0% |
| Oakville Southeast | SE | 19,463 | 20,724 | 22,211 | 23,533 | 4,070 | 2% |
| Oakville Southwest | SW | 35,598 | 37,244 | 38,151 | 39,153 | 3,555 | 2% |
| Oakville West | W | 57,972 | 62,130 | 63,981 | 65,392 | 7,420 | 3% |
| River Oaks | E | 25,265 | 26,456 | 27,044 | 27,551 | 2,286 | 1% |
| Rest of Oakville (non-SGA) Subtotal | | 169,390 | 178,274 | 183,862 | 188,738 | 19,348 | 9% |
| Employment Areas | n/a | 274 | 274 | 274 | 278 | | |
| Oakville | | 220,143 | 296,163 | 378,049 | 442,941 | 222,798 | 100% |

Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)

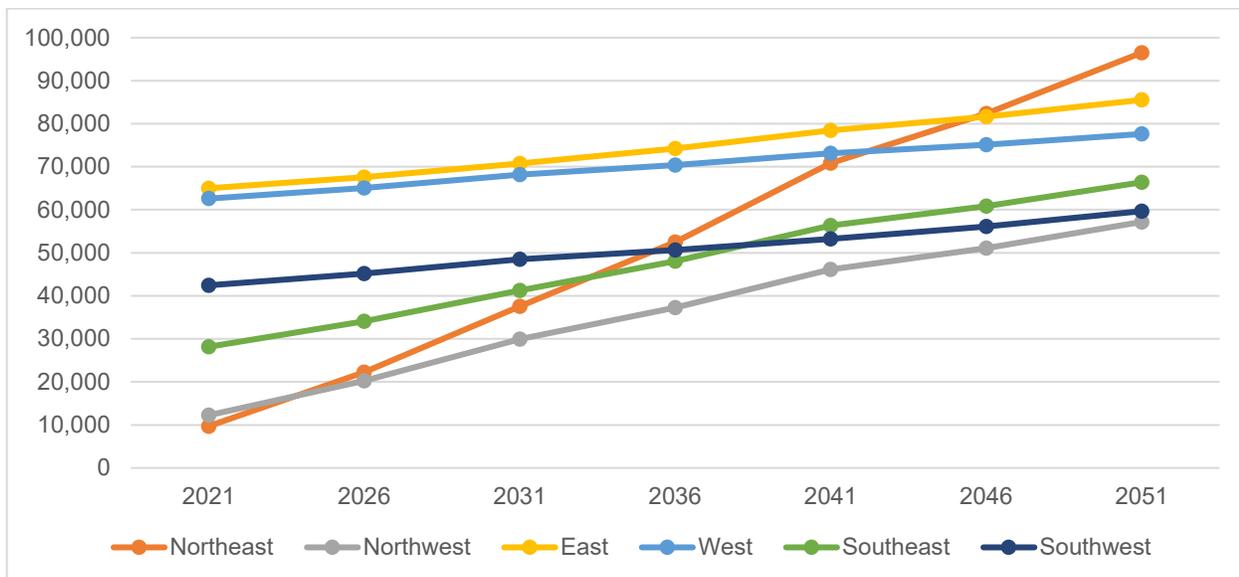
In terms of the six plan areas, 59% of town's growth to 2051 (131,753 persons) will occur north of Dundas Street, with 39% in the Northeast and 20% in the Northwest (using Sixth Line as the dividing line). Driven by the build-out of Midtown, the Southeast plan area is projected to grow by 17% (38,230 persons). Growth will be slower in most other areas as they are largely encompassed by stable, mature neighbourhoods.

Table 18: Forecasted Population by Plan Area, 2021 to 2051

| Plan Area | 2021 | 2026 | 2031 | 2036 | 2041 | 2046 | 2051 | Change (2021-51) | % of Town-wide Growth |
|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Northeast | 9,704 | 22,234 | 37,548 | 52,512 | 70,805 | 82,376 | 96,516 | 86,812 | 39% |
| Northwest | 12,246 | 20,214 | 29,952 | 37,241 | 46,142 | 51,112 | 57,187 | 44,941 | 20% |
| East | 64,999 | 67,606 | 70,783 | 74,250 | 78,482 | 81,662 | 85,545 | 20,546 | 9% |
| West | 62,594 | 65,094 | 68,136 | 70,365 | 73,089 | 75,131 | 77,619 | 15,025 | 7% |
| Southeast | 28,161 | 34,046 | 41,224 | 48,028 | 56,337 | 60,864 | 66,391 | 38,230 | 17% |
| Southwest | 42,439 | 45,173 | 48,520 | 50,625 | 53,194 | 56,120 | 59,683 | 17,244 | 8% |
| Total | 220,143 | 254,367 | 296,163 | 333,021 | 378,049 | 407,265 | 442,941 | 222,798 | 100% |

Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)

Figure 23: Forecasted Population by Plan Area, 2021 to 2051



Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)

Considerations for the Master Plan:

Oakville’s population growth rate is rising. New parks, recreation and library facilities and services will be required to address growth-related demands, as well as changes in participation patterns. Greater pressure will also be placed on existing assets to meet the demands of a growing population. Planning for current and new residents is a primary objective of this master plan.

The Parks, Recreation, and Library Master Plan will use the latest joint best planning estimates as the basis for analysis, ensuring alignment with other planning initiatives. Recognizing that there are many factors that may impact the pace of growth in Oakville, the master plan will use population thresholds rather than specific years as references for identifying growth-related capital requirements. Mitigation strategies and phasing options may also be required should there be funding shortfalls for growth-related requirements.

5. Trends and Best Practices to Consider

This section identifies several trends that are influencing the demand for and delivery of parks, recreation, and library services in Canadian municipalities. Some of these trends have emerged as a result of the COVID-19 pandemic, while others have been affecting service provision for several years. These trends should be balanced against other study inputs (such as public consultation and local usage levels) through the master plan's upcoming development stages.

5.1 Key Parks and Recreation Issues and Trends

General Participation Trends, Behaviours, and Policy Responses

1) Promoting Health and Wellness

Community health and wellbeing is a fundamental objective of the parks and recreation sector. Brought into focus through the COVID-19 pandemic and the emerging health and wellness needs of individuals, parks and recreation departments are being valued as community wellness hubs that provide equitable access to vital programs, services, and spaces that advance health equity, improve health outcomes, and enhance the overall quality of life for everyone.

A holistic and multi-faceted approach to health and wellness (including health promotion, socialization, mindfulness and management of stress and anxiety) is contributing to a greater emphasis on active living. A recent study found that over 2.2 million cases of health conditions were prevented in Canada in 2019 as a result of sport and physical activity participation (including over 600,000 each for coronary heart disease, type 2 diabetes and depression), for a total health savings of \$23.4 billion⁴.

The town provides a variety of active and passive recreation opportunities that aim to encourage physical activity, health, and wellness. These programs are complemented by those delivered by community groups and sports organizations to provide a well-rounded portfolio of opportunities focused on physical activity and mental wellness, mindfulness, inter-generational opportunities, and outdoor programs (e.g., meditation, nature walks, yoga, etc.).

2) Engaging the Aging Population

Canada's population has been getting older for many decades. In 2021, the median age in Canada was 41.6 years, an increase of four years since 2001 (37.6 years). Aging is a significant driver of increased health care costs and is also significantly influencing parks and recreation opportunities. Furthermore, people are living longer and spending more time in retirement, which means that service needs are growing as they want to stay active

⁴ The Impact of our Sector. Sport Industry Research Centre. Fitness Industry Council of Canada. <https://4global.com/app/uploads/2022/08/Canadian-Social-Value-Report-Eng-V5.pdf>

throughout this stage of life. An aging population may also mean demand for activities that support social connections and healthy active aging, including more daytime services.

In response, municipal recreation departments are offering an increased variety of older adult programming opportunities for those wishing to remain active as they age, including those seeking lifelong learning opportunities, persons managing chronic illness and disease, and those that are seeking low-impact, therapeutic, and rehabilitative programs. However, there can be significant variation among different segments within the older adult community based on age, abilities, lifestyles, and interests – as a result, there is no “one size fits all approach”. Age-friendly planning has also been a prominent theme for nearly two decades now as municipalities seek ways to increase participation and access for persons of all ages and abilities.

3) Combating High Levels of Physical Inactivity

Physical inactivity rates remain alarmingly high and levels of inactivity rose further during the COVID-19 pandemic as more sedentary activities took hold, particularly among children and youth in both school and community settings. The 2021 national ParticipACTION report card on physical activity graded overall physical activity levels a “D”⁵ for children and youth and “F” for adults, reflecting a decline from prior years as activity levels dropped during the COVID-19 pandemic. Reliance on automobiles (as opposed to walking or biking) has contributed to a culture of physical inactivity, while activities such as watching television, playing video games, or using a computer further exacerbate sedentary behaviours.

Physical inactivity has been found to be a contributor to Canada’s growing obesity problem. In 2017, a study by Statistics Canada found that nearly one-third of Canadian children and youth (age 5-17) are obese or overweight, which was an increase from 23% reported in 1979.⁶ During the same period, almost two-thirds (64%) of adults over the age of 18 were found to be obese or overweight, which was an increase from 49% in 1979.⁷ The downstream health care costs are significantly higher than the upfront preventative costs associated with active living.

For many, municipal parks and recreation services provide critical supports to maintain personal health and physical literacy by addressing inactivity levels, social isolation, stress and anxiety. Access to outdoor spaces, physical literacy, and affordable, accessible leisure activities are key determinants in engaging people in active recreation. There is evidence that larger parks have a more direct impact on physical activity as they have the space to accommodate a wider variety of amenities and experiences. Proximity to parks and facilities is also correlated with higher levels of physical activity.⁸ Dog ownership is often linked to higher levels of activity and social engagement, providing support to the provision of off-leash dog parks and pet-friendly public spaces.

⁵ The ParticipACTION Report Card on Physical Activity for Adults (2021) and Children and Youth (2022).

<https://www.participaction.com>

⁶ Public Health Agency of Canada. Tackling obesity in Canada: Childhood obesity and excess weight rates in Canada. 2017.

<https://www.canada.ca>

⁷ Ibid.

⁸ Urban Institute. The Health Benefits of Parks and their Economic Impacts: A Review of Literature. February 2022.

Education initiatives can focus on both raising awareness of the importance of increasing physical activity and reducing sedentary behaviours. Piloting new programs that fit physical activity into peoples' daily lives should also be encouraged, including participation in outdoor activities such as walking, wheeling, or cycling along the municipal trails system.

4) Participating in Sport

Prior to the pandemic, about 75% of Canadian children aged 5 to 17 years participated in organized sport⁹ and participation increased from 2005 to 2016¹⁰. Rates of sport participation are largely the same for girls and boys, but participation decreases with age – 70% of teens aged 13–19 reported participating in sport, compared with 83% of youth aged 5–12.¹¹ Participation is consistently lowest in lower-income and other marginalized groups, indicating that more can be done to include all persons in affordable and accessible sport opportunities.

Amongst adults, just over one-quarter (27%) participate in sport, a figure that has varied little over the years. Men are nearly twice as likely to participate in sport as women, and participation generally declines with age (from 44% of people aged 18 to 24 years, to 16% of adults aged 65 years or older). Those with higher levels of income and educational attainment are also significantly more likely to participate in sport. However, a lower rate of sport participation was observed among immigrants (21%) compared to Canadians overall.¹²

5) Growing Concerns over Affordability

Affordability is a concern for many households given the current challenging economic climate and the fact that participation in leisure activities is one of several spending choices for discretionary income. Income can be a significant barrier to participation in organized sports where equipment, travel and rental fees result in greater costs to the participant. For households experiencing financial barriers, the provision of subsidy programs and low-to-no-cost programming options can help reduce the financial burden of participation.

Research from 2018 found that the cost of children's activities put a strain on the finances of a majority (55%) of Canadian parents. Further, as many as one in three (32%) Canadians used debt to fund the extracurricular activities of their children. Hockey topped the list as the most expensive extracurricular activity (an average cost of nearly \$750) and the research found that parents were increasingly less likely to enroll their children in hockey as a result. Conversely, swimming was one of the most affordable and popular after-school activities for children.¹³

⁹ Canadian Heritage. (2013). *Sport Participation 2010*. Ottawa, Canada: Her Majesty the Queen in Right of Canada.

¹⁰ Barnes, J. D. & Tremblay, M. S. *Changes in indicators of child and youth physical activity in Canada, 2005–2016*. *Can. J. Public Health Rev. Can. Santé Publique* 107, e586–e589 (2016).

¹¹ Canadian Fitness & Lifestyle Research Institute. *Kids CAN PLAY! Bulletin 2: Participation in organized physical activity and sport*. 2018. https://cflri.ca/sites/default/files/node/1671/files/CPLY%202014-2016%20Bulletin%20%20-%20Organized_EN.pdf

¹² CFLRI. *2019-2021 Physical Activity Monitor*.

¹³ Ipsos. *One in Three (32%) Families Going into Debt to Fund their Children's Extra-Curricular Activities, Up 5 Points from Last Year*. 2018. <https://www.ipsos.com/en-ca/news-polls/back-to-school-2018>

6) Meeting the Demand for Unstructured, Self-Directed Activities

Participation is gradually shifting away from structured programs and set schedules as people are demonstrating a desire for more drop-in, unstructured, and self-directed participation options. This is compounded by changes in demand for prime-time access – more adults and seniors are seeking activities during the evening, a shift from traditional daytime (seniors programming) or late-evening provision (in the case of many adult sports). Participation in adult recreational activities is also growing at the same time that municipalities seek new ways to engage youth in meaningful activities.

A lack of free time is commonly identified as a barrier to participation. Activities such as organized sports, particularly at competitive levels, often require considerable time commitment for training, practices, travel and other league activities. With increasingly busy lifestyles, competing interests, and inability for people to commit to structured activities, unstructured activities can help to fill the void as many do not require advanced registration and can be self-scheduled. Many municipalities are working to provide flexible opportunities to engage in casual activities and increasing the range and frequency of drop-in programs.

There is also a growing desire for innovative programming and space for unstructured activities. Increasingly, this is leading to opportunities that go beyond traditional activities and by creating “experiences” often linked to broader interests in community life, the arts, and more. Municipalities that have typically just been “facility providers” are evolving into “activity enablers”, often through partnerships with other service providers. Spaces and activities that are “Instagram-worthy” – meaning that they can be widely shared on social media – are highly sought after.

7) Encouraging Outdoor and Free Play

A majority (57%) of Canadian parents believe that children these days spend too much time in organized activities, and not enough time just playing.¹⁴ According to some, the erosion of play has become a silent emergency across the world, with 1 in 5 children saying they are ‘too busy’ to play.¹⁵ Play is so important to children’s holistic development that both the American Academy of Pediatrics and the UK Children’s Commissioner have called for “play prescriptions” from public health authorities.

We are living in an ever increasingly urban world, with more children growing up in cities than ever before. In addition, lifestyles are changing, with a growing prevalence of insecurity and parental risk aversion, the increasing role played by technology in our lives, and a recurring time-scarcity problem, each of which impact children’s play experiences. Play is often seen as an activity confined to playgrounds or schools, but communities are increasingly looking for ways to design public spaces and the built environment to support play and learning opportunities for children, including the introduction of more natural play features and loose toys/tools for imaginative play. Everyday activities such as walking and cycling can also support a physically active population.

¹⁴ Ibid.

¹⁵ Real Play Coalition. *Reclaiming Play in Cities*. 2020.

<https://www.arup.com/perspectives/publications/research/section/reclaiming-play-in-cities>

8) Accommodating Emerging Activities

The variety of activities and sports available today is much broader than in the past and the popularity of recreation and sport activities are affected by a variety of socio-demographic and lifestyle trends. Many of these new recreational pursuits have emerged in the past few decades that were never contemplated in the design of most older parks and facilities.

There are several emerging trends regarding the use of parks and recreation spaces, including:

- Residents are choosing more informal and individual recreation activities that are more convenient and affordable;
- Activities and spaces such as pickleball, cricket, off-leash dog parks, splash pads, sport courts, disc golf, skateboarding and BMX biking, outdoor skating, challenge courses and adventure play, and trails are increasing in demand;
- Public fitness opportunities are in higher demand (e.g., exercise equipment and loops), particularly for seniors;
- Casual group spaces for diverse exercise and recreation experiences are in high demand (e.g., tai chi, BBQ pits, picnic spaces, etc.);
- Greater frequency of requests by private groups to schedule community events, permitting the public to be involved in programming;
- Demand for digital infrastructure, such as Wi-Fi in parks and facilities;
- Changes to drinking laws that have prompted some Ontario municipalities (e.g., Toronto, Stratford, etc.) to pilot programs to allow the consumption of alcohol in parks (with restrictions); and
- Passive recreation spaces that support casual and informal activities are equally important to active programming (e.g., community gardens, outdoor classrooms, unstructured spaces, etc.).

In terms of sport, national registration figures indicate that, where once ice hockey and baseball were dominant, soccer has taken rise since the 1990s. Additionally, the once popular sports of curling and racquetball are on the decline in many communities. More recently, a national study found that interest in children's activities was beginning to shift away from these sports towards other less formal extracurricular activities, such as music lessons, dance lessons, language classes, and drama classes.¹⁶

9) Focusing on Inclusion and Access

Efforts to serve people of all ages and abilities is a key goal for municipal recreation departments. To maximize access, several potential barriers to participation should be considered, such as: economic (e.g., costs associated with participation); information (e.g., knowledge and information sharing about available opportunities); geographic (e.g., equitable distribution of facilities and services), and inclusivity (e.g., ensuring all participants feel welcomed and supported). The town's Multi-Year Accessibility Plan and Diversity and

¹⁶ Ipsos. One in Three (32%) Families Going into Debt to Fund their Children's Extra-Curricular Activities, Up 5 Points from Last Year. 2018. <https://www.ipsos.com/en-ca/news-polls/back-to-school-2018>

Inclusion Action Plan outline several ways that Oakville has responded to ensure that its recreation opportunities are inclusive of all residents.

10) Improving Gender Equity and Women's Sports

A substantially higher percentage of boys and men participate in sport compared to girls and women. Starting in late adolescence, one-in-three women leave sport (including, but not limited to, ice sports) as compared to one-in-ten boys¹⁷. This trend has worsened since the onset of the pandemic, when it was reported that 90% of female sport participants were negatively impacted (specifically young women ages 6 to 18 years old). The research suggests that young women are participating substantially less than they did pre-pandemic and that 25% are not committed to returning to sport after the pandemic¹⁸. Among the barriers cited, girls stated low levels of confidence, low body image, lack of skills and feeling unwelcomed in a sport environment.

Many municipalities and recreation providers have been instrumental in providing leadership opportunities, gender-specific sport leagues, and local engagement initiatives. To bolster participation among women, the Federal government established a goal of achieving equity in sport participation by the year 2035.

Beyond sport, thoughtful design of public spaces can make them more fun, safer for diverse groups, and generally more inclusive of everyone. Examples include providing a wider variety of play opportunities, including gender-neutral forms of play such as climbing (e.g., natural elements) and building (e.g., loose parts).

11) Using Parks and Recreation to Support Indigenous Reconciliation

Indigenous awareness, recognition, understanding, and reconciliation are addressed through a number of sectoral documents, such as Parks for All (2017) and the calls to action identified by the Truth and Reconciliation Commission of Canada. The following Calls to Action from the Truth and Reconciliation Commission of Canada (2015) relate to "Sports and Reconciliation" and are applicable to all levels of government:

- 87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.
- 88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

All communities have a role to play in recognizing the importance of Indigenous voices in parks, recreation, and sport. For example, many municipalities are showcasing Indigenous history through public art and plaques in community centres and parks, along with exploring sports programs and ceremonial events that deepen our understanding of these cultures. A

¹⁷ Canadian Women & Sport. The Rally Report. 2020. <https://womenandsport.ca/wp-content/uploads/2020/06/Canadian-Women-Sport-The-Rally-Report.pdf>

¹⁸ Canadian Women & Sport and E-Alliance. COVID Alert Pandemic Impact on Girls in Sport. 2021. Retrieved from: <https://womenandsport.ca/wp-content/uploads/2021/07/COVID-Alert-final-English-July-2021.pdf>.

recent survey saw that 59% of Canadians want to see Indigenous place names restored and 68% support more Indigenous representation through art, native plant gardens, and signage.¹⁹ Reconciliation is an ongoing process that must occur in a respectful manner recognizing Indigenous cultural traditions and practices. Ensuring that Indigenous voices are sought and included in planning and policy development is growing as a priority for many municipalities.

12) Offering Safe Spaces for Marginalized and Displaced Populations

The pandemic has intensified social inequities and negatively impacted vulnerable populations such as lower-income households, ethnic minorities, and persons with disabilities. The research is clear that marginalized populations have been disproportionately impacted and finding it harder to remain active. Intentional decisions and meaningful action are required to improve equity in resource provision and access to recreation services for all populations.

For example, 90% of large Canadian cities have indicated that homelessness in parks, trails and recreation spaces is a challenge.²⁰ Many municipalities are evaluating the role of parks in response to the housing crisis and encampments, ensuring that our most vulnerable have access to essential services and opportunities to safely spend time outdoors. In addition, some recreation facilities can play a role in supporting under-housed and displaced populations, serving as cooling centres, community showers, food pantries, and safe spaces. Most parks and recreation departments are not well equipped to deal with this complex challenge and greater education and dialogue are often required. While policies and approaches for accommodating transient residents may differ, municipalities are increasingly serving a wider range of needs and working with other sectors to connect residents to essential services.

13) Sport Specialization and Long-term Player Development Models

Competitive development experiences and opportunities are in high demand. The higher the level of play and the greater the focus on athlete development, the more time that is required for practices, games, and camps. While this “professionalization” of youth sports helps to support skill development for many athletes, it also comes at a cost (in terms of both time and money) that can raise barriers for many families, making some sports out of reach for lower-income households.

The sport community has made strides in recent years to improve and sustain “quality sport” experiences, including the establishment of long-term athlete development (LTAD) resources to help participants achieve their goals. This can have an impact on how facilities are scheduled and designed; for example, in 2018, Hockey Canada mandated that novice participants play half ice (or cross ice), requiring the use of portable boards systems that must be set up and then stored away when not in use. While there are concerns around early

¹⁹ Park People. Reclaiming Urban Spaces is a Decolonial Act. 2022.

<https://ccpr.parkpeople.ca/2022/stories/inclusion/reclaiming-urban-spaces-is-a-decolonial-act>

²⁰ Park People. 2020 Canadian City Parks Report. 2020.

age sport specialization and rising year-round training, multi-sport development is encouraged.

Service Delivery Trends

1) The Necessity of Partnerships

Municipal parks and recreation departments throughout Ontario are increasingly challenged to provide and maintain top quality facilities, programs, and services within defined budget envelopes. With municipalities facing increasing demands for new amenities, many are turning to partnerships with non-profits and community groups to bring local expertise, new programming, and new funding. Public sector top-down and bottom-up partnership initiatives are viewed as opportunities for Oakville.

Partnerships can offer benefits such as the sharing of costs and risks, as well as economies of scale and shared expertise. Most municipalities have a long history of working with public libraries, school boards, service clubs, or other providers to maximize resources. The Town of Oakville has an agreement with local school boards whereby they administer community rentals on behalf of the schools.

Looking ahead, the sector is likely to see more partnerships than fewer. Sport for Life reported that 72% of organizations have reached out to work with others and/or support one another in starting initiatives.²¹ The pandemic has also strengthened existing and created new forms of collaboration with other sectors, something that may carry forward into the future. Many of these new roles – including community-based supports (e.g., food security, health service coordination, homelessness, etc.) – will require additional policy direction, training, and support.

2) Data, Technology and Digital Transformation

Data is becoming more accessible and mainstream, with increased data literacy enabling more informed decision-making. Parks and recreation departments are gaining access to growing amounts of data geared specifically towards the sector. Many municipalities (such as Oakville) are also using mobility data and drone technology to gather information such as topography and geographical distribution, to surveillance of parks.²² These advanced analytics allow for more in-depth analysis on trends and tendencies that can support predictive modelling.

Technological advances are also enabling service providers and users to be more aware of leisure opportunities in their communities. From online services (e.g., online registration, mobile outdoor games such as Pokémon GO or Bibo, etc.), virtual programming (which was vital for many during the pandemic, including subscription-based activities that allow people to participate individually while being connected to a larger community virtually), and mobile and wearable technologies, the integrated application of technology in recreation service

²¹ Sport for Life. [Impacts of COVID-19 on Local Sports Organizations Nationwide Survey Results](https://sportforlife.ca/wp-content/uploads/2020/06/National-Report-Impacts-of-COVID-19-on-Local-Sports-Organizations-1.pdf). Sport for Life, June 2020, <https://sportforlife.ca/wp-content/uploads/2020/06/National-Report-Impacts-of-COVID-19-on-Local-Sports-Organizations-1.pdf>.

²² National Recreation and Parks Association. [Parks & Recreation](#). 2022.

delivery can assist in enhancing client experiences and engaging a wider segment of the population.

Digital technology is becoming pervasive in the public realm, enhancing client experiences beyond the walls of community facilities. Some examples include public Wi-Fi, charging stations, digital kiosks/wayfinding, digital public art, and smart street furniture and transportation infrastructure (e.g., parking sensors, smart benches, etc.). Advancements are also allowing for efficiencies and environmentally-friendly approaches to operations, such as the use of robotic line painters and the introduction of electric vehicle fleets.

Oakville has embraced the use of technology in many ways, such as through the provision of virtual programming and targeted marketing practices. The Recreation and Culture Department has also recently transitioned to a new recreation software system that allows for added insights into customer behaviour and improved tracking of drop-in programs (most of which now require pre-registration). The town is also currently working on the development of a Digital Strategy and a Data Management Strategy was recently completed in 2022.

3) Declining Volunteerism

Volunteers are critical to the delivery of community-based parks and recreation activities and events. Two-fifths (41%) of all Canadians aged 15 years and older are considered active volunteers across all sectors (not just recreation and sport), giving an average of 131 hours per year in 2018. However, the number of volunteers and their commitment are declining. In 2018, Canadian volunteers devoted about 1.65 billion volunteer hours, down from 1.96 billion in 2013 – a 16% decrease in only five years.²³ The pandemic has further accelerated this trend, as older generations more likely to limit their volunteer activities than younger generations.

In 2022, one-quarter (27%) of Canadian adults reported volunteering in a sport activity, spending approximately 105 hours per year on average. The most important factor preventing individuals from volunteering in sport was “time or busy schedule” (58%). The primary reasons for volunteering in sport consist of contributing to the community, meeting people, and social networking. More adults volunteer in an informal capacity (especially young adults), compared to a formal capacity (which is more common amongst older adults). The role of younger volunteers is vital to the sustainability of sport, especially in light of the pandemic and its greater impact on older populations.²⁴

Infrastructure Trends

1) Rationalizing and Addressing Aging Infrastructure

The 2019 Canadian Infrastructure Report Card found that approximately one-third of Canada’s sports and recreation facilities (including arenas and pools) were considered to be in fair to very poor condition (ranking only behind bridges and roads) and in need of

²³ Statistics Canada. 2018 General Social Survey on Giving, Volunteering and Participating.

²⁴ CFLRI. Monitoring & Tracking the Field: Volunteering in Sport. 2022.

revitalization and expensive repairs.²⁵ Many of these facilities have various design and age-related deficiencies that are impacting their operational efficiency and ability to adequately serve their customers.

Facility renewal and reinvestment projects have been a focus for local governments for some time, often requiring alternative funding sources such as senior government grants, naming rights, operating partnerships, land swaps, and more. Due to the current economic situation and resultant cost escalations, many communities will require increased financial commitments from all levels of government to facilitate the redesign, development and retrofitting of parks and recreation facilities. The infrastructure deficit provides an opportunity not only to modernize facilities by making them more multi-use, but also to consider facility conversion or adaptive re-use options that accommodate emerging activities. Oakville has reinvested in its existing infrastructure and most notably completed renovations to the Oakville Trafalgar Community Centre that was completed in 2020.

2) Designing Facilities to be Sport-Friendly

Organized sport in general – but particularly at high-performing levels – occasionally requires access to specialized facilities such as aquatic centres, arenas, and sports fields. Increasingly, athletes and organizations serving the competitive sport market are seeking recreation infrastructure that is built to be “competition-ready” in order to accommodate elevated training and sport tourism opportunities.

Private training facilities have sprung up in many communities, offering paid instructors that teach sport-specific skills. This has led to growing requests for time at municipal facilities from commercial renters representing broad geographic memberships.

In evaluating the needs of sport in the design of new and redevelopment of existing recreation facilities, municipalities must factor in existing and future demand, as well as opportunities for sport tourism. Sport tourism offers a number of economic benefits, supporting amenities such as hotels, restaurants, and parking, among other industries. “Tourna-cations” – families of athletes scheduling family vacations to coincide with athletic tournaments – is a recent trend and means that facilities must consider the needs of both participants and spectators (e.g., Wi-Fi, charging stations, higher-end concessions, family entertainment options, wayfinding kiosks, pet-friendly public spaces, etc.).

There are many ways for recreation facilities to support the needs of all users along the sport spectrum. This process can be informed by a comprehensive sport plan that identifies opportunities and priorities and further informs the facility design and partnership work that is critical in serving the sport tourism community.

3) Parks as Critical Outdoor Spaces

Access to outdoor space matters as parks are increasingly being seen as critical social, health, and environmental infrastructure. Green spaces in urbanized areas often offer places of respite and improve air quality, provide venues for physical activity, and conserve natural

²⁵ Monitoring the State of Canada's Core Public Infrastructure: The Canadian Infrastructure Report Card 2019. <http://canadianinfrastructure.ca/downloads/canadian-infrastructure-report-card-2019.pdf>

and cultural heritage landscapes. However, with many communities experiencing fast growth in population and density, most are finding it challenging to develop new parks to meet growing demand due to land scarcity and rising land values. Recent surveys have found that 87% of Canadians support more investment in parks, including more places to experience nature close to home²⁶.

The increasing focus on the integration of “places” and “destinations” through urban design practices seeks to create comfortable, connected and sustainable streetscapes. Park development can increase the attractiveness and marketability of new development areas, while redevelopment of parkland can similarly act as a catalyst for revitalizing established neighbourhoods.

Parks were a lifeline during the pandemic and they are increasingly helping communities achieve their environmental goals by offering more naturalized spaces close to where people live, and contributing to climate resilience and urban biodiversity. Additionally, investments in urban parks can also result in positive economic impacts, although it is noted that construction costs of urban/hardscape parks are quite significantly greater than traditional neighbourhood parks. A recent study found that the development of a small urban park will result in direct annual benefits of \$133,000 per year (mostly through the avoided economic burden of physical inactivity) and over \$4 million per year when including the economic value of higher life satisfaction.²⁷

As municipalities continue to grow inwards and upwards, it has become more challenging to assemble parkland in areas of intensification such as strategic growth areas due to land scarcity and land cost. The Town of Oakville Parks Plan 2031 offers direction in this regard, as does the town’s campus of parks initiative.

5) Supporting Active Transportation

Active transportation offers many personal health and wellness benefits and is a core element of complete communities. During the pandemic, municipalities observed a surge in recreational trail use as residents participated close-to-home and sought connections with nature. Expanded use of these networks can be expected to continue – interest in bike lanes, off-road trails and cycling infrastructure are common requests in most communities. Active transportation is environmentally-friendly as it reduces road congestion and vehicle-related greenhouse gas emissions.

6) Growing Emphasis on Neighbourhoods and Local Opportunities

Our changing urban structure and community composition has a significant influence on recreation needs and participation. For example, locally-accessible spaces and services will be needed to address increasingly busy lifestyles and growth areas, including new ways of delivering services in higher density areas.

²⁶ Park People. <https://parkpeople.ca/blog/park-people-parks-platform-2023-toronto-parks-as-core-urban-infrastructure>

²⁷ Wilson J, Xiao X. The Economic Value of Health Benefits Associated with Urban Park Investment. International Journal of Environmental Research and Public Health. 2023; 20(6):4815. <https://doi.org/10.3390/ijerph20064815>

Furthermore, most populations have been somewhat or significantly more active at home and around their neighbourhood during the pandemic. Even before this time, there was a strong trend toward close-to-home recreation. This could continue to enhance interest in neighbourhood parks and other local and low-cost activities. Recently, the concept of a “15-minute city” has been gaining prominence, requiring that neighbourhoods be designed to allow people access to basic and essential services at distances that can be accessed by foot or bicycle within 15 minutes of their home.

7) Increasing Focus on Environmental Design and Climate Change

The climate is warming and we are witnessing increased extreme weather events. As a result, there is an increasing need to reduce our impact on the environment to be more sustainable and resilient to climate change. The way in which we design and operate our parks, facilities, and services can help us meet our environmental objectives. Increasingly, municipalities are designing facilities to meet “net zero” and “carbon neutral” targets using technologies that enhance energy efficiency, reduce waste, and lower our greenhouse gas emissions. Although these enhancements often come with a higher initial capital cost, they must be balanced against improved sustainability, resiliency, and potentially longer-term operational savings.

Already thought of as “green infrastructure”, parks are being positioned to be more environmentally sustainable through reducing grass cutting and naturalization initiatives, planting of native species, tree canopy targets, and programs that educate about local natural heritage features (e.g., outdoor classrooms or interpretive signage). More communities are also experimenting by piloting new approaches in parks, such as bioswales, rain gardens, pollinator gardens, habitat restoration, and biodiversity initiatives. Green infrastructure strategies that include directions for parks are becoming more common and helping to ensure these practices become standard.

Fortunately, the many environmental benefits of parks and public spaces – such as reducing the urban heat island effect, mitigating flooding, and improving air quality – illustrate the critical importance of their role as public infrastructure and lend support for further investment. As noted by the Town Parks Alliance, “urban parks are not luxuries – they make cities more livable, environmentally resilient, attract business and jobs, increase economic competitiveness, and create new revenue streams – all while saving billions on traditional infrastructure costs.”²⁸

The town has a Corporate Energy Management Program that seeks to reduce energy consumption and related greenhouse gas emissions from town owned and operated facilities. Oakville routinely examines opportunities to be more environmentally sustainable and resilient to climate change through facility and park designs and retrofit projects. Some examples include LEED certification, energy retrofits, geothermal heating and cooling, solar panels, changing over to electric equipment and fleet where possible, and partnership with groups such as OakvilleReady.

²⁸ City Parks Alliance. *Infrastructure Principles: Parks are Infrastructure*. 2020. <https://cityparksalliance.org/wp-content/uploads/2020/04/infrastructure-principles-1.pdf>

Facility-specific Demand and Design Trends

The following trends look at many of the specific facility types that are considered in this master plan.

1) Multi-use Community Centres

In this era of user convenience and cost recovery, most municipalities are centralizing multiple recreational and cultural facilities under one roof to offer a “one-stop-shop” experience. Most of Oakville’s community centres are multi-use, including the new Sixteen Mile Community Centre that – when completed – will offer a variety of indoor and outdoor parks, recreation, and library spaces at a single destination, providing something for people of all ages and abilities. Best practices in facility design consider safety, comfort, and opportunities for community gathering and socialization. This may include strategic placement of seating areas, proximity to washroom facilities, and open concept design features.

Increasingly, these facilities are being designed as “community hubs” that provide a central access point for a range of needed health and social services – along with cultural, recreational and greenspaces – to nourish community life. Partnerships with service providers can help municipalities leverage resources and reach new audiences. This may include partnering with public libraries, school boards, service clubs, or other emerging activities.

2) Aquatics (indoor and outdoor)

Swimming is the most popular organized recreation activity and pools are used to deliver aquatic programs for a wide range of age groups, interests, and abilities. While municipal outdoor pools provide a similar range of recreation experiences in the summer, indoor pools deliver year-round aquatic programming in a controlled environment. With that said, indoor aquatic centres are among the most intensive and expensive recreation facilities to operate and their provision must be carefully evaluated.

The most common minimum design template for a publicly-operated indoor pool is a 25-metre rectangular tank with six swimming lanes. Trends in pool construction and retrofitting have seen an evolution in public pool design that offers more variety and that accommodates a growing diversity of users, thereby raising the bar in facility quality. Facility providers including the Town of Oakville are responding to user demands for modern amenities including, but not limited to, family or gender-neutral change rooms, warmer pool temperatures, spray features, updated viewing galleries, and universal design elements. Smaller secondary pool tanks are sometimes incorporated into facility design to support warm water therapy, training, and lessons for young children, older adults, or persons with disabilities. Indoor pools are frequently co-located with other recreation facilities such as gymnasiums, fitness space, and/or seniors recreation space in order to bolster overall usage, provide opportunities for cross-programming cross-subsidization among facility operating units, and create a holistic and convenient experience at a single destination.

Outdoor aquatic provision models have changed substantially over the past twenty years, partially due to the growing number of indoor pools and splash pads. Most municipalities have shifted to the provision of splash pads as an alternative to outdoor swimming pools and wading pools since splash pads have proven to be more cost effective to operate; they are also highly sought after by families with young children seeking affordable and accessible opportunities to cool down on a hot day. Splash pads tend to be located in community-level parks as they serve multiple neighbourhoods and are complementary to other on-site recreation facilities such as playgrounds, washrooms, and off-street parking.

3) Arenas

Although Canada is internationally regarded for its ice sports, there are signs that the participation in these sports has plateaued or is even declining. Data from Hockey Canada indicates that participation in minor hockey in Ontario declined 16% between 2008/09 and 2019/20.

The declines in hockey participation over the past decade are largely due to declining birth rates and immigration trends since the country's growth is being driven by newcomers arriving from countries that do not have strong ice sport programs. Other influences may include the high cost of participation, concerns over safety, competing interests, aging populations, and competition from leagues/organizations that are not sanctioned by Hockey Canada. Declining participation has resulted in surplus arena capacity in many communities, particularly on weekends and during shoulder hours that fall just outside of prime time. Although participation rates are steady to declining, many communities have reported increased demand for ice time due to growing competitive programs and ice time requirements for skill development.

This nation-wide decline in participation is most prevalent amongst boys as participation in girls' hockey has been rising. In Ontario, girls' hockey represented one-fifth (21%) of all participants affiliated with Hockey Canada for the 2018/19 season. Interest in skating programs is also on the rise, including learn-to-skate programming as many families make up for lost time during the pandemic.

4) Gymnasiums

Gymnasiums facilitate a variety of indoor sports and recreation opportunities that require a hard surface, a large open space, and high ceilings, such as basketball, volleyball, badminton, pickleball, group fitness, and other active programs. While many other activities may take place in these facilities (e.g., special events), non-sport related rentals are sometimes discouraged to ensure that gymnasiums are used for high demand recreation uses and to protect floor finishes from damage.

Gymnasiums are designed with adaptability and flexibility to accommodate a wide range of activities. While there is no standard template, gymnasiums are typically influenced by community needs, although the minimum gymnasium size should be large enough to accommodate a school-sized basketball court with high ceilings. It is common for larger communities to provide gymnasiums large enough for multiple basketball courts, with dividing walls to facilitate simultaneous activities, and various painted lines that delineate several

indoor sports. Gymnasium amenities may also include storage, change rooms, seating areas, a stage, and/or kitchen.

The supply of municipal gyms is typically bolstered by school boards that provide after school access to their gyms through the Province's Community Use of Schools initiative. This approach has strong merits in principle as it reduces the need for municipalities to construct their own facilities and avoid tax-funded duplications in service, while maximizing geographic distribution. Unfortunately, public access to school gyms can be unaffordable to some groups since schools have a mandate to recover their costs. Furthermore, some school gyms are of an older and smaller design that may not be conducive to quality sport and recreation activities and schools also have discretion about the type of activities that can take place and can bump regular renters for school programs, disrupting the community programs (often on short notice). The Town of Oakville has a long history of working with Halton Region school boards to maximize public access to these facilities.

5) Fitness (indoor and outdoor)

The growing emphasis on personal health and wellbeing is translating into increasing demand for private and public sector fitness services, including active living programming centred on general health and wellness, weight-training, cardiovascular training, and stretching activities.

The provision of fitness space varies by municipality due to the robust nature of private-sector fitness centres. The private sector can often expend greater resources to provide an enhanced level of service to their members. For municipalities (such as Oakville) that operate their own fitness centres, the rationale is usually to promote overall community health and to offer members a high quality fitness experience as an affordable alternative to the private sector.

Group fitness programming has become one of the fastest growing segments of the fitness sector, requiring additional spaces within many facilities to accommodate the various requirements. Indoor walking tracks are also more commonly being provided within municipal facilities (as they have with Oakville's newest community centres) as they offer a safe and controlled year-round environment for walking.

Oakville has integrated outdoor fitness equipment within its parks and trails system in response to growing demands for outdoor exercise. Popular throughout the United States and Europe, Canadian municipalities have begun introducing outdoor fitness equipment that allow people to participate in free outdoor activities and engage residents within the public realm.

6) Older Adult and Seniors Recreation Spaces

Older adult and seniors recreation spaces are valuable community assets that are regarded as an important part of the health care and recreation sectors. However, only about 10% of Ontario's older adult population make use of their services. In general, older adult centres province-wide have been most successful in attracting older seniors from lower or middle income brackets, including a very high portion of single women. Because older adult centres are designed to appeal to such a wide age range, many members stay involved for a very

long time. Members of older adult centres tend to be very healthy and have strong activity patterns that help them remain physically well.²⁹

Membership in the town's Seniors Centres is open to residents age 50+. According to the 2021 Census, this age group made up 37% of Oakville's population (accounting for 79,145 persons), which is a growth from 33% in 2011. This finding is consistent with trends in other communities and it is expected that this age group will be the fastest growing segment of the community over the next decade and beyond. This trend is driven by the aging baby boomer generation, who are generally wealthier and more physically active than previous generations. The town recognizes that seniors are a significant and growing part of the population in Oakville and provides a number of dedicated spaces, programs and services for this age group.

With the baby boomer generation being known for higher levels of physical activity than past generations, there is a shift away from traditional seniors' programs. Instead, many older adults are seeking activities that focus on active living, health and wellness, education, and other activities that centre upon cognitive stimulation and socialization, although a balanced program offering is necessary to ensure that there is something for all interests and abilities.

7) Soccer Fields

Registration in Ontario Soccer's affiliated organizations have been declining for well over a decade. In 2018, Ontario Soccer reported approximately 287,000 players which is 25% below registrations from 10 years prior.³⁰ This decline is driven by factors such as demographic trends, growing competition from other sports and activities, and the emergence of elite soccer clubs and academies that are not affiliated with the provincial governing body. Despite this, soccer continues to be a popular sport due to its worldwide appeal, high fitness quotient, and relatively low cost to participate.

Since Ontario Soccer adopted its LTAD model, organizations have been evolving the delivery of their programs. With less emphasis on scoring and winning, LTAD focuses on improved coaching, fewer games, more ball time, and skill development throughout the year. Some of these new standards have a direct impact on the provision of fields, particularly with respect to standards for field sizes and the number of players per team, which has influenced the demand for field time.

8) Football Fields

Participation in youth football is cyclical in nature, with many regional differences across the province. Greater concerns over head injuries have been a limiting growth factor, although some groups have introduced flag football (non-contact) with good success. Some organizations have difficulty securing field access due to the large field dimensions and potential for turf damage from older age groups. Artificial turf fields help to mitigate field damage by shifting use away from grass fields. Football groups tend to appreciate the quality

²⁹ Older Adult Centres' Association of Ontario. 2010. Building Bridges to Tomorrow: User Profile of Older Adults Centres in Ontario. p.4, p.68.

³⁰ Ontario Soccer Association. Annual General Meeting Reports.

of synthetic surfaces and value these fields' resilience to inclement weather that can occur in the spring and fall.

9) Ball Diamonds

After being considered a sport in decline, baseball and its variations (including softball, fastball, etc.) have been experiencing a resurgence in recent years. Baseball Ontario reported over 15,000 competitive participants in 2019, which was a growth of 36% compared to 2009, though that figure excludes recreational/house leagues and non-affiliated ball groups (thus actual participation figures are greater).³¹ The renewed interest is driven by several factors such as a greater focus on skill development, and grassroots programs to engage children and youth at a young age to participate in the sport. Suitable competition formats and facility types are core components of the Long-Term Player Development model, which has implications on ball diamond types and sizes that are required. Full size diamonds with lights are in the greatest demand in most municipalities; many diamonds built decades ago are too small to accommodate adult sports and may require expansion or netting.

10) Cricket Fields

Cricket is experiencing strong growth in Canada due to immigration from cricket-playing countries (largely from South Asia and the Caribbean). Cricket Canada estimates that there are approximately 130,000 players and 820 clubs across the country, with the largest concentration of players residing in Southern Ontario. With Oakville's diverse population, the town can expect pressure for cricket facilities to increase; the town's first regulation cricket field is under construction at Sixteen Mile Sports Park.

Due to its fast growth and large land requirement, there is generally a shortage of cricket fields across the province. At the community level, many groups have adapted the sport to make it more accessible, such as short-format cricket (e.g., T20/T25 which can be played within a one to four hour period) and tape-ball cricket (which uses a wrapped tennis ball for added safety). A field overlay consisting of a wicket between two soccer fields is a common practice for municipalities that are looking to balance field demands. An overlay allows for one sport to be played at a time; cricket demand is highest on weekends, while soccer groups have historically concentrated their programming on weekdays.

11) Playgrounds

Playgrounds can be found in nearly all park types. They provide amenities that benefit childhood development, foster cognitive development and social skills, and encourage physical activity. Playgrounds are typically provided within walking distance of major residential areas (5 to 10 minute walk), without having to cross major barriers such as arterial roads, highways, railways, and waterbodies. Traditional playground equipment generally consists of swings, slides, and an array of climbing structures designed to offer creative and unique play experiences. Accessible playgrounds and playground components are also becoming standard elements in locations such as community parks.

³¹ Baseball Ontario. Annual General Meeting Reports.

As an alternative to the traditional and creative playground model, natural and adventure playgrounds are becoming more popular around the world. Using the existing landscape and materials such as wood, logs, ropes, stones, and boulders, these playgrounds allow users to create more daring opportunities and are proven to stimulate greater sensory and imaginative play compared to traditional plastic structures. Natural/adventure playgrounds are designed in compliance with provincial standards but appear more precarious, which aligns to the concept of “risky play” to encourage imagination, risk-taking, decision-making and resiliency amongst children.

12) Tennis Courts

Research suggests that tennis is experiencing a resurgence over the past several years. Tennis Canada reported that 6.5 million Canadians played tennis at least once in 2018 (45% of these are considered frequent players), translating to growth of more than 32% since 2012. The study also found that over 50% of Canadians have played tennis in their lifetime and 61% of Canada’s tennis players utilize outdoor courts.

The popularity of tennis can be attributed to a number of factors such as the growing segment of baby boomers that seek social, lower impact activities (tennis has the second fewest injuries after baseball), and its appeal to diverse populations (23% of Canadian tennis players were born outside of the country). There is also a focus on promoting the sport at the grassroots level. Tennis Canada reported that in 2018, over 2 million children and youth age 17 years and under played tennis in the past year.³² Part of this growth can also be linked to the success of Canadian men and women currently competing on the professional tours.

Many municipal tennis courts were built in the 1970s and 1980s during a wave of popularity and are deteriorating. Some are being repurposed to other uses (e.g., pickleball courts, basketball courts, etc.), while others are being redeveloped to today’s standards. Furthermore, most tennis players want to play year-round. In 2019, Tennis Canada prepared a Municipal Tennis Facilities Strategy and Partnership Framework to advocate for more covered courts and to get more people playing tennis more often.

13) Pickleball Courts

Pickleball is experiencing a popularity boom across North America. Older adults wishing to remain physically active and have fun are driving participation growth in pickleball to levels where it is now the fastest growing recreational sport in Canada. Pickleball is a lower intensity sport that can be played on a modified tennis court (pickleball courts are smaller in size with a slightly lower net height) and in gymnasiums. It is an accessible, affordable, and social sport, able to be played by newcomers and more seasoned players alike. Due to its primary demographic, daytime usage is more frequent than evening use.

As the sport of pickleball matures in Canada, participation is becoming broader and more diverse. This includes more competitive leagues (leading to the establishment of sport organizations and advocates for higher-quality facilities) and instructional programs for youth (it is beginning to be taught in schools). Additionally, exposure to the sport is growing and

³² Tennis Canada. 2019. Let’s Play Year-Round. Retrieved from <https://www.tenniscanada.com/wp-content/uploads/2019/07/02.-Executive-Summary.pdf>

there are now three North American professional tours and hopes of the sport qualifying for the Olympics as soon as 2032.³³

A survey³⁴ completed in January 2022 by Pickleball Canada showed that 8% of Canadian households report at least one household member plays pickleball once per month. This suggests that there are now one million Canadians playing pickleball at least once a month, a near tripling of the number of pickleball players in Canada in two years.

As an emerging sport, Ontario municipalities are gradually adopting strategies to address needs, although most responses would appear to be ad hoc, testing demand along the way. For example, it has now become common for pickleball lines to be painted on outdoor public tennis courts, sometimes at the time of court resurfacing. This may be supported by designated times or court booking systems for the two sports to avoid conflict. In many cases, the two sports use the same net (although regulation pickleball net height is slightly lower); however, some communities have provided storage boxes to provide for the use of portable pickleball nets that can run cross-court, creating multiple pickleball courts on one tennis court. This approach of creating shared courts is often seen in communities where there is capacity for added use due to lower demand for tennis. Where demand is significantly lower, some courts are converted over permanently to pickleball. Compared to tennis, which is generally played with two or four players, a group of 16 pickleball players can occupy the same amount of court space.

The provision of purpose-built dedicated pickleball courts is also becoming more common, either through new construction or the permanent conversion of tennis courts. Multi-court complexes of 4, 8, 12, and 16 courts (accompanied by access to parking, washrooms, and shade) are becoming commonplace, often in partnership with local pickleball clubs.

Increasingly, municipalities have cited problems with pickleball courts being located too close to residential areas due to both the racquet noise and the social nature of the game. There have been successful court challenges in Ontario that have resulted in pickleball activity being eliminated from various locations. The British Columbia Parks and Recreation Association recently conducted an acoustics study to evaluate potential setbacks and noise attenuation measures for pickleball (e.g., earth berms, engineered barriers, etc.). Recommendations for residential setbacks ranged from 30 to 160 metres depending on the use of noise barriers and the nature of terrain between the courts and residences.

The private sector has generally been responsive to pickleball, recognizing that it is an emerging market and potential revenue stream. Many tennis clubs have begun offering pickleball and most are having difficulty keeping up with demand.

14) Basketball Courts

The popularity of basketball is on the rise due to its affordability and growing appeal, with courts becoming a standard element of park design. Compared to some other sports, basketball is easy to learn, safe, affordable, and can be played individually or in small groups.

³³ <https://torontosun.com/sports/other-sports/pickleball-craze-has-canadians-of-all-ages-headed-for-court>

³⁴ <https://pickleballcanada.org/january-2022-survey-national-release/>

Outdoor basketball courts range from simple asphalt to high quality acrylic surfaces with lights for evening play. Some municipalities have had success with multi-use court templates that are designed to accommodate a variety of activities throughout the year (e.g., ball hockey, futsal, ice skating, etc.).

15) Skate Parks

All-wheels parks (skateboarding, scootering, biking), skateboard parks, and pump tracks are now a standard level of service in most municipalities. They respond to increasing interest in unstructured, low-cost activities and support physical activity. Participation in these sports has a broad appeal to both youth and young adults, as well as an emerging market for young families. For many youth, action sports are an outlet for self-expression and an opportunity to find a sense of belonging that they cannot get elsewhere. By their very nature, action sports build independence and resilience.

Skateboard parks take many forms and formats depending upon their intended type of use, skill level, and fit within a park and its surrounding land uses. Many parks are designed to accommodate not only skateboards, but a growing number of two-wheel scooters, in-line skaters, BMX users, etc. Scooters are now the predominant type of equipment seen at many skate parks.

Considerations for the Master Plan:

Oakville is changing and recreational needs are expanding as different interests and new trends emerge. Pickleball and outdoor activities are just some of the options that residents are looking for within the town's parks, recreation, and library system. Flexible and inclusive spaces are needed to address current priorities and those to come. Monitoring of trends in sports and activities allows the town to look toward a balanced range of amenities when and where they are needed. Flexibility in park and facility design also helps the town respond to these changing participation patterns.

5.2 Key Public Library Issues and Trends

The following is a discussion of broader trends seen in public libraries in North America. Many elements of these trends are reflected in the current strategic plan for Oakville Public Library. Although not intended to be an exhaustive list, relevant OPL initiatives and successes have been incorporated into the narrative where possible. It is also acknowledged that public libraries today are experiencing incredible transitions, and that the trends described in this report may evolve and be revised as libraries continue to adapt to their environment and to the needs of their communities.

Flexibility and innovation will be key to service delivery and space allocation

Libraries as Third Places

In *The Great Good Place*, sociologist Ray Oldenburg suggests that people need three places in their lives, with home as the “first place”, work/school as the “second place”, and an undefined “third place” that represents public life and community. Oldenburg writes: “The third place is a generic designation for a great variety of public spaces that host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work.”³⁵

Fundamentally, third places are community spaces that are free or inexpensive, accessible, welcoming, and comfortable. People choose to visit and spend time in third places – they are not required to be there and can come and go as they please. Third places are warm and welcoming, and foster belonging and community pride. And third places are levelling spaces, where everyone is accepted, valued, and encouraged to participate, regardless of their background, identity, or socio-economic status.

Libraries play an important role as third places in communities. Regardless of one’s age, cultural background, income level, gender identity, etc., libraries offer safe, accessible, and welcoming spaces for all. Public library spaces and services support civic engagement, social inclusion and equity, a culture of learning and multiple literacies, and economic vitality in our communities.

Connecting Libraries to the Outdoors

The pandemic brought outdoor spaces to the forefront, although even before this time outdoor spaces on library grounds were trending in popularity. Outdoor spaces create a connection between a library and the neighbourhood that it services. Incorporating outdoor library spaces increases usable space while reducing the intensity from the number of customers using library services indoors while connecting library users with the benefits associated with being outside and/or natural surroundings.

Libraries use these outdoor spaces in different ways depending on what the site offers. Commonly seen in outdoor library spaces are community gardens, which can provide cultural opportunities for all ages, food security, and learning opportunities with hands on experience. To engage all library users, outdoor spaces can be segregated into multiple sections by using natural barriers such as trees or shrubs. Creating an exploratory area or incorporating interactive features such as outdoor musical instruments will attract youth to these areas. By incorporating seating and tables, teens and adults have a space to study, read, or socialize. Additionally, a small outdoor auditorium or similar feature will provide a space for groups to gather or programming space for the library. The outdoor patio at the Glen Abbey branch is an example of the potential for the utilization of outdoor space to extend the library’s footprint and enhance its connection to the community and its neighbourhood.

³⁵ Oldenburg, Ray. *The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*. Philadelphia: Dacapo Press, 1989.

Building new library branches to meet the needs of growing communities is often subject to limitations of space, time, and money. OPL and other library systems have looked to prefabricated buildings in response, offering simple structures that can be built within a factory so that disruption with construction is minimized. Oakville's Sixteen Mile Branch is a 5,000 square foot prefabricated structure that was first opened as a pop-up to maintain library services during the construction of a new permanent building and can be disassembled and moved to another location once the permanent branch is complete.

At a smaller scale that does not involve bricks and mortar construction are book vending machines and holds lockers that can be integrated into community centres, transit stations, condominiums, and other locations that give people convenient access to library materials. Oakville Public Library also has several 'Express' locations in community centres and arenas that allow library users to pick up their holds, return items and browse popular collections. Kingston Frontenac Public Library and Middlesex County Library and both provide a "Novel Branch" (kiosk) that are placed in municipal buildings such as Town Halls, community centres and high schools; Library users scan their library card and enter a PIN to open the kiosk, and then browse and borrow materials; the kiosk tracks and records what is removed using RFID. Oakville Public Library's current strategic plan addresses this approach in its pillar entitled, "Expanding Our Reach."

Libraries will balance the need for inclusion with challenges to Intellectual Freedom and providing a safe welcoming space for all

Intellectual Freedom

Intellectual Freedom has always been a cornerstone of public libraries. Indeed, The Canadian Federation of Library Association's Statement on Intellectual Freedom "" affirms that libraries have a core responsibility to support, defend and promote the universal principles of intellectual freedom and privacy."³⁶

In staying true to their core values, public libraries will be tested from time to time on their commitment to free speech. In the past, this has taken the form of challenged books. While efforts are happening in Canada regarding tracking the number of banned books across the country, 2022 data from the American Library Association indicates that there were 1,269 challenges to library books and resources, the highest number since the association began compiling data about censorship in libraries more than 20 years ago.³⁷

Public Libraries in Canada such as the Ottawa Public Library have drafted updated statements on Intellectual Freedom to clearly state that libraries will facilitate access to information and resources so long as it is considered legal by Canadian courts.³⁸ More recently public libraries have also been challenged for hosting controversial speakers at programs whether it be an opponent of LGTBQ rights or a Drag Queen Storytime. It has

³⁶ Canadian Federation of Library Associations. [Statement on Intellectual Freedom and Libraries](http://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/). Reviewed April 12, 2019. <http://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/>. (Accessed on June 19, 2023)

³⁷ Laucius, Joanne. By the book: Ottawa Public Library takes a stand on intellectual rights, book bans and cancel culture. [The Ottawa Citizen](https://o.canada.com/news/local-news/by-the-book-ottawa-public-library-takes-a-stand-on-intellectual-rights-book-bans-and-cancel-culture). June 12, 2023. <https://o.canada.com/news/local-news/by-the-book-ottawa-public-library-takes-a-stand-on-intellectual-rights-book-bans-and-cancel-culture>. (Accessed: June 15, 2023).

³⁸ Ibid. Laucius, 202

highlighted that the tenets of democracy and of the values of the profession of librarianship are being called into question more frequently than ever before.

Safe Places for All

While debate is acceptable and healthy in a democracy, libraries and librarians are now on the front lines of the culture wars that are playing out around the world. Public libraries must prepare and educate their staff, their library boards, and their municipal councils to be at the ready when a challenge to a library program, book or service occurs. They must also be at the ready to be advocates for free speech, intellectual freedom and the role of librarians and public libraries in a democratic society. Public libraries must identify opportunities to proactively engage their community through programming, town halls with staff and through presentations to council and other funders. For example, Oakville Public Library hosted a conversation in 2022 hosted by the library's Board Chair with special guest James Turk to discuss Intellectual Freedom. More recently, the library CEOs of Halton Region issued a public statement in June 2023, which is also Pride Month, to affirm their commitment to LGBTQ Communities and to providing a safe and welcoming space for all.

In the new normal brought about by the pandemic, Library leadership and staff are balancing the needs of marginalized communities with the need to provide a safe working environment for their teams as well as a safe space for everyone else using the library. It has become apparent that all public libraries but especially those in urban areas are finding themselves problem solving for customers who are experiencing homelessness, addiction, mental health challenges, and poverty. Public libraries in the United States and Canada have addressed these new service demands by employing social workers and youth workers. The strain on both the operating budgets of Libraries and the workload of front-line library workers has been identified more recently by library leaders, library staff, and unions. These strains and challenges have also been widely reported in the media. Libraries have always been good partners and there are instances when public library systems should take the role of 'coordinator of services' as opposed to directly delivering services. This relates specifically to vulnerable populations such as refugees, the disabled, the unemployed and the unhoused³⁹. Library space can be used to facilitate the physical coordination and collaboration with other social service agencies that directly serve at risk and marginalized populations.

Food Security

Food security means that all people, always, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life.⁴⁰ Food justice is a similar principal to food security, however, is a social movement oriented to provide access to healthy, nutritious, and affordable food particularly where there may be "food deserts." Progressive library systems across North America are promoting food justice primarily through distribution of food through branches; food literacy and food education/nutrition programs; culinary instruction; and supporting community-based organizations with a mandate towards food justice through promotion and/or partnerships. Oakville Public Library began offering community fridges and lockers in 2019 at Central Library in partnership with Food for Life. Another element to be considered in

³⁹ Vinjamuri, David & Huberty, Joseph. 2021. *Designing for the Future - The Post-Pandemic Library*. Ditto Press.

⁴⁰ Report of the World Food Summit, 1996.

the future may be extending this initiative to outdoor spaces by creating community gardens attached to stand alone Oakville library locations and in partnership with municipal community centres.⁴¹

Equity, Diversity, and Inclusion

Oakville Public Library has a solid foundation for reflecting the principles of equity, inclusion, and diversity in its operations. The challenge will be to strive to create meaningful changes in the future to sustain the library's initial efforts to serve Oakville's growing diverse community. Internally, this also has implications for all types of staff engagement from the recruitment process, the hiring process, training, and professional development. The impacts on institutions, staff members and citizens during the last three pandemic-stricken years has highlighted the importance of the community's and staff's role in crafting future tactics to strengthen the lenses of equity, inclusion, and diversity. OPL acknowledges this commitment in its strategic plan under the pillar, "Enriching lives and building healthy communities."

The Canadian Center for Diversity and Inclusion provides a plethora of toolkits and resources to aid the library in its work to ensure barriers to inclusion are mitigated. The information and examples are invaluable support in the pursuit of devising an overall Equity, Diversity, and Inclusion Strategy for the library so that each initiative either completed or in progress is articulated, measured, and added to the story of the library's work in the pursuit of a more inclusive workplace.

Truth and Reconciliation

The Canadian Federation of Library Associations (CFLA) assembled a committee to review the Truth and Reconciliation Commission's Calls to Action and identify specific ways libraries could address each Action. The CFLA's Committee recommended to: "Encourage libraries, archives and cultural memory institutions to implement the Truth and Reconciliation Commission of Canada 94 Calls to Action, several of which have been identified as having a direct impact on libraries and archives and are prioritized in this report, and to implement a status report on a yearly basis to monitor their implementation."⁴² The body of the document outlines several ways that public library space can be utilized for culturally appropriate programming, for multilingual collections, to house expanded resources on the history of residential schools within the local history collections and finally, to create safe spaces for local members of the Indigenous community.⁴³

Oakville Public Library is committed to action regarding the principles of Truth and Reconciliation through its current strategic plan. It also consistently employs Land Acknowledgements, provides local indigenous resources through the library's website and participates in local initiatives. There is opportunity to expand programs and service offerings for all public libraries in Canada based on the recommendations provided by the CFLA's Committee Report.

⁴¹ Urban Libraries Council. The Role of Libraries in Food Justice. ULC Webinar. [Urbanlibraries.org](http://urbanlibraries.org) (Accessed: June 14, 2023).

⁴² Canadian Federation of Library Associations. Truth and Reconciliation Report and Recommendations. http://cfla-fcab.ca/en/indigenous/trc_report/. (Accessed: June 19, 2023).

⁴³ Ibid. CFLA, 2018

Technology will bridge the digital divide for the underserved and will be essential in the retention of current and future users

Role of Technology and Digital Inclusion

Technology has been integrated into library operations for at least two decades; however, the role of technology in libraries and society overall has significantly changed from its earliest inception. Technology is no longer just a tool but now an integral part of productivity, communication, learning, and belonging in society today. Indeed, the overarching goals for technology in libraries encompass providing access to connectivity, new and emerging technologies; and skills and training so people can fully participate in society and the economy.⁴⁴

Libraries are also viewing technology through the lens of equity. In addition, libraries have recognized the huge role they play in advancing not only digital literacy but also digital inclusion. Without equity of access to technology, society risks a widening digital divide placing the library in an essential role as the bridge.⁴⁵

The future will include focusing on what aspects of technology integration leverage the library's mission through service delivery while navigating the tension between access and risks associated with security and privacy. The ability of the library to demonstrate the impact that its technology initiatives have on improving the lives of its citizens will also be key to its success.

Access to the library's programs and services are reflective of the way individuals access a multitude of commercial and government services every day. The services that are integral to the library's mission, including programs and borrowing items/resources, directly contribute to improved digital literacy and digital inclusion.

Makerspaces and Experiential Activities

Modern libraries are not only focused on literacy programs, but also support experiential activities that provide library users with opportunities to embrace their creativity through traditional means and modern technologies. A leading trend in the library sector is the emergence of makerspaces, which are shared, community spaces that foster creativity and innovation, support collaboration and interaction amongst peer and like-minded individuals, and facilitates skill development and life-long learning. They provide access to low- and high-tech tools and equipment for free, teach people how to use tools, and introduce them to new techniques and skills through workshops, training, and educational programming. Newer features such as these will be more important than ever before because it will act as a means of reducing barriers for those who do not have access to these skills or equipment.

Another distinction that has emerged in recent years is the sophistication of current and emerging technologies. At one time, libraries were focused on helping users to navigate through word processing programs or showing users how to set up an email account or a

⁴⁴ Nordicity. 2018. [Technology Access in Public Libraries: Outcomes and Impacts for Ontario Communities](#). Prepared for Toronto Public Library.

⁴⁵ Ibid. Nordicity, 2018

social media account. Today's technology is more complex and blending seamlessly with learning strategies, communication formats and employment expectations. Libraries have adapted and must continue adapting. The Maker movement is a great example of creating environments within library spaces that are more advanced, innovative and beyond the traditional offerings of public libraries. More than 10 years on since the first Makerspace was introduced in libraries, it is evident that each library has created these spaces to reflect their own community's needs as well as tailor them to available budgets and staffing. Oakville Public Library's Creation Zones at Glen Abbey and Iroquois Ridge are relevant examples.

Rising Expectations

Now more than ever, libraries must work hard to plan services that integrate more advanced skill building for its community as artificial intelligence, virtual reality, and other emerging technologies become mainstream⁴⁶. The challenge is and will continue to be the library's ability to build capacity, skills and knowledge on the staffing front while having a robust technology budget to update and acquire hardware and equipment to keep pace with future technology needs.

Users will expect technology to be seamless with access via one platform, 24/7. People have returned to their local libraries post-pandemic but still want robust, responsive virtual services as well.⁴⁷ The tension between the virtual and physical space requires a balance to be achieved according to the resources and community needs of each local library.

The concept of customer service has evolved from more transactional functions to the employment of more retail like tactics in public libraries. However, the concept of customer service now includes the 'experience.' As one scholar has described it, "Nowadays the last best experience that the customer has anywhere becomes the minimum expectation for the experience he wants everywhere."⁴⁸ This creates an added dimension to the development of future customer service strategies in public libraries as a library user's desires, behaviors and beliefs are now at the centre. The intended result is more engagement with library users, to amplify their emotional connection to the library.

Specific demographic may also reveal gaps or unfulfilled expectations of service delivery amongst certain groups. They are referred to as the 'impatient user'. This is a group who expects immediate answers with no patience for rules or formality. As a result, they will turn to other sources of information that may not be of the same quality that the library would provide but can be considered 'good enough.' The IFLA Trends Report identified generations that have grown up with the Internet and online sources as the group with these expectations.⁴⁹ There are technological tools that can address some of these challenges, such as, AI or BOTS that can provide 24/7 chat service. Perhaps, these tools can be seen as tactics that allow technology to take on duties previously done by staff, freeing up resources to be directed to aspects of the customer experience that require more in-depth attention.

⁴⁶ Ibid. Urban Libraries Council, 2020

⁴⁷ IFLA. 2021. *IFLA Trend Report 2021 Update: Insights from the IFLA Trend Report*. pp.15-16

⁴⁸ Mocanu, R. 2020. *The Expanding Role of Customer Knowledge Management and Brand Experiences during the Pandemic Crisis*. Management Dynamics in the Knowledge Economy,6(4)

⁴⁹ Ibid. IFLA, 2021. p.11, p.15

While communications efforts are substantive, the library's broad reach to many market segments/audiences is a challenge given the wide range of age groups, interests, and ways that residents receive information. Today's society is one where there is an abundance of information competing for an individual's attention and are driven by sophisticated and big business marketing budgets; it is easy for the library's message to get lost.

Libraries as Co-working Space

The IFLA Trends Report highlights some newer customer profiles that public libraries are seeing more frequently. For example, the prevalence of remote working or self-employment has created a larger mobile workforce.⁵⁰ This means that individuals may choose to visit the library for the comfort, quiet, and free Wi-Fi to work instead of an office, a coffee shop or their home. The concept of 'residency' becomes less important, as the library becomes a coworking space. This means part of the 'experience' is dependable wireless, good quality, clean furniture, and pleasant comfortable surroundings.

Library materials will need to perform equally strong both in print and non-print

Digital Collections and Streaming

Use of digital collections increased considerably during the pandemic, and it is likely that strong demand for non-physical resources will continue. Increases in non-physical materials also speaks to the impacts of 'Streaming'. According to a poll conducted by Angus Reid, "more than four-in-five Canadians (85%) say they subscribe to at least one streaming service. A majority (65%) of Canadians subscribe to more than one."⁵¹ Quite apart from e-book circulation, streaming is a newer offering that presents many challenges to public library collection development strategies –not the least of which is estimating use and cost. According to Wyatt, in the United States, budget allocations for streaming services increased to 6% in 2021 from 3% in 2020. Different forms of 'caps' were placed on patron's ability to stream content from library's collections to contain costs. ⁵²This has a huge impact on spending for libraries.

Libraries have always strived to meet user expectations by ordering a title in numerous formats, but in the last eight years, the acquisition of e-book titles has created added pressure on library material budgets due to the circulation limits per e-book that each publisher imposes on the library. According to a Library Journal survey, public libraries increased spending in 2020 and 2021 for streaming services, e-books, and downloadable audiobooks. Conversely, spending was decreased for CD's, physical audiobooks, and DVD/Blu-Ray formats.⁵³ At the very least, Libraries will need to maintain their current level of funding for materials just to hold their ground. The preferred option would be to secure operating budgets that consider the trends in the pricing models of digital resources, inflation, and the value of the Canadian dollar. This would ensure that both print needs and e-resource

⁵⁰ Ibid. IFLA, 2021, p.11, p.14

⁵¹ Angus Reid Institute. Streamed Out: Cost of living crunch prompts one-in-three to cancel streaming subscriptions in last six months. <https://angusreid.org/netflix-streaming-canada-cord-cutting-tv-landlines/>. Accessed: June 19, 2023.

⁵² Wyatt, Neall (2022) Collection Rebalanced: 2022 Materials Survey. Library Journal, July 11, 2022.

⁵³ Ibid. Wyatt, 2022

needs are met while preventing the library's titles per capita from falling to lower than the present rate.

All library systems are balancing the cost implications of offering digital resources alongside print. Supporting multiple formats and acquiring the sheer volume of resources is becoming logistically challenging and cost prohibitive. Library Journal's survey in 2022 indicated that Librarians had witnessed a pronounced presence of the 'hybrid user.'⁵⁴ In Canada, BookNet estimated that, on average, library users borrow 5.5 items monthly which typically consists of 68% print material, 25% e-books and 7% audiobooks. While most library customers demonstrate a mixed preference for both print and nonprint materials, they also identified new users who began accessing library materials during the pandemic who preferred e-books exclusively.⁵⁵ The current pricing models for licensing e-books means that libraries are challenged to respond to the needs of this emerging user group. The limitations placed on Library's acquiring both e-books and e-audiobooks also makes it difficult to serve library users who rely on e-materials because of accessibility issues or who are homebound. These items are cost prohibitive or simply are not made available to public libraries by publishers.⁵⁶

Locally Acquired Collections

To ensure a sustainable collection acquisitions strategy for the future, more thought will be needed around assembling networks of resources that represent a mix of local, external, and collaborative resources. In so doing, collection development may take on less of a focus on locally acquired collections.⁵⁷ This is already happening with consortium purchasing for e-resources between libraries in Ontario and elsewhere. However, more emphasis on open access, resource sharing networks and even the facilitation of self publishing platforms will all need to be explored to enhance and augment the locally acquired collections as access to resources begins to overtake ownership of resources.⁵⁸

The library collection of the future will see locally acquired collections targeted to the specific needs of the community it serves. This presents a significant opportunity for public libraries to leverage special collections like local history and archives to share externally through digitization of items. The role of preserving and sharing the community's memory collections will begin to move to the fore front and though public libraries will continue to provide access to popular collections, it will be as a facilitator of access and less about ownership and access. The boundaries between discovery and delivery will be more fluid as libraries help users access resources even if they may not be locally acquired.⁵⁹

A collective comprised of the Hamilton, Mississauga, Burlington, Kingston Frontenac, London, and Ottawa Public Libraries have partnered to share their digital catalogues and give their users to place holds and borrow from each other's libraries. Working together allows these libraries to enable a wider range of access to titles and collections for their respective

⁵⁴ Ibid. Wyatt, 2022

⁵⁵ BookNet Canada. 2022. On Loan: Library Use in Canada 2021.

⁵⁶ Oakville Public Library Board Report. The Digital Content Landscape. April 2023

⁵⁷ Dempsey, Lorcan. 2021. Pandemic Effects on Collections. OCLC Research.

⁵⁸ Gregory, Vicki, L. 2019. Collection Development and Management for 21st Century Library Collections.

⁵⁹ Ibid. Dempsey, 2021

residents. Oakville Public Library has reciprocal borrowing with the public libraries in Halton Region (Burlington, Milton, and Halton Hills).

The potential to reimagine library space has never been greater than today

Demand for Physical Space

The footprint for the library's physical space will need to align with the space needs for the library collection but also for the needs of programming, partnerships, collaborative study, coordination of non library services for the at risk, and storage. The size of the library's collections in the future will have an impact on the library's overall physical footprint as the library strives to activate its spaces more effectively. According to BookNet, in 2021, 73% of book borrowers visited the library in person as compared to 59% in 2020. Interestingly, 97% of e-book borrowers visited the library, which is more frequent than book borrowers.⁶⁰ This data would suggest that preference for e-books does not mean that borrowers use the library's physical space less but perhaps use the space for different purposes.

New preference and usage patterns also have an impact on collection maintenance. The importance of attractive, high interest collections will be critical. Other considerations, such as ensuring the collection is inclusive and representative of diverse creators will also be important. As allocation of space for multiple purposes becomes more urgent, continued attention will need to be paid to outdated nonfiction, and less popular formats such as CDs, DVDs and physical audio books. They will continue to represent a smaller portion of the physical collection. The public libraries' ability to define their 'core collection' and where and how it will be accessed is more important than ever. These deliberations are leading to a reduced collections footprint in new and reconfigured libraries. Reduced collections and stacks favour open building designs with room for more seating, meeting, and study areas. For example, Calgary Public Library reduced the size of its collection by 13% in 2015 to accommodate more study space, collaborative functions, and programming. Items are still available for access; however, they are stored offsite.⁶¹ Physical collections will continue to coexist with emerging digital formats for the foreseeable future and illustrates the necessity of maintaining a diverse collection to meet the needs of the entire community.

The Library of Things

The Oakville Public Library already has a robust 'Library of Things' collection which makes available items such as loanable kits for storytimes, sports and connectivity. Conservation and Park passes are also on offer for loan as well and during the warmer weather, life jackets. The concept of 'The Library of Things' promotes the circular and sharing economy which has many benefits for the environment. However, there can be space implications for these items as they are often larger than a book and may require electronic outlets for charging among other considerations.

⁶⁰ BookNet Canada. 2022. [On Loan: Library Use in Canada 2021](#).

⁶¹ Hune-Brown, Nicholas. Have you been to the Library lately? [The Walrus](#). June 12, 2023.

Lending Laptops

There are similar considerations for the introduction of lending laptops with an added nuance for laptops that are only loaned for in library use. Prior to the pandemic, use of the public computers in libraries were beginning to decrease. The availability of Wi-Fi and the increased ownership of mobile devices saw libraries gradually reducing the number of workstations in their facilities. The use of public computers post-pandemic has still not increased significantly which has led some libraries to further reduce the number of workstations available and to repurpose these spaces with stations to charge devices through USB ports and electrical outlets.⁶² Indeed, this is just one example of the ways that libraries can choose to reimagine space previously allocated for public computer stations.

Leveraging Library Space for Impact

The International Federation of Library Association's (IFLA) awarded the Missoula Public Library in Montana the Library of the Year Award in 2022 for its efforts to design a library that, among many features, was able to seamlessly integrate four community partners under its roof. The Jury lauded the library for its ability to play a "multifunctional role as a library and knowledge, learning and community centre." This example embodies the essence of the future of public libraries.

Public libraries are recognized as a community destination and an attractive public space with an enjoyable atmosphere. Many libraries are embracing their role as a community hub and are focusing efforts to becoming civic integrators, particularly through partnerships and a focus on directly providing information or acting as a referral point for other civic services. The evolution of libraries as gateways and hubs of civic activity have resulted in non-traditional library spaces for creation, collaboration, socialization, and programming.

Considerations for the Master Plan:

By offering safe welcoming spaces for all, public library facilities, materials, and services remain in high demand amid shifting behaviours in how residents prefer to access and consume information. Demand for both print and non-print collections are strong and many residents also look to the library for access to technology and a growing array of services. Flexibility and innovation will be key to service delivery and the potential to reimagine library space has never been greater.

⁶² Davidson, Nikki. Are Public Computers in Libraries Becoming Obsolete? [Government Technology](#). June 5, 2023.

5.3 Pandemic Impacts and Possible Future Implications

Social Infrastructure is Vital to our Mental and Physical Health

The pandemic impacted personal levels of stress and anxiety and caused challenges associated with work/life balance for many. Parks, recreation, and library services play a critical role in the mental and physical health recovery of citizens – particularly those living in urban environments – and play an equally important role in community economic revival.

The large majority (82%) of Canadians said that parks and outdoor spaces have become more important to their mental health during COVID-19 and 70% indicated that their appreciation for parks and green spaces had increased during the pandemic⁶³. Access to public spaces and programs is a fundamental service for Canadians and we are living in a time where we need more public space, not less. Oakville residents have consistently identified parkland acquisition as a high priority for maintaining quality of life.

Parks Continue to be Appreciated and Well Used

Communities witnessed increased park use and demand for unstructured outdoor recreation activities within parks and trails during the COVID-19 pandemic as people found or rediscovered new ways to remain active and connected. Parks were increasingly used as “outdoor living rooms” across all four seasons, strengthening connections with nature and introducing many people to new activities within their neighbourhood.

As a result of this renewed interest, residents expect more from their parks in terms of amenities and quality. Many communities are reimagining existing spaces in creative ways, such as car-free streets (or temporary street closures), outdoor workout areas, and open space enhancements that allow for creative programming and community interaction (e.g., Wi-Fi in parks, increased seating options, creation of new activity zones, etc.). Public demand is especially strong for year-round washrooms in parks and natural areas. Although meeting these needs will be a challenge due to rapidly rising costs and supply chain issues, a recent report suggests that there is substantial support for public investment – 87% of town residents support more public funding for parks.⁶⁴ Further, there continues to be great potential to animate unused or non-traditional outdoor spaces for community activities and nature-based programming.

Virtual Programming has Emerged as an Option

The COVID-19 pandemic significantly impacted municipal programming as a result of facility closures and capacity restrictions. During this time, close-to-home recreation and at-home fitness became common, with one-third (33%) of Canadian gym-goers streaming exercise videos at home⁶⁵. While virtual programming will provide municipalities with an additional tool

⁶³ Park People. COVID-19 and Parks Survey. July 2020. <https://parkpeople.ca/2020/07/16/covid-19-and-parks-highlights-from-our-national-surveys>

⁶⁴ Ibid.

⁶⁵ IHRSA. The COVID Era Fitness Consumer. IHRSA, Oct. 2020, <https://www.ihrsa.org/publications/the-covid-era-fitness-consumer>.

by which to deliver their services in the future, it is less accessible for many vulnerable populations and does not offer nearly the same revenue potential as traditional models.

The pandemic also accelerated online services and technology. In addition, many communities in the United States are now offering Esports programming as it becomes more of a mainstream activity that engages and connects with older youth. The global Esports audience has grown exponentially and is projected to increase from 474 million in 2021 to 577 million in 2024.⁶⁶ Research shows a strong correlation between gaming and weekly physical activity, suggesting that participation in both Esports and actual sports is not mutually exclusive.⁶⁷

Many are Returning to Play, but Affordability is a Rising Concern

Sport participation was greatly impacted by the COVID-19 pandemic due to public health restrictions and facility closures. A report from 2022 found that nearly one-half (45%) of parents indicated that their child was no longer playing sports.⁶⁸

Parents are noticing adverse effects of this on their children, highlighting the connection between sport and mental health. 74% of Canadian parents indicated that their children feel isolated and lonely, 69% indicated that their children are showing signs of decreased physical fitness and 64% said their children are finding it difficult to reduce their stress and anxiety.⁶⁹

Sport organizations were significantly impacted by the pandemic, with a 2021 report finding that one-third (33%) of organizations were bankrupt or were nearing having to file for bankruptcy and 30% of organizations had temporarily or permanently closed during the pandemic.⁷⁰ In 2022, another report found that 75% of sport organizations indicated that the costs of running sport programs had increased and 94% were concerned that youth will be particularly impacted.⁷¹

Fortunately, more recent surveying finds that sport organizations are predicting a shorter path to “normalcy” than initially feared. With public health restrictions now lifted, programming is beginning to rebound to pre-pandemic levels for many activities such as certain youth sports leagues, childcare and camps, adult fitness classes, and holiday events/festivals.

However, affordability has now emerged as the latest threat to participation. A 2023 study found that 44% of Canadian parents indicate that they cannot afford to register their children for organized sports. Furthermore, most (62%) sports organizations say the current economic situation has led to reduced sign-up rates for their programming.⁷² Municipalities must continue to focus on community programs that address inequities, promote healthy participation, and encourage lifelong play.

⁶⁶ Newzoo. Global Esports & Live Streaming Market Report. 2021.

⁶⁷ Bhatt, Neelay. Shaping the future with next practices for programs, places and paying for it all. Parks & Recreation. January 2022.

⁶⁸ Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2022.

⁶⁹ Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2021.

⁷⁰ https://cdn.shopify.com/s/files/1/0122/8124/9892/files/Jumpstart_State_of_Sport_Report_March_2021.pdf?v=1616793836

⁷¹ Ibid.

⁷² Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2022.

⁷² Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2023.

Evolving Financial and Staffing Challenges

Parks and recreation department budgets were significantly impacted by the COVID-19 pandemic, as facilities were closed and revenue streams dried up. Now, as operations resume and ramp up to pre-pandemic levels or beyond, most municipalities are experiencing escalating cost factors and staffing shortages that are leading to rapidly rising capital and operating budget needs, along with delays in much-needed capital projects. In December 2022, there were nearly 300,000 jobs in Ontario going unfilled across all sectors.⁷³ As time goes on, this may lead to greater reliance on self-serve tools.

The effects of the current economic situation will be felt for some time and are likely to cause most communities to more actively seek out alternative funding sources. Some options include grants, naming rights, and innovative partnerships. The recreation sector has a history of “doing more with less” and finding creative ways to ensure that residents are able to participate and engage fully in these essential services.

Furthermore, at the onset of the pandemic, many parks and recreation departments experienced a decline in their number of employees, particularly part-time staff and seasonal workers. Due to the low availability of qualified workers and rising operating and staffing costs, there is concern that non-profit agencies may stop offering affordable programming (e.g., before- and after-school programs, summer camps, etc.). For example, several YMCAs in Ontario have permanently closed due to significant membership losses during the pandemic, leaving a void in many communities.

Public Library Usage and Services are Evolving

The COVID-19 pandemic highlighted that libraries could no longer rely heavily on their physical spaces to deliver technology⁷⁴. Using online platforms, digital content was also created by library staff as an on-demand option for library users. Now that libraries have reopened, public libraries will need to assess their experiences with virtual programming to identify any best practices that have emerged that can be applied to current program planning. The format, live versus virtual, will now need to be given a heightened level of consideration along with the content and age category. Online programming may be appropriate in some circumstances but may not be efficient or effective in other situations.

Further, the ability to loan tablets, laptops, and hot spots for Wi-Fi access at home became an important way for libraries to continue to provide access to technology. While this was happening pre-pandemic, the added value of this service during the pandemic could not be denied. Clearly, for those who did not have the means to own hardware or to pay for internet access at home, this was crucial to their ability to continue to learn, work and communicate through the pandemic. In fact, according to the Urban Libraries Council, “In Canada, 66% of households with incomes less than \$32,000 don’t have broad band access or computers.”⁷⁵

Research also confirms that the pandemic altered the evolution of library resource preferences by library customers. In 2020, e-book loans increased by 38% due to lock downs

⁷³ <https://news.ontario.ca/en/release/1002844/province-building-ontario-by-doubling-economic-immigration>

⁷⁴ Urban Libraries Council. 2020. Leadership Brief: Digital Equity in the Age of Covid-19.

⁷⁵ Ibid. Urban Libraries Council, 2020

and closures of public libraries, while Overdrive also saw a 33% increase in e-book circulation.⁷⁶ Although circulation of physical materials remains strong, continued growth in e-resources is anticipated.

Lastly, the pandemic has exacerbated many social divides and challenged our ability to address the needs of vulnerable residents. Increasingly, public libraries are playing a role in facilitating services to close these gaps.

Considerations for the Master Plan:

The pandemic will have a lasting impact on parks, recreation, and library facilities and services, which are increasingly being viewed as essential not only to physical health, but also mental wellbeing. For example, unstructured park use has increased, helping people stay active and connected. Many recreation activities have grown or emerged through the pandemic as people have found new interests and are trying to catch up for lost time (although rising costs are becoming a new concern for many). Libraries are seeing increased demand for e-resources, co-working space, and non-traditional lending. Long-term planning and strategic investment are vital to support the significant role that these spaces play in our personal, social, and economic recovery and revitalization.

⁷⁶ BookNet Canada. 2022. On Loan: Library Use in Canada 2021.

6. Capital Inventory and Preliminary Observations

This Stage 1 Report articulates the current state of the Town of Oakville's parks, recreation, and library system. It does not contain recommendations as these will arise after subsequent project phases have been completed.

6.1 Facility Inventory and Municipal Benchmarking

Parks, recreation, and library facilities play an important role in the daily life of Oakville residents. The town invests in infrastructure to promote physical activity, healthy lifestyles, skill development, athletic competition, community building, and economic growth. This section summarizes the capital assets that are provided and permitted by the town.

Detailed listings of Town of Oakville parks, recreation, and library facilities are contained in **Appendix C, D and E** – analysis of these inventories will be contained in the Stage 3 Report. The inventory is accurate as of January 1, 2023, although capital projects planned for 2023 are also included.

Additionally, listings of **challenges and opportunities for each municipal community centre, arena, and library branch** have been compiled by the consulting team (see **Appendix C and E**). These considerations are not to be interpreted as recommendations, but rather items for future analysis.

When undertaking plans of this nature, there is often interest in the number of facilities and services provided in other communities – a way to benchmark the town against others. A benchmarking exercise was undertaken to collect information on facility provision levels in other jurisdictions. This data is one of several inputs that has informed the development of provision targets for the master plan.

The data represents a snapshot in time and must be viewed in context with other factors. For example, the benchmarking data does not address the difference between facility quality, size, access, and service, all of which contribute greatly to the value provided by each of these facilities. Combining the observations from this exercise with other analyses will allow the master plan to achieve balance in defining the needs of future growth, historically underserved areas and changing trends.

The comparator group used to benchmark facility provision includes eight regional and/or large urban municipalities in Ontario: Burlington, Kitchener, Markham, Milton, Mississauga, Oshawa, Richmond Hill, and Vaughan. Unless otherwise noted, the data includes facilities that are owned and/or permitted for public use by the municipality, including facilities that are leased or under agreement (such as school board fields and facilities for which the Town of Oakville has an agreement for public use).

Table 19: Town of Oakville Inventory Summary and Benchmarking

Note: Data is accurate as of 2023 and does not include capital projects planned for 2024 or beyond, unless otherwise noted.

| Facility Type | Current Municipal Supply | Provision Level (2023) | Municipal Benchmarking |
|-------------------------------|--|--|---|
| Community Centres | 7 facilities: <ul style="list-style-type: none"> - Glen Abbey CC - Iroquois Ridge CC - Oakville Trafalgar CC - QEPCCC - River Oaks CC - Sixteen Mile CC (2025) - Trafalgar Park CC | 1:32,150 | 1:32,850 (note: community centre size and amenities vary considerably by municipality) |
| Indoor Pools | 6 locations with 9 pools: <ul style="list-style-type: none"> - Glen Abbey CC - Iroquois Ridge CC (2) - Oakville Trafalgar CC (2) - QEPCCC - Sixteen Mile CC (2) (2025) - White Oaks Pool | 1:37,500 (locations) | 1:46,650 (locations) |
| Outdoor Pools | 5 pools: <ul style="list-style-type: none"> - Bronte - Brookdale - Falgarwood - Lions - Wedgewood | 1:45,000 | 1:129,650 |
| Gymnasiums (municipal) | 10 gymnasiums at 5 locations: <ul style="list-style-type: none"> - Glen Abbey CC (2) - Oakville Trafalgar CC (2) - QEPCCC (3) - Sixteen Mile CC (3) (2025) - Trafalgar Park CC (1) <p><i>Note: IRCC and ROCC include small gymnasium-like spaces</i></p> | 1:22,500 (excludes permitted school gymnasiums) | 1:27,450 |
| Fitness Centres | 7 locations: <ul style="list-style-type: none"> - Glen Abbey CC - Iroquois Ridge CC - Oakville Trafalgar CC - QEPCCC - River Oaks CC - Sixteen Mile CC (2025) - Trafalgar Park CC | 1:32,150 | 1:45,740 |
| Seniors' Facilities | 5 locations <ul style="list-style-type: none"> - Iroquois Ridge CC - QEPCCC - Sir John Colborne (stand-alone) - River Oaks CC - Trafalgar Park CC | 1:45,000 | 1:53,050 |

| Facility Type | Current Municipal Supply | Provision Level (2023) | Municipal Benchmarking |
|---|---|---|---------------------------|
| Arenas | 13 ice pads: <ul style="list-style-type: none"> - Glen Abbey CC (2) - Joshua's Creek (2) - Kinoak (1) - Maple Grove (1) - River Oaks CC (2) - Sixteen Mile (4) Trafalgar Park CC (1) | 1:17,300 | 1:26,800 |
| Indoor Turf Facilities | 1 location (divisible into 4 fields) | 1:225,000 | 1:212,150 |
| Arts and Culture Facilities | 5 locations: <ul style="list-style-type: none"> - Oakville Centre for Performing Arts - Oakville Galleries (2) - Oakville Museum - QEPCCC | n/a | n/a |
| Public Libraries | 108,301 square feet (increasing to 121,607 square feet with the opening of the permanent Sixteen Mile branch) at 7 locations (plus 5 OPL Express) | 0.48 sf/cap | 0.51 sf/cap |
| Other Indoor Facilities | Various partnerships with groups such as indoor soccer, curling, gymnastics, etc. | n/a | n/a |
| Soccer and Multi-use Fields (outdoor) | 85 fields (98 unlit equivalents – see note 1) consisting of: <ul style="list-style-type: none"> - 4 artificial turf fields (12 ULE) - 10 major lit fields (15 ULE) - 24 major unlit fields (24 ULE) - 27 mini fields (27 ULE) - 20 school fields (20 ULE) | 1:2,650 (total fields) | 1:2,850 (total fields) |
| Other Dedicated Rectangular Fields (football, rugby, field hockey, lacrosse) | 1 field hockey field | 1:225,000 | n/a |
| Ball Diamonds | 54 diamonds (69 unlit equivalents – see note 2) consisting of: <ul style="list-style-type: none"> - 3 major hardball – lit (6 ULE) - 1 major hardball – unlit (1 ULE) - 3 minor hardball – lit (6 ULE) - 4 minor hardball – unlit (4 ULE) - 8 major softball – lit (16 ULE) - 12 major softball – unlit (12 ULE) - 1 minor softball – lit (2 ULE) - 13 minor softball – unlit (13 ULE) - 9 school diamonds (9 ULE) | 1:4,150 (total fields) | 1:4,550 (total fields) |
| Cricket Fields | 2 fields | 1:112,500 | 1:137,250 |
| Tennis Courts (dedicated) | 60 dedicated courts (19 public lit, 25 public unlit, 11 club lit, 5 school courts) | 1:3,750 (1:2,500 including multi-use courts) | 1:4,200 |

| Facility Type | Current Municipal Supply | Provision Level (2023) | Municipal Benchmarking |
|--|---|--|--|
| Pickleball Courts (dedicated) | 13 dedicated courts (2 lit, 11 unlit) | 1:17,300 (1:5,200 including multi-use courts) | 1:68,650 |
| Tennis and Pickleball Courts (shared use) | 30 shared courts (7 lit, 22 unlit, 1 school) | 1:7,500 | n/a |
| Basketball Courts | 20.5 full court equivalents (7 half courts, 16 full courts, and 1 ball hockey court – see note 3) | 1:11,000 | 1:8,050 |
| Splash Pads | 24 splash pads | 1:9,375 | 1:16,000 |
| Playgrounds | 43 parks | 1:1,575 (locations) | 1:2,650 (locations) |
| Outdoor Fitness Locations | 3 Calisthenics Parks | 1:75,000 | 1:35,350 |
| Skateboard Parks | 7 skate parks | 1:32,150 | 1:51,850 |
| BMX Bike Parks | 1 location | 1:225,000 | 1:388,900 |
| Outdoor Skating Rinks | 2 artificial rinks (plus approx. 12 natural rinks) | 1:112,500 | 1:166,700 |
| Leash-free Dog Parks | 7 locations | 1:32,150 | 1:86,450 |
| Community Gardens | 4 locations (219 plots) | 1: 56,250 | n/a |
| Disc Golf Courses | 0 locations | n/a | 1:388,900 |
| Other Park Facilities | Various partnerships with groups such as lawn bowling, bocce, etc. | n/a | 1:212,150 (lawn bowling) 1:27,450 (bocce) |
| Active Parkland | 548.5 hectares (including developed Community Parks, Neighbourhood Parks, Buffer Blocks) | 2.44 ha/1000 | 2.27 ha/1000 |

Notes:

The 2023 town-wide population estimate is 225,000. The inventory includes several sports fields owned by HDSB/HCDSB schools that are permitted by the town, but excludes permitted HDSB/HCDSB gymnasiums.

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

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

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

When compared to the benchmarked communities, on a per capita basis the Town of Oakville generally provides more:

- Pickleball courts
- Leash free dog parks
- Outdoor pools
- Playgrounds
- Ice pads and arenas
- Splash pads
- Outdoor skating rinks
- Skateboard and bike (all wheels) parks

When compared to the benchmarked communities, on a per capita basis the Town of Oakville generally provides fewer:

- Outdoor fitness / calisthenics parks
- Outdoor basketball courts

These preliminary findings are subject to change and will be explored further and refined during the next stage of analysis.

Additionally, there are a wide range of **non-municipal service providers** that operate various facilities within Oakville. While most of these facilities are restricted access (e.g., memberships, students, etc.), many offer some level of access to organizations that also utilize Town of Oakville facilities and thus contribute to the town’s overall level of service. Below is a non-exhaustive list of notable facility providers currently operating in Oakville.

Table 20: Notable Non-municipal Recreation Facility Providers in Oakville

| Provider | Facility Details |
|-----------------------------------|---|
| YMCA of Oakville | <ul style="list-style-type: none"> • Indoor pool (4 lanes) • Fitness centre • Gymnasium |
| Appleby College | <ul style="list-style-type: none"> • Arena (single pad) • Double gymnasium and small gymnasium • Indoor 20m, 5 lane Indoor pool • Squash courts (3) Outdoor multi-use grass fields (4) and artificial turf field (1) • Outdoor tennis courts (5), basketball court, sand volleyball court, and running track |
| Sheridan College | <ul style="list-style-type: none"> • Multi-use field (artificial turf) • Gymnasium • Weight and cardio room • Squash courts (2) |
| Kings Christian Collegiate | <ul style="list-style-type: none"> • Multi-use field (artificial turf) • Gymnasium |
| Canlan Sports | <ul style="list-style-type: none"> • Arena (4 pads) |

| Provider | Facility Details |
|---|--|
| Toronto Rock Athletic Centre | <ul style="list-style-type: none"> Indoor artificial turf rink (2) Outdoor artificial turf field Weight and cardio room |
| Oakville Hockey Academy | <ul style="list-style-type: none"> Small ice rinks, 120'x50' (2) Goalie pad and shooter/goalie pad |
| Private Fitness, Marial Arts, Dance Academies, Gymnastics Clubs, etc. (various) | <ul style="list-style-type: none"> Activity-specific spaces (varies) |
| Elementary and High Schools (various) | <ul style="list-style-type: none"> Sports fields (many permitted by the town) Gymnasiums (many permitted by the town) |

Considerations for the Master Plan:

Facility provision ratios and municipal benchmarking are just some of the tools that are used in identifying long-term infrastructure needs. At a preliminary level, this data recognizes some gaps in facility distribution and identifies key priorities for growth-related facility development. With guidance from past master plans, the town has several projects in the planning and construction pipeline that will help address growing needs relative to multi-use community centres, basketball courts, skate parks, and more.

6.2 Considerations for the Master Plan

The following items have been identified throughout this Stage 1 Report for further consideration through the master planning process:

- 1. Previous Master Plans:** Previous master plans have effectively guided the capital planning programs of the town and public library for about five-years at a time. Short-term planning helps the town to respond to emerging needs in a timely fashion, while taking the long-view ensures that major infrastructure can be integrated into long-range financial plans. By integrating both capital facility and park needs with service planning, the master plan will be a comprehensive strategy that serves as a living document for the town and library.
- 2. Project Alignment:** Recent and relevant policy direction and public input (see Stage 2 Report) will provide a strong foundation upon which to build this Parks, Recreation and Library Master Plan. Livability, sustainability, and connectivity are just some of the common threads that are woven throughout the town’s planning documents – the master plan’s strategic framework will seek alignment wherever possible.

3. Guiding Documents: Provincial policies recognize parks, recreation, and libraries as important elements of complete communities and there is strong support for continued investment. Common goals shared by various provincial and sectoral reports emphasize collaboration, inclusion, community connectivity, healthy environments, and activation/conservation of existing resources. These items should be considered within the master plan’s strategic framework.

4. Parks and Recreation Utilization: Oakville and its partners offer an extensive list of parks and recreation services and programs and are more progressive than most communities in leveraging related data to support continuous improvement initiatives.

In 2019, recreation program registration was approximately 8,200 persons (excluding drop-ins and memberships) with a capacity rate exceeding 80%. Most programs serve youth and/or aquatics services. While the pandemic has caused significant disruptions to staffing and training, past studies have identified opportunities to attract more users to municipal programs and to create a more balanced portfolio of programs. The new Sixteen Mile Community Centre will also assist in this regard.

5. OPL Utilization: Public library services were significantly impacted by the pandemic, but OPL’s usage figures indicate that most services are rebounding. For example, OPL is seeing strong library material circulation rates (both physical and digital) at most library locations, which bodes well for library services in Oakville.

Additionally, the current and future expenditure budgets for materials should be reviewed to confirm that OPL will be able to deliver at current services levels when the population increases, respond to future user preferences, and to ensure a diverse range of materials both in format and content.

6. Budgets and Funding: The sweeping changes introduced by Bill 23 in late 2022 represent a significant area of uncertainty for the Town of Oakville and all Ontario municipalities, most notably as they relate to municipal finance and infrastructure investment. Parks, recreation, and library services account for approximately one-fifth of the town’s operating and capital expenditures, and growth-related spending relies heavily on development charges and community benefits charges that have been substantially altered through Bill 23.

The town is aligned with the provincial goal of building 1.5 million new homes (including 33,000 units in Oakville). However, additional study will be required to fully understand the impact on the funding and delivery of parks, recreation, and library services that are required to serve this growth.

7. Population: As Oakville grows, its urban structure is changing. The town’s planning policies support higher population densities in new growth areas, including North Oakville which has been the most recent focus of housing growth. Higher residential densities often mean less private space (e.g., living space, backyards, etc.), making it more critical that public spaces be accessible, well designed, and capable of accommodating more intense use.

8. Age Composition: The number of older adults and seniors has been growing in Oakville and across Canada for many years. This is leading to increased demand for services and spaces to serve this age group, including both active pursuits (e.g., pickleball, hiking, etc.) and more passive activities (e.g., hobbies, socials, special events, etc.).

Children and youth are a core market for parks and recreation departments and public libraries and exhibit strong participation rates. These younger age groups have been growing slower than the overall population, leading to emerging requests for adult and senior-oriented activities. As Oakville grows, demand for activities and services across the full age spectrum can be anticipated.

9. Household Composition: Lone-parent families and households with a range of age groups living under the same roof (including multi-generation households) may require more convenient and diverse leisure options in their neighbourhood to meet their needs.

10. Diversity and Language: Oakville is becoming more ethnically diverse. While newcomers have many similar leisure needs to long-time Canadians, many also bring their own activities, sports, and traditions to Oakville. This is creating new demands on parks systems (e.g., picnic and special event spaces, cricket fields, etc.), recreation services (e.g., culturally-appropriate programming, etc.), and libraries (e.g., multi-lingual resources). Parks, recreation, and library spaces are vital to supporting newcomers and celebrating our many cultures, underscoring their importance to a growing Oakville.

11. Income: The average Oakville resident generates more income than the average Ontarian. Cost of living aside, this means that many area residents have a greater ability to participate in leisure activities and also to access a wider range of providers (including private sector businesses).

At the same time, Oakville has many low-income families and the current economic circumstances are challenging for many. Lower-income residents face several barriers in accessing leisure opportunities such as lack of transportation, unaffordable user fees, equipment costs, lack of awareness of programs, and lack of places for both informal and structured recreation. Accessible spaces and affordable services are critical to ensuring that everyone can participate fully.

12. Education: Oakville's residents have strong education rates compared to Ontario as a whole. This suggests that residents are more likely to place a value on participating in parks, recreation, and library activities. Demand for traditional library services can also be positively affected by a more highly educated population.

13. Modes of Transportation: For the large majority of Oakville residents, private vehicles are the primary mode of transportation. This suggests that these residents are capable of traveling longer distances to access parks, recreation, and library services. At the same time, the local transit system is expanding and improving, offering greater service to those that need or prefer this mode of transportation.

- 14. Persons with Disabilities:** There is a growing requirement to ensure barrier-free accessibility to public spaces and services as the number of residents with disabilities increases. This includes not only physical accessibility, but also inclusive spaces and services for those with cognitive disabilities and sensory needs. The town and public library offer a wide range of services to ensure that persons with disabilities can engage fully in leisure activities, with the help of partners and guidance from the Accessibility Advisory Committee.
- 15. Growth Projections:** Oakville’s population growth rate is rising. New parks, recreation and library facilities and services will be required to address growth-related demands, as well as changes in participation patterns. Greater pressure will also be placed on existing assets to meet the demands of a growing population. Planning for current and new residents is a primary objective of this master plan.
- The Parks, Recreation, and Library Master Plan will use the latest joint best planning estimates as the basis for analysis, ensuring alignment with other planning initiatives. Recognizing that there are many factors that may impact the pace of growth in Oakville, the master plan will use population thresholds rather than specific years as references for identifying growth-related capital requirements. Mitigation strategies and phasing options may also be required should there be funding shortfalls for growth-related requirements.
- 16. Parks and Recreation Trends:** Oakville is changing and recreational needs are expanding as different interests and new trends emerge. Pickleball and outdoor activities are just some of the options that residents are looking for within the town’s parks, recreation, and library system. Flexible and inclusive spaces are needed to address current priorities and those to come. Monitoring of trends in sports and activities allows the town to look toward a balanced range of amenities when and where they are needed. Flexibility in park and facility design also helps the town respond to these changing participation patterns.
- 17. Public Library Trends:** By offering safe welcoming spaces for all, public library facilities, materials, and services remain in high demand amid shifting behaviours in how residents prefer to access and consume information. Demand for both print and non-print collections are strong and many residents also look to the library for access to technology and a growing array of services. Flexibility and innovation will be key to service delivery and the potential to reimagine library space has never been greater.
- 18. Pandemic Implications:** The pandemic will have a lasting impact on parks, recreation, and library facilities and services, which are increasingly being viewed as essential not only to physical health, but also mental wellbeing. For example, unstructured park use has increased, helping people stay active and connected. Many recreation activities have grown or emerged through the pandemic as people have found new interests and are trying to catch up for lost time (although rising costs are becoming a new concern for many). Libraries are seeing increased demand for e-resources, co-working space, and non-traditional lending. Long-term planning and strategic investment are vital to support the significant role that these spaces play in our personal, social, and economic recovery and revitalization.

19. Preliminary Facility Needs Assessment: Facility provision ratios and municipal benchmarking are just some of the tools that are used in identifying long-term infrastructure needs. At a preliminary level, this data recognizes some gaps in facility distribution and identifies key priorities for growth-related facility development. With guidance from past master plans, the town has several projects in the planning and construction pipeline that will help address growing needs relative to multi-use community centres, basketball courts, skate parks, and more.

6.3 Next Steps

This Stage 1 report serves as a technical background report to the Parks, Recreation and Library Master Plan. A second background document produced under separate cover is the Stage 2 Community Engagement Report. Both Stage 1 and Stage 2 Reports will remain in draft form until the master plan is finalized, with updates undertaken as necessary.

The next and final phase of the project is **Stage 3** – development of the master plan. Key tasks in this stage include (but are not limited to):

1. Development of Guiding Principles / Strategic Framework
2. Recreation Service and Program Delivery Assessment, including Recreation Cost Recovery and Pricing Review
3. Library Service and Program Delivery Assessment
4. Recreation and Library Facilities Assessments, including Technology Review
5. Parks and Open Space Assessments, including a review of the North Oakville Parks Facilities Distribution Plan and compiling the Parks and Trails Development Manual
6. Draft Master Plan and Implementation Strategy
7. Public Feedback
8. Master Plan Finalization

Appendix A: Status of Recommendations from 2017 Master Plan

Recommendations from the Town of Oakville’s 2017 Parks, Recreation and Library Master Plan Review are contained in the following table, accompanied by a status update (current as of 2023). See also Section 2.1 of the Stage 1 Report.

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|---|--------------|--|---------------|
| Recreation Facilities | | | | |
| 1. Proceed with the development of the South East Community Centre in the short-term. The facility should have a focus on multi-generational wellness activities. Potential components, subject to budget and space availability, may include a 25-metre pool (as a replacement for Centennial Pool), gymnasium (with elevated walking track), fitness centre, multi-purpose space, and community rooms. | Short-term (2020) | Southeast | Oakville Trafalgar Community Centre opened (Fall 2020) (53,550 sq ft.) Closure of Centennial Pool (17,640 sq ft.) | Complete |
| 2. Develop a multi-use community centre as a second phase to the Sixteen Mile Sports Complex, consisting of an indoor aquatic complex, fitness/active living centre, dedicated space for youth, multi-use programming space (including one or more gymnasiums), and a branch library. The timing for this project is currently anticipated to be in or around 2026, but may be refined through the Sixteen Mile Community Centre Market Study. | Medium to Long-term (2026+) | North | Opening targeted for 2025. | In Progress |
| 3. Work with the Oakville Public Library to explore potential operating and building models for the shared facility proposed in the Palermo area. The first phase of construction should consist of a library branch, while a future phase may accommodate neighbourhood-level recreation programming through spaces such as activity and multi-use rooms, senior and/or youth centres, teaching kitchen, etc. | Short-term (Phase 1) Long-term (Phase 2) | North / West | Timeframe not reached. | Incomplete |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|-----------------------------|-----------------------|--|---------------|
| 4. Develop an indoor aquatic facility (25-metre and leisure pools) as part of the proposed Sixteen Mile Community Centre. | Medium to Long-term (2026+) | North | Opening targeted for 2025. Amenities to be similar to Oakville Trafalgar Community Centre. | In Progress |
| 5. Develop a 25-metre indoor aquatic facility as part of the proposed South East Community Centre, to replace Centennial Pool. Consideration may also be given to the provision of a smaller therapeutic pool to enhance aquatic programming for all residents, especially older adults, young children, and persons with disabilities. A 50-metre pool at this location is not supported. | Short-term (2020) | Southeast | Oakville Trafalgar Community Centre opened (Fall 2020) (53,550 sq ft.). 25-metre lap pool swimming pool kept at 84°F. Warm water pool kept at 92°F | Complete |
| 6. Review the potential long-term demand for additional ice pads through the next five-year Master Plan Update (or earlier if supported by positive registration trends). | Medium-term (2022) | n/a | Existing 13 pad inventory, impacted annually by capital replacement projects as well as unplanned maintenance has been offered to the community. Major user groups are supplementing ice needs through private organizations and other municipalities. | Incomplete |
| 7. Monitor the condition of Kinoak and Maplegrove Arenas as these facilities are approaching the limit of their functional lifespan. Any major reinvestment in these facilities should be supported by a detailed analysis of current and future use. | Ongoing | Southwest / Southeast | Investment at Kinoak Arena required due to unplanned mechanical issues for the 2022/2023 ice season. – New Header. | In Progress |
| 8. Seek opportunities to maximize older adult spaces, including weekend programs and activities. | Short-term | n/a | Programming impacted by pandemic. | In Progress |
| 9. Reassess future space needs for older adults following a review of the new Trafalgar Park Community Centre model (scheduled to open in 2018), along with consideration of the pending Older Adult Review. | Medium-term (2022) | n/a | | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|-----------------------------|-----------|--|---------------|
| 10. Dedicated space for older adults is not recommended at the South East Community Centre, but rather a focus should be placed on age-specific and general community programming enabled through the multi-use and activity rooms, gymnasium, aquatic centre, and fitness centre. | Short-term (2020) | Southeast | Addressed through programming of Oakville Trafalgar Community Centre. | Complete |
| 11. Continue to review the viability of the Bronte Youth Centre, along with alternative service options for youth outreach in this community. | Short-term | Southwest | Bronte Youth Centre closed in 2018. | Complete |
| 12. Develop a new youth centre in East Oakville in the short-term. | Short-term | East | Nottingham Youth Centre opened in 2016. Closed in 2019. | Incomplete |
| 13. Provide dedicated space for youth to complement non-exclusive activity space as part of the Sixteen Mile Community Centre. | Medium to Long-term (2026+) | North | Multi-use space being planned for Sixteen Mile Community Complex, with specific program offerings for youth. | In Progress |
| 14. Consider gymnasiums and multi-use activity space for all future multi-use community centre developments and redevelopments, including the South East and Sixteen Mile Community Centres. | Ongoing | n/a | Oakville Trafalgar Community Centre - Double Gym offers two regulation-sized volleyball courts, four regulation-sized pickleball/badminton courts, one NBA-sized basketball court, two youth basketball courts and a dividing wall. Similar amenities planned for Sixteen Mile Community Complex. | Complete |
| 15. Include a fitness centre and studio space as part of the Sixteen Mile Community Centre. | Medium to Long-term (2026+) | North | Opening targeted for 2025. Amenities to be similar to Oakville Trafalgar Community Centre. | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|---|---|-------------------|--|---------------|
| 16. Consider a fitness centre and studio space as part of the South East Community Centre. | Short-term (2020) | Southeast | Fitness centre featuring diverse strength and cardio equipment with built-in technology, including a new step rehabilitation stationary bicycle, and Oakville's longest indoor track | Complete |
| 17. Explore the viability of expanding the fitness programming area within the Glen Abbey Community Centre; monitor fitness trends at this location to determine the need and timing of future study. | Short-term | West | Feasibility Study planned for 2024. | In Progress |
| 18. Encourage opportunities to integrate cultural programs and activities through shared spaces within existing and future community recreation facilities and parks. | Ongoing | n/a | Culture programs have been expanded in existing facilities and being considered in program offerings in planned facilities. | In Progress |
| 19. Utilize a formal partnership framework to evaluate capital proposals from community organizations, with consideration given to the town's ten year capital forecast and the town's capacity to participate in such projects. | Ongoing | n/a | This recommendation was strengthened in the 2019 report from Blackline Consulting - Recreation and Culture Service Delivery Model Review. Delayed due to the pandemic. | In Progress |
| Park Facilities | | | | |
| 20. Recent declines in organized soccer suggest that past projections of field needs were over-estimated. Additional information on demographic and participation factors is required to fully reassess future needs. In the interim, the preliminary assessment indicates that up to 19.5 additional fields will be required by build-out (note: these are unlit equivalents, where each lit field equals 1.5 unlit fields and each lit artificial field equals 3.0 unlit fields). Most new fields should be provided in North Oakville. | Short-term (reassess) Short-term (4), Medium and Long-term (15.5) | North (primarily) | New soccer field being at Sixteen Mile Sports Park (formerly known as North Park). Two new mini-soccer fields about to be constructed with Oakville Park. One additional full sized field planned for NP5 in NE Oakville | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|--|--------------|--|---------------|
| 21. Develop two (2) multi-use fields in North Oakville to meet the collective needs of sports such as field lacrosse, football, field hockey, soccer, etc. Explore opportunities to accelerate the construction of one of these fields in the short-term. | Short-term (1), Medium-term (1) | North | One new (lit) multi-use field being constructed at Sixteen Mile Sports Park (SMSP) and existing artificial field was recently (2023) lined for multi-sports. | In Progress |
| 22. Monitor demand for rugby and work with the local club to ensure that the long-term needs of this sport are addressed. | Ongoing | North | To be assessed through Master Plan, along with football. Active discussions with Crusaders Club as the lease on those lands is set to expire in less than ten years. | In Progress |
| 23. Develop a minimum of six (6) additional ball diamonds in North Oakville (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds). | Short-term (3), Medium and Long-term (3) | North | Two new diamonds built at George Savage and William Rose Parks. Another diamond planned for NP8. | In Progress |
| 24. Existing ball diamonds should be optimized, with support from a more detailed scheduling analysis and improvements to selected diamonds (in consultation with local organizations). Registration figures for both youth and adult ball players should be monitored in order to confirm the facility provision target to assist in evaluating capacity on an ongoing basis. | Ongoing | n/a | Town collects registration data and works with organizations to maximize permitting. | In Progress |
| 25. Develop a cricket pitch in North Park across two soccer fields in the short-term. Opportunities to establish a temporary pitch may be explored with area clubs in the interim. | Short-term | North | Dedicated cricket pitch being constructed at Sixteen Mile Sports Park. | Complete |
| 26. Develop up to fourteen (14) tennis courts to serve population growth in North Oakville and resolve tennis court provision to the Merton area. | Short-term (6), Medium and Long-term (8+) | North / West | New courts at Fowley Park and William Rose. Additional courts planned for NP9 (McDuffe Park). | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|---|--|---------------------------|---|---------------|
| 27. Explore opportunities to convert surplus tennis courts to pickleball, with a focus on areas south of the QEW. | Ongoing | Southeast / Southwest | Several new pickleball (dedicated and shared use) have been established. Currently working on plans to convert 1 tennis court at both Glenashton and Hopedale Parks. | In Progress |
| 28. Develop multiple pickleball courts at one location in North Oakville. Reassess demand for additional locations through the next Master Plan update. | Short-term | North | 7 dedicated pickleball courts planned at Sixteen Mile Sports Park. | In Progress |
| 29. Develop a minimum of five (5) basketball courts (full court equivalents) to serve North Oakville. | Short-term (3), Medium and Long-term (2) | North | New basketball courts built at George Savage and William Rose. Another one planned at NP9 (McDuffe Park). | In Progress |
| 30. Consider the development of approximately new five (5) basketball courts (full court equivalents) in gap areas south of Dundas Street by build-out. Sites should be evaluated on a case-by-case basis, with a primary focus on locations in East and West Oakville (subject to demand and opportunity, including through the conversion of underutilized assets). | Short-term | East and West (primarily) | New court also just built at Glenashton Park (replacing one removed from Valleybrook Park). | In Progress |
| 31. Develop an Outdoor Aquatics Strategy to guide the future of outdoor pool and splash pad provision, maintenance, refurbishment, and development. | Short-term | n/a | To be assessed through Master Plan. | In Progress |
| 32. Develop approximately five (5) additional splash pads in North Oakville East and one (1) splash pad in North Oakville West (Palermo Park). | Short-term (2), Medium and Long-term (4) | North | Splash pads added at Fowley and William Rose Parks. A small pad facility also being constructed at Travertine Park (village square). Other new facilities planned at NP5 and NP8. | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|---------------------------------|-----------------------|--|---------------|
| 33. Examine opportunities to add splash pads to parks in areas south of Dundas Street that have distribution gaps (e.g., Southeast Oakville, College Park, Merton, etc.). Splash pads are ideally located in parks that have access to washrooms and parking; shade is also desired. | Short to Medium-term | East, West, Southeast | New splash pad added at Martindale Park and Aspen Forest Park in 2023. Splash pad at Wynten Way also to be upgraded. Postridge Park splash pad just renovated. | Complete |
| 34. Develop playgrounds in growing residential areas based on a minimum provision target of one playground within 800-metres of all neighbourhoods (without having to cross a major road or physical barrier); a modified target of 400 metres may be considered in North Oakville. | Ongoing | n/a | Several new playgrounds added to inventory through new park development. Almost every new park or village square includes a new playground. | In Progress |
| 35. Barrier-free playground equipment accessible to persons with disabilities should be installed at Community Parks as part of the town's playground replacement program. | Ongoing | n/a | This will be included at Sixteen Mile Sports Park, and Coronation Park also planned for renovation in 2023/24. | In Progress |
| 36. Reintroduce outdoor fitness equipment to the Oakville parks system through a pilot project in a community park or along a well-travelled trail. | Short-term | tbd | Existing facilities at OTCC and Memorial Park. Facility at Sixteen Mile Sports Park to be replaced, and another possible installation at NP9 (McDuffe). | Complete |
| 37. Develop two (2) Major Skate Parks to serve the growing North Oakville area and to also provide service to the East and West plan areas; at least one facility should be provided within the short-term. | Short-term (1), Medium-term (1) | North | Major skate park added to Cornwall Road Sports Park in summer 2023. Sixteen Mile Sports Park also to include major skate park. | Complete |

| Recommendations | Timing | Location | Comments | Status (2022) |
|---|-------------------|------------------------------|--|---------------|
| 38. Minor Skate Parks (“skate spots”) may be considered for smaller residential pockets that have an identified need, as supported by community interest and local research; one potential gap worth exploring is Southeast Oakville, as well as growing areas further to the north. The network should provide a variety of skate parks (in size and style) that are equitably distributed throughout the town, guided by site selection criteria and community input. | Ongoing | North, Southwest (primarily) | Minor facility planned at NP9 (McDuffe Park). | In Progress |
| 39. Develop an off-road bike/BMX park in North Park in 2018. This park can then be used to test demand for a second park in South Oakville in the longer-term. | Short-term (2018) | North | Bike pump track planned for Sixteen Mile Sports Park. | In Progress |
| 40. Closely monitor usage of the planned outdoor artificial ice rink in Trafalgar Park to inform the review of outdoor rink needs through the next Master Plan Update. | Medium-term | n/a | Community uptake of the refrigerated ice-rink at Trafalgar Park has been high. The weather variable has impacted length of operation. Observed operations has been December to early March. Another facility planned at Wallace Park in 2023/24. | In Progress |
| 41. Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations. | Ongoing | n/a | Up to 14 locations have been traditionally offered to the community, supported by community volunteers. Additional locations were offered when indoor facilities were closed due to the COVID-19 pandemic. | Complete |
| 42. Continue to provide leash-free dog areas in response to community need (e.g., as determined by usage levels, public requests, and the identification of sponsoring organizations) and only in cases where location criteria can be met. | Ongoing | n/a | 7 locations offered to the community. | Complete |

| Recommendations | Timing | Location | Comments | Status (2022) |
|---|-------------|----------|--|---------------|
| 43. Secure and establish a purpose-designed event space to serve growing community interest in special events and spaces for community gatherings. | Medium-term | tbd | NP9 (McDuffe Park) will not include any large sports park amenities. Instead, a large unprogrammed space is intended to facilitate special events. | Incomplete |
| 44. Designate multiple existing parks as “event parks” and put into place a plan to install the proper support amenities and features. When new parks are designed, they should be assessed for their suitability for accommodating special events. | Short-term | n/a | | Incomplete |
| 45. The reintroduction of outdoor bocce courts into the Oakville parks system should only be considered where there is demonstrated need and in partnership with a local community group. | Ongoing | n/a | The town has one bocce ball court at Glenashton Park. The court is free to use. Opened in 2018 | Complete |
| 46. Expand the town’s community garden program over time, in response to local demand and opportunities. | Ongoing | n/a | 4 allotment garden locations offered to the community. May develop another site at Riverstone Park, pending public consultation and final designs. | In Progress |
| 47. Develop and adopt a town-wide standard of provision for park washrooms, giving consideration to their inclusion in larger neighbourhood and/or community parks (including unserviced parks; e.g., those located between the QEW and Dundas Street). Potential criteria may include parks containing “drive-to” amenities such as splash pads, skate parks, sports fields, and trailheads. | Short-term | n/a | Winter park program includes the redevelopment of one winterized washroom project per year. | In Progress |
| 48. Prepare an Outdoor Recreation Strategy that examines opportunities to extend outdoor programming within Oakville’s parks system. | Short-term | n/a | Winter park program includes snow clearing on selected trails and tennis/pickleball courts. | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|------------|----------|--|---------------|
| Active Parkland | | | | |
| 49. Maintain a town-wide parkland provision target of 2.2 hectares of active parkland per 1,000 residents within classifications of Community Park and Neighbourhood Park (including Urban/Village Squares and Parkettes). | Ongoing | n/a | Active park inventory remains above this threshold. Parks Plan completed in 2022. | In Progress |
| 50. Continue to acquire active parkland at the maximum applicable rate as permitted by the Planning Act, via the town's implementing documents (e.g., Livable Oakville, Parkland Dedication By-law), to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. The town should continue its practice of not accepting environmentally significant lands or hazard lands as part of the required parkland dedication. | Ongoing | n/a | Active park inventory remains above this threshold. Parks Plan 2031 completed in 2022. | In Progress |
| 51. Explore acquisition and non-acquisition based options, if future parkland dedication amounts are not sufficient to maintain a town-wide supply of 2.2 hectares of active parkland per 1000 residents. This may include, but not be limited to: options available through current planning policies or the Planning Act; easement agreements, land exchanges, long-term land leases, land trusts, and other protection measures. | Ongoing | n/a | Town has used various tools to secure parkland, including acquisition of former Fogolars Country Club. | In Progress |
| 52. Notwithstanding the overall town-wide parkland supply, continue to plan for the acquisition and development of local-serving parks to serve new residential development considering: proximity and access to existing parks; proposed form of development and target market; and forecasted outdoor recreation facility needs. | Ongoing | n/a | Several new neighbourhood parks and local park blocks secured and developed, guided by the North Oakville Parks Distribution Plan. | In Progress |
| 53. To inform future planning for growth areas, the Town should complete a Parks and Open Space Strategy that: further investigates the issues and opportunities related to intensification identified in this plan; assesses the appropriate quantity and quality of parks and public spaces in future development areas; and recommends methods of acquiring or securing access to lands for future parks and public spaces. | Short-term | n/a | Parks Plan 2031 completed and adopted by Council in 2022. Updates to bring into conformity with Bill 23 were completed in 2023. | Complete |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|------------|----------|---|---------------|
| 54. Update the Town of Oakville parkland dedication policies to address the limits imposed in Bill 73 for payment of cash-in-lieu of parkland. In doing so, the town should consider the constraints and benefits of applying the maximum allowable rate of 1 ha per 500 units, together with potential alternate rates of provision such as a sliding scale that is aligned to the size of development parcels. | Short-term | n/a | Legislative allowances have since changed. Parks Plan 2031 completed and adopted by Council in 2022. Updates to bring into conformity with Bill 23 were completed in 2023. | Complete |
| 55. Through the planning and development process (including the recommended Parks and Open Space Strategy), examine and consider both traditional and non-traditional means of securing parks and public open space in areas of intensification, including: development of new parks; improving connections and access to parks and facilities in other neighbourhoods; and enlisting the support of the development industry in the provision of alternate park spaces, including, but not limited to, strata parks, semi-public open space, use of Section 37 for public realm improvements, and 'shared streets'. | Ongoing | n/a | Addressed as part of Parks Plan 2031. | In Progress |
| 56. In neighbourhoods planned for residential intensification, evaluate existing parks, open space lands, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve residents' needs. | Ongoing | n/a | Best practice. | In Progress |
| 57. Do not pursue the acquisition of non-municipal land or retain such lands for park purposes (e.g., schoolyards or surplus schools) in areas that presently have adequate supplies of active parkland unless there is a justified need for additional parkland and there are no reasonable alternatives (e.g., publicly accessible neighbourhood or community parks with playground equipment) within approximately 800 metres. | Ongoing | n/a | Best practice. | In Progress |
| 58. Continue to make implementation of the town's Active Transportation Master Plan a high priority through the proper allocation of project, operations, and maintenance funding and resources. | Ongoing | n/a | Update to the Transportation (Active Transportation) Master Plan currently underway, 2023/24. | In Progress |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|---------------|-----------------|---|----------------------|
| 59. Develop and implement a policy that clearly articulates the parameters and standards relating to signage at trail access points and along trails. In general, promotion of trails to improve public awareness of trail locations, routes, surfaces, and support facilities (e.g., washrooms) should be made a priority. | Short-term | n/a | | Incomplete |
| 60. Wherever possible, design new trails, pathways and cycle lanes so that they connect to public transit stops (including GO stations). Appropriate bike racks should be provided at major transportation hubs. | Ongoing | n/a | Best practice. | In Progress |
| 61. Continue to upgrade and improve the Waterfront Trail to a consistent standard through quality surfaces, signage, and crossings. | Ongoing | n/a | Improvements made as needed. | In Progress |
| 62. Continue to promote and enhance trails through the Park Ambassador program. | Ongoing | n/a | | In Progress |
| 63. The Design of Public Spaces Standard – which is part of the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) – should be referred to during the design of recreational trails, park pathways, and other pedestrian systems and design for accessibility needs should be incorporated to the extent required and feasible. | Ongoing | n/a | Best practice. | In Progress |
| Library Facilities | | | | |
| 64. The establishment of a new library branch in Bronte is not a priority for the Library Board at this time. To better serve this area and surrounding neighbourhoods, consideration should be given to the expansion of library services within the QEPCCC, as warranted. | Short-term | Southwest | An OPL Express Location has been established at the QEPCCC. | Complete |

| Recommendations | Timing | Location | Comments | Status (2022) |
|--|--|--------------|---|---------------|
| 65. Develop a library branch in Palermo (up to 15,000 square feet) in the short-term. Securing an appropriate site and exploring potential operating and building models that include space for community events and recreation programming should be high priorities. Depending on the readiness for construction, temporary sites and service options may be considered to assist in establishing a library presence in this area. | Short-term | North / West | Land has not been secured. | Incomplete |
| 66. Develop a library branch (approximately 17,500 square feet) during the same construction phase of the proposed Sixteen Mile Community Centre. In the short-term, explore options for instituting temporary library services in this area, such as creating a Holds Depot at the Sixteen Mile Sports Complex or establishing an interim library presence (staffed) in the vicinity (e.g., an existing retail plaza or portable building). | Short-term (temp. site) Long-term (Sixteen Mile CC) | North | Ground-breaking targeted for 2025. | In Progress |
| 67. Continue to pursue the revitalization / replacement of the Central Branch through the Downtown Cultural Hub initiative. | Long-term | Southwest | The Downtown Cultural Hub has been identified as a priority by the current term of Council. | In Progress |
| 68. Reassess the need for a library branch along the Trafalgar Corridor (north of Dundas Street) following the development of the Palermo and Sixteen Mile Branches, with consideration to potential changes to the Central Branch through the Downtown Cultural Hub project. | Long-term | North | Reviewing options with Realty Management. | In Progress |
| 69. Consider expansion of alternative models (e.g., Holds Depot, etc.) and the use of interim sites as strategies in gap and/or high growth areas in place of or prior to permanent facility development. | Ongoing | n/a | OPL Express stations have been expanded to 5 locations. | Complete |

Appendix B: Summaries of Supporting Documents

Supplementing Section 2.3 of this Stage 1 Report, summaries of key reports reviewed in support of this Master Plan are provided below. Where possible, directions relevant to this Master Plan are identified, along with matters that may require further analysis through future project stages.

Corporate Studies

Active Transportation Master Plan (ATMP)

Date Prepared: November 2017

Prepared by: WSP and Glenn Pothier (GLPi)

Brief Summary:

This study is an update to the previous ATMP prepared in 2009. The main purpose was to review the existing AT network, where improvements need to be made, where the 2009 recommendations have been implemented, what the impacts (if any) of those changes have been, and any lessons learned. The process involves five steps and was shaped by input gathered through the consultation process:

- Review existing active transportation conditions (what is on the ground, what has been previously planned, identify key trip generators).
- Review and confirm route selection criteria (identify a consistent set of criteria to compare the route alternatives)
- Confirm facilities and identify new route alternatives
- Investigate routes (field investigation, document)
- Confirm new routes and select facility types.

The resulting master plan is intended to be a tool to direct AT planning, “inform policies, processes and programs that are needed to respond to new community trends and the growing demand for active transportation”.

Relevance to Master Plan:

- Parks and recreational trails are an important component of AT infrastructure across the municipality.

- Because the quality of AT infrastructure affects how it is used, there are planning and design implications for parks, trails, and other municipal recreation infrastructure.
- Proximity to and connectivity with parks increases use of active transportation routes. Ensure new park and trail development is factored into AT planning in developing areas, particularly in North Oakville which has low walkability and bikeability scores.
- Programs and initiatives to build cycling literacy and encourage AT use. Bicycle parking and other support amenities facilitate greater use.
- Plan contains design guidelines.
- Outreach and partnerships recommendations:
 - bike racks and support amenities at municipal buildings and community centres
 - develop formal wayfinding / signage programme
 - Need to ensure these carry over / align with park design standards
- Operations and maintenance: recommendation to consider making some routes seasonal, e.g., closing some off-road routes in the winter.
- Risk Management and Liability: bikes are legally defined as vehicles, so recreational trails may need to adhere to the same standards and requirements as roads and highways. Recommendation to design to the highest standards.

Matters that may require further analysis in the Master Plan:

- The town is currently undertaking a new study which will serve as an update to the 2018 Transportation Master Plan and 2017 Active Transportation Master Plan. The updated TMP will focus on building walkable, cycle/transit friendly neighbourhoods integrated with accessible transportation choices for all residents.

Oakville Urban Mobility and Transportation Strategy

Date Prepared 2021

Prepared by Steer

Brief Summary

Oakville has developed around the automobile, but its roads are filling up. The town would like to grow differently, shifting to more sustainable modes of transportation. How can these other modes be prioritized and encouraged? According to the report, previous studies didn't go far enough, or focus on "the critical link between land use policies and transportation". This study provides a framework for how to achieve this new vision for Oakville, by unifying land use and transportation policies.

The study reviews and consolidates previous planning work; explores current mobility trends; examines the impact of COVID-19 on how people live and move through the community, including possible challenges and opportunities for the town; presents strategies the town can implement to achieve the desired mode shift (including the two key concepts of Complete Streets and 15-Minute Neighbourhoods); and provides prioritized recommendations for future initiatives and studies.

Relevance to Master Plan:

- Land use: the study proposes that Oakville “concentrate on building complete 15-Minute Neighbourhoods with mixes of land uses that can accommodate the day-to-day needs of its residents, so that they no longer need to hop in the car for every little thing”.
- Transportation: Similarly, the study proposes “that Oakville adopt a multi-modal Complete Streets focus to its transportation network so that every mode is a pleasure to use”.
- Complete streets –focuses on streets/roads, not beyond. However: “To get people walking, we need to provide places they would like to walk to. It is not enough to simply improve the built form of pedestrian infrastructure, though it is certainly beneficial to do so”. The concept of placemaking is important. Parks, trails, and other recreational amenities should also be a part of this picture.
- Connectivity: ensuring gaps in the sidewalk network are filled.
- Wayfinding: signage and maps to identify destinations and routes within a 15-minute walk. Consider how this is integrated with any parks and trails focused signage. Similar for cyclists.
- Bicycle infrastructure and Bike Share Program: Secure bike parking “at key nodes”. Does this include municipal buildings, community centres, parks, etc.?
- 15-Minute Neighbourhoods: Interestingly, the overview does not specifically talk about parks and green space – just a vague reference to including places where people play.
- Ensuring Connectivity with Other Nodes: Consider how this can be achieved using parks and trails.
- Delivery of town Infrastructure: The study notes that land for parks, community centres, municipal services, and schools etc. should be set aside “from the start”, or the town may also consider public-private partnerships to bundle some services into new developments.

Matters that may require further analysis in the Master Plan:

- Parks and recreation planning and design will be a key component in achieving the desired outcomes of this initiative.

- Oakville has an extensive trail network, however it is not always well linked to neighbourhoods and sidewalks. “Future master planning work should continue to consider the trail network holistically, as well as its connections to the street, sidewalk and cycling networks.”

Digital Oakville 2021 Plan

Date prepared April 26, 2021

Prepared by Town of Oakville

Brief Summary

The Digital Oakville 2021 Plan discusses online customer experience, digital infrastructure, and the onset of the COVID-19 pandemic. The Plan identified that improvements in 2021 would focus on the areas of: applications, permits and licenses; and registrations and bookings.

Relevance to Master Plan

- New recreation and culture virtual program offerings, such as fitness, crafts, cooking, meditation, senior services and more.
- Online usage of the new community portal
- Improvements in 2021 include: new online recreation and culture registrations where residents and user groups have an improved customer experience, increased self serve options, and a more seamless registration process for both seasonal and drop-in programs; online recreation memberships and facility booking where membership purchases for program offerings, such as fitness, swimming, drop-in sports, skating and senior services will be available; Last minute ice rentals will be the first online facility rental service to be introduced, with additional facility rentals planned.
- The town’s exploring pilot partnerships that may be potential opportunities to engage, learn and test, recognizing the knowledge and experience that many local companies have in digital innovation.

Matters that may require further analysis in the Master Plan

- Consider the town’s current pilot partnerships and potential partnerships.

Multi-Year Accessibility Plan 2018-2023

Date prepared 2018

Prepared by Town of Oakville

Brief Summary

The Town of Oakville's 2018-2023 Multi-Year Accessibility Plan acts as a road map and outlines key actions to meet the requirements under the Accessibility for Ontarians with Disabilities Act, 2005. The Plan addresses several key accomplishments from 2012-2017 and key actions for 2018-2023.

Relevance to Master Plan

- Key accomplishments include parks and open space staff consultation with the AAC, persons with disabilities, and the public on design elements of trails and outdoor play spaces.
- Opened first digital library hub at Iroquois Ridge Recreation Centre.
- Provided delivery and pick-up services of library materials to program users.

Matters that may require further analysis in the Master Plan

- Ensure ongoing compliance of the public library's key accomplishments.

Oakville Climate Emergency 2019-2020 Progress Report

Date prepared June 26, 2020

Prepared by Town of Oakville

Brief Summary

The Oakville Climate Emergency 2019-2020 Progress Report identifies several key highlights from the previous year. The report discusses the town's Corporate Energy Management Program, Community Energy Strategy, OakvilleReady, Virtual Climate Outreach, Halton Climate Collective (HCC), Climate Lens Tool Pilot, Climate Literacy, and Showcase cities.

Relevance to Master Plan

- The town's Corporate Energy Management Program seeks to reduce energy consumption and related greenhouse gas (GHG) emissions from town owned and operated facilities.
- Oakville Trafalgar Community Centre has LEED Silver Certified, featuring:
 - A 500-kW solar panel system;
 - A geothermal exchange system;
 - High efficiency windows; and
 - High efficiency mechanical equipment.

Matters that may require further analysis in the Master Plan

- OakvilleReady’s seven community resiliency hubs and their role in the community

Oakville Universal Design Guidelines

Date Prepared August 2020

Prepared by Town of Oakville

Brief Summary

Design guide is part of Oakville’s’ Multi-Year Accessibility Plan for the Design of Public Spaces and Procurement Policy By-Law. Conformance is required for all town owned, leased, or operated facilities and is part of the town’s vision to be “the most livable town in Canada.”

Guide includes interior and exterior requirements and is supplement to the Ontario Building Code, Canadian Standards Association, and the Accessibility for Ontarians with Disabilities Act. The Guide defines the principles of universal design which serves to promote equitable access to all by respecting the dignity of individuals with varying abilities.

Relevance to Master Plan

- For the most part, Oakville’s facilities are fully accessible with notable exceptions at some older ice rink facilities.

Matters that may require further analysis in the Master Plan

- Dimensional requirements are much more generous than previous standards and go beyond the Ontario Building Code. This will affect anticipated program spaces and should be considered, particularly for program spaces such as libraries and change rooms where circulation constitutes a large proportion of the usable area.
- Scale of renovation to upgrade existing facilities for barrier-free access may not warrant price when compared to building new.

Oakville Sustainable Design Guide

Date Prepared April 2010

Prepared by Town of Oakville, Facilities and Construction Management with Environmental Policy Departments

Brief Summary

Sustainability design guide for all town-owned facilities including new construction, renovations, repairs, or maintenance. Guide follows LEED standards and sets

projects up for a minimum Silver Level certification with the Canada Green Building Council.

Relevance to Master Plan

- All town facilities are required to meet this standard. A new Sustainable Design Standard is in development and will likely replace the 2010 guide.
- Document is part of Oakville’s Environmental Strategic Plan, which aims to make Oakville the country’s “most livable town.”
- Oakville declared Climate Emergency in 2019 with a net zero carbon target for 2050 for all corporate activities in 2022.
- Efforts to achieve the net zero carbon goal will be required to lower energy use and carbon emissions of existing facilities. The town is considering deep energy retrofits for existing facilities and mandating Net Zero Carbon and a Low Energy Standard for all new construction and major renovations.

Matters that may require further analysis in the Master Plan

- Costs associated with these mandates will impact budget projections and priorities.
- Site sourced renewable energy systems will require consideration of additional space to accommodate equipment.

Parks Studies

North Oakville Parks Facilities Distribution Plan

Date prepared July 4, 2017

Prepared by Town of Oakville

Brief Summary

Originally prepared in 2009 to assist with implementation of the North West and North East Oakville Secondary Plans, the North Oakville Parks Facilities Distribution Plan was updated in 2017. It consists of a map of community parks, neighbourhood parks, village / urban square and natural heritage system. Proposed parks are listed, along with their size (hectares and acres) and recommended facilities.

Relevance to Master Plan

- The total amount of parkland identified in the North Oakville Parks Distribution Plan is approximately 193 hectares. When last assessed in 2017, this supply was deemed sufficient to meet forecasted population needs to 2031 and beyond.

- Community Parks sites consists of Sixteen Mile Sports Park “North” and “South”, Joshua Meadows Community Park, West Oakville Sports Park, and Palermo Park. Some of these parks have been developed or partially developed, while others remain future capital projects.

Matters that may require further analysis in the Master Plan

- The parks inventory is current as of 2017 and needs to be updated through this Master Plan, with updates to reflect facility needs emerging from updated assessments.

Recreational Trail Accessibility Audit and Strategy

Date Prepared: 2019

Prepared by: Paradigm Transportation Solutions Limited

Brief Summary:

Inventory and assessment of Oakville’s trail network with regards to accessibility and AODA compliance. The study identified areas for improvement, developed standards for trail development consistent with DOPSS (part of AODA), prioritized trail improvements and replacements, updated local design standards to ensure alignment with other regulations and standards, and created a unified trail signage system.

Relevance to Master Plan:

- Accessibility of recreational trails
- Trail design standards
- Trail system signage

Matters that may require further analysis in the Master Plan:

- The study provides recommendations for existing town plans, standards, and guidelines to ensure they conform with the Integrated Accessibility Standards of the AODA (see page 40).
- Trail design standards (width, surfacing, amenities, lighting) are identified on page 28, signage standards on pages 51- 55, and level of difficulty ratings on pages 65-66. Ensure recommendations are aligned with these, as appropriate.
- Specific recommendations are provided for existing design standards and details (see page 42). These should be reviewed and incorporated as appropriate.

Urban Forest Strategic Management Plan (2008 – 2027)

Date Prepared: 2008

Prepared by: Urban Forest Innovations Inc. and Dr. Andy Kenney

Brief Summary:

A comprehensive 20-year strategic plan for “a more efficient approach to the management and stewardship of the Town of Oakville’s ‘green infrastructure’ than is possible with current practices” (p. vii). The plan focuses on the area south of Dundas Street, but recommends that a similar approach be taken for North Oakville (for which a plan was prepared in 2012).

The recommendations are intended to be flexible and to allow staff “to respond effectively to environmental and regulatory change, complexity, and unforeseen events”. The plan is broken down into four 5-year cycles, covering 2008 to 2027.

The ultimate goal of the plan is to protect, maintain, and enhance Oakville’s urban forest, recognizing that it is a critical environmental, economic, and social resource.

Relevance to Master Plan:

- The recommendations have an impact on the planning, design, planting, and management of trees in parks and woodlands.

Matters that may require further analysis in the Master Plan:

The following recommendations may have an impact on parks and open spaces. Status updates may be necessary given the age of the plan.

- Recommendation 21: Consider adopting minimum soil volume standards for planting details.
- Recommendation 28: Develop removal and replacement plans to increase the age class and species diversity in areas identified as having a canopy dominated by mature Norway and silver maples.
- Recommendation 30: Establish a project that will identify (through GIS) areas at risk for exotic invasions (i.e. near natural areas such as woodlots, wetlands, ravines, etc.).
- Recommendation 33: Conduct a feasibility study for the creation of a municipal arboretum, to be situated in a cemetery or large park.
- Recommendation 34: Outline the creation of a pro-active under planting program in those communities at risk of decreasing urban forest canopy cover due to aging trees.

- Recommendation 36: The town’s Parks and Open Space Department will identify opportunities for Parks Naturalization that contribute to the forest canopy and prepare capital budget costs.
- Recommendation 39: Produce a GIS-based planting plan...taking into consideration the “Best Species for Air Quality Improvement” and species best suited to the changing climate.
- Recommendation 39: Adopt a 5-year pruning cycle for all intermediate and mature trees and a 3-year cycle for all juvenile trees.
- Recommendation 40: Complete the update to the Tree Protection Policy and Street Tree By-Law. Note: Two departments (PandOS and Dev. Services) are enforcing (depending on the type of project), with two different standards being applied, which undermines the effectiveness.
- Recommendation 41: Consider transferring the responsibility for private tree protection from the Development Services Department to the Parks and Open Space Department. As of 2008, there was no private tree protection by-law. “If the enforcement of the Tree Protection Policy is improved through the addition of conditions on permit issuances, the need for a private tree by-law may be diminished.”
- Recommendation 53: Hire additional staff to undertake inspections of risk trees in the street and park tree population, in woodlands and along nature trails.
- Recommendation 56: Urban Forestry Services should work with the Parks Horticultural Section to formalize a methodology for Public Engagement, based on their existing Volunteer Recognition Program.
- Recommendation 64: The town’s Finance Department and the Park and Open Space Department should review the Forestry Section Business Plan and the 10 Year Capital Forecast to ensure that operating costs for street trees and park trees and Woodland Parks are captured based on a maintenance standard recommended in the UFSMP.

Recreation and Culture Studies

Cultural Plan 2016-2021

Date prepared 2016

Prepared by Town of Oakville

Brief Summary

The Plan is an update to the original “Enabling Culture to Thrive in Oakville” plan, providing recommendations in developing the town’s cultural offerings and services. The Plan recommends three directions, and provides eight recommended initiatives for reaching and engaging the whole community, the public art program, investing in

cultural anchors, public sector partnerships, arts and culture in more facilities, and the cultural lens initiative.

Relevance to Master Plan

- The Queen Elizabeth Park Community and Cultural Centre makes space available for classes, exhibitions, and performances.
- Opportunities for public sector partnerships include developing partnerships with the library.
- Spaces supporting cultural activity may be considered when developing future community facilities and existing capital projects as recommended in the Parks, Recreation and Library Master Plan.

Matters that may require further analysis in the Master Plan

- Public sector top-down and bottom-up partnership initiatives are viewed as opportunities for Oakville. A suggestion is creating an Oakville cultural round table consisting of high-level meetings between town staff and elected officials, representatives of Sheridan College, School Boards and the Oakville Public Library.
- There is a need to address several challenges caused by the limited amenities and size of Oakville Centre for Performing Arts.

Cultural Hub Study (2014)

Date prepared June 2014

Prepared by Web Management Services Inc.

Brief Summary

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

The Plan set out five objectives to achieve its vision.

1. To contribute to a successful economically vibrant downtown
2. To create a cultural focus for the town in the downtown area
3. To provide facilities and infrastructure that meet existing and future needs

4. To protect and enhance the natural environmental and cultural heritage of downtown
5. To develop solutions that are financially sustainable

Relevance to Master Plan

- Three options were developed for the DCH and the preferred option (Option 3, Dispersed – New Build) includes a new Performing Arts Centre (750 seat main theatre, 325 seat secondary theatre, lobby, restaurant/lounge, space for meetings/conferences, and cultural innovation and program space) and a full gallery program and full digital library on the post office site. However, infrastructure funding programs have not provided the opportunity for the desired scale of federal-provincial contributions and Council passed a motion in March 2016 that the town would not sell Centennial Square lands or air rights to assist in project financing.
- The DCH initiative has not yet been implemented, but Council directed staff to begin capital planning in 2023 and to plan for cultural facilities distributed throughout the downtown area. The key components of the DCH include a new library, gallery and performing arts centre as well as major open space areas including a Navy Street Plaza and a new Riverfront Park.
- The DCH will follow a dispersed model which offers a better opportunity to attract residential and commercial opportunities by spreading the benefit of this substantial investment throughout the downtown area. A dispersed model is also beneficial as a tool to help manage the staging of construction across a broader area, minimizing construction disruption to the greatest extent possible.

Matters that may require further analysis in the Master Plan

- The DCH remains an ongoing initiative that is related – but beyond the scope – of this Master Plan.

Library Studies

OPL Annual Report 2021

Date Prepared 2022

Prepared by Oakville Public Library

Brief Summary

Annual Report of library activities and output measures for 2021.

Relevance to Master Plan

The report is a snapshot in time for the year 2021. It also represents a more complex view of library operations as in-person programming and streaming are added to the OPL offerings. Reference to the outdoor space at Glen Abbey Library is also important as are new community partnerships, more library express options, as well as Trust and Reconciliation actions and social service initiatives.

Matters that may require further analysis in the Master Plan

- Virtual vs. in person program offerings and its impact on space requirements and operational functions.
- Output analysis for 2020, 2021 and 2022 will need to be factored into the background and recommendations.
- Further research and/or direction may be needed regarding the future physical collection (space implications), the impact of social services and new partnership initiatives on existing and future spaces, newcomer services, etc.

OPL Annual Report 2020

Date Prepared 2020

Prepared by Oakville Public Library

Brief Summary

Annual Report of library activities and output measures for 2020.

Relevance to Master Plan

Provides a snapshot in time for the year 2020. The report also provides a benchmark for certain functions and activities that required adaptation during COVID-19. It also provides background and some benchmarking for customer satisfaction and tracking of OPL's evolution through COVID-19 taken as a whole with the 2021 and the 2022 Annual Report.

Matters that may require further analysis in the Master Plan

- Virtual vs. in person program offerings and its impact on space requirements and operational functions.
- Output analysis for 2020, 2021 and 2022 will need to be factored into the background and recommendations.

Appendix C: Recreation Facility Inventories, Profiles and Preliminary Observations

Recreation Facility Inventories

Contained below is a listing of indoor recreation facilities owned and/or operated by the Town of Oakville. All data was provided by the town and is current as of January 1, 2023. Capital projects that are expected to be underway in 2023 are noted where known.

Community Centres

| | Community Centres | Plan Area | Number |
|---|---------------------------------------|-----------|----------|
| 1 | Glen Abbey Community Centre | W | 1 |
| 2 | Iroquois Ridge Recreation Centre | E | 1 |
| 3 | Oakville Trafalgar Community Centre | SE | 1 |
| 4 | Queen Elizabeth Park Community Centre | SW | 1 |
| 5 | River Oaks Community Centre | E | 1 |
| 6 | Sixteen Mile Community Centre (2025) | NW | 1 |
| 7 | Trafalgar Park Community Centre | SW | 1 |
| | Total | | 7 |

Indoor Pools

| | Indoor Pools | Plan Area | Number of Tanks |
|---|---------------------------------------|-----------|----------------------------------|
| 1 | Glen Abbey Community Centre | W | 1 |
| 2 | Iroquois Ridge Recreation Centre | E | 2 |
| 3 | Oakville Trafalgar Community Centre | SE | 2 |
| 4 | Queen Elizabeth Park Community Centre | SW | 1 |
| 5 | Sixteen Mile Community Centre (2025) | NW | 2 |
| 6 | White Oaks Pool (HSDB) | E | 1 |
| | Total | | 6 locations (9 tanks) |

Arenas

| | Arenas | Plan Area | Number of Pads |
|---|---------------------------------|-----------|----------------|
| 1 | Glen Abbey Community Centre | W | 2 |
| 2 | Joshua's Creek Arenas | E | 2 |
| 3 | Kinoak Arena | SW | 1 |
| 4 | Maplegrove Arena | SE | 1 |
| 5 | River Oaks Community Centre | E | 2 |
| 6 | Sixteen Mile Sports Complex | E | 4 |
| 7 | Trafalgar Park Community Centre | SW | 1 |
| | Total | | 13 |

Seniors' Facilities

| | Seniors' Facilities | Plan Area | Type |
|---|---------------------------------------|-----------|-------------|
| 1 | Iroquois Ridge Recreation Centre | E | Integrated |
| 2 | Queen Elizabeth Park Community Centre | SW | Integrated |
| 3 | River Oaks Community Centre | E | Integrated |
| 4 | Sir John Colborne Seniors Centre | SW | Stand-alone |
| 5 | Trafalgar Park Community Centre | SW | Integrated |
| | Total | | 5 |

Gymnasiums

| | Gymnasiums | Plan Area | Number |
|---|---------------------------------------|-----------|--|
| 1 | Glen Abbey Community Centre | W | 2 |
| 2 | Iroquois Ridge Recreation Centre* | E | 1 |
| 3 | Oakville Trafalgar Community Centre | SE | 2 |
| 4 | Queen Elizabeth Park Community Centre | SW | 3 |
| 5 | River Oaks Community Centre* | E | 1 |
| 6 | Sixteen Mile Community Centre (2025) | NW | 2 |
| 7 | Trafalgar Park Community Centre | SE | 1 |
| | Total | | 5 locations (10 gyms) plus 2 non- regulation spaces |

* non-regulation size gymnasiums

Note: The town also permits gymnasiums maintained by the HDSB and HCDSB.

Fitness Centres

| | Fitness Centres | Plan Area | Number |
|---|---------------------------------------|-----------|----------|
| 1 | Glen Abbey Community Centre | W | 1 |
| 2 | Iroquois Ridge Recreation Centre | E | 1 |
| 3 | Oakville Trafalgar Community Centre | SE | 1 |
| 4 | Queen Elizabeth Park Community Centre | SW | 1 |
| 5 | River Oaks Community Centre | E | 1 |
| 6 | Sixteen Mile Community Centre (2025) | NW | 1 |
| 7 | Trafalgar Park Community Centre | SW | 1 |
| | Total | | 7 |

Indoor Turf Facilities

| | Indoor Turf Facilities | Plan Area | Number of Fields |
|---|-------------------------|-----------|------------------|
| 1 | Pine Glen Soccer Centre | W | 4 |

Arts and Culture Facilities

| | Fitness Centres | Plan Area | Number |
|---|---------------------------------------|-----------|----------|
| 1 | Oakville Centre for Performing Arts | SE | 1 |
| 2 | Oakville Galleries | SE | 2 |
| 3 | Oakville Museum | SE | 1 |
| 4 | Queen Elizabeth Park Community Centre | SW | 1 |
| | Total | | 5 |

Recreation Facility Profiles and Preliminary Observations

The consulting team visited each Town of Oakville community centre and arena to observe current conditions and design attributes. Commentary from municipal staff was helpful in framing the context for each location. Summarized below for consideration within next phases of Master Plan development is high-level information on each facility and preliminary challenges and opportunities identified by the consulting team. These are not to be interpreted as recommendations, but rather items for future consideration and analysis.

Glen Abbey Community Centre (GACC)

About the Facility

- The Glen Abbey Community centre was built in 1988/89 and expanded in 2005 (second ice pad). The facility contains two ice pads, a 25-metre 4-lane leisure pool and conversation pool, fitness centre and spin bike room, four squash courts, multi-use program rooms, gymnasium, and library branch. The centre also contains space leased to the Oakville Gymnastics Club and a physiotherapy clinic.
- Recently converted Community Room B to accommodate a spin studio and other uses.
- Located within a community park, near area schools.

Challenges

- The pool/fitness change rooms were recently renovated, but remain under-sized (e.g., family change room is small; insufficient locker space, etc.).
- The gymnasium lacks dedicated change rooms.
- The arena upper viewing area is not accessible (lacks elevator) and some arena change rooms lack washrooms (showers only).
- The original ice pad (Blue pad) is aging, but is in the capital forecast for updates in 2024.
- Controlled access to membership areas is difficult because of distance between reception desk and door.
- The facility lacks dedicated space and programming for seniors.

Opportunities

- The town has prioritized the renewal of this facility by identifying the need to undertake a feasibility study to guide future investment (2024 capital budget).
- The centre has two staffed customer service desks, one for the centre and another for the fitness area. Furthermore, common areas within the centre are

beginning to show their age and could be updated. Renovations to these spaces may help to resolve issues.

- The fitness centre is under-sized and lacks natural light. It has been identified for expansion in previous master plans. This opportunity requires further study.
- Public interest has been expressed to maintain and/or expand the sauna facilities, which are the only public saunas associated with a pool in Oakville.
- Reconfiguration of the change room areas could allow for more efficient use of space with direct access for universal change to the pool deck.
- This is the town's busiest community centre. The new Sixteen Mile Community Centre (5-kilometres away) has the potential to provide some relief.
- The facility's aquatic hall is relatively small and could be expanded for another pool tank which would enable more programming possibilities.
- Arena change room areas have possibility of rearrangement to provide direct washroom and shower access.
- Community kitchen area now being used for storage and should be re-purposed as such.
- Renovations to the centre would allow for the opportunity to pull together the colours, fixtures and finishes as currently, there are many.
- A community room was recently lost due to the addition of a spin studio, leading to the loss of program/meeting space. An opportunity to relocate this spin studio elsewhere should be considered (e.g., under-utilized racquetball court).
- The original Diatomaceous Earth (DE) pool filtration system poses maintenance and health challenges for staff. Consideration should be given to installing a high-speed sand filtration system at the time of renovations.

Iroquois Ridge Community Centre (IRCC)

About the Facility

- Multi-use recreation centre built in 2000/01 containing fitness centre/studio, aquatics centre, single gymnasium, multi-use rooms, older adult centre, and attached library branch.
- The aquatics centre consists of a 25-metre 8-lane pool, separate leisure tank with slide, and an upper-level viewing gallery. This facility is home to the Oakville Aquatic Club.
- Most recently renovated in 2017 (change rooms, library branch, etc.).
- Co-located with Glen Ashton Park, containing sports fields and community amenities. Adjacent to high school.
- More renovations of the aquatic spectator area to accommodate more off-deck storage is planned for 2023/24.
- Kindergym, Pickleball and mini nets are popular programs within the gymnasium.

Challenges

- Gymnasium is not ideal for sports such as basketball due to its multi-purpose flooring and small size.

- Community centre rentals are on the decline.
- Security of 'in skin' fitness space. Look to integrate the membership check-in with the doors.

Opportunities

- Renovation planned for 2023/24 to address lobby and customer service desk upgrades (including improved sightlines), pool enclosure (e.g., HVAC, lighting, tiling, etc.).
- Reconfiguration of the Fitness and Cardio-Weight Room wing could make better use of space and take advantage underused West Ridge Room.
- Existing gymnasium space should be upgraded.

Joshua's Creek Arenas

About the Facility

- Twin pad arena initially built by private sector in 2004 and subsequently purchased by town.
- Facility also contains two shooter pads, spacious upper mezzanine, and leased office space for sport organizations.

Challenges

- Location in industrial area limits pedestrian accessibility, though facility is easily accessed by vehicle from QEW.
- Summer use is limited due to resources and demand. Upper mezzanine space has been leased to Oakville Community Table Tennis Association, but this presents staffing and access challenges during the non-ice season.

Opportunities

- The front-end of the building, which contains two entrances and a large customer service desk, is not well designed and could be renovated for better use of space.
- A long-term use for the upper mezzanine space, and potentially year-round use of the arena, should be considered.
- Explore a full encompassing Building Automation System (BAS).

Kinoak Arena

About the Facility

- Single pad arena built in 1966.
- Embedded within neighbourhood. No associated outdoor facilities.

Challenges

- Aging single pad that is outdated. Approximately \$1 million in capital repairs scheduled for 2024.
- Not barrier-free (e.g., narrow door openings, stairs to benches, etc.) and significant investment would have to be made for compliance.
- Does not offer contemporary spaces or amenities (lobby is small, concession not operating, change rooms lack showers etc.).
- Single use facility. Year-round use is not viable; not used in summer due to lack of demand and resources.
- Existing building envelope does not meet today's energy efficiency standards.
- Undersized ice pad, not NHL regulation size.

Opportunities

- May have potential for conversion to other in-demand uses (e.g., indoor dry pad, gymnasium, turf, program space, etc.), though accessibility and building envelope issues would need to be resolved.
- If town decides to continue operating the facility as a seasonal ice rink, improvements to be considered include:
 - Accessibility improvements.
 - Addition of spectator safety netting.
 - Addition of Level ice and fast ice systems to the ice resurfer to maximize utility savings and improve ice quality.
 - Explore heat recovery options in refrigeration plant.
 - Explore addition of Desiccant dehumidification in place of mechanical units to improve shoulder season ice and building environment conditions.
 - Ensure proper refrigeration plant programming through a dedicated BAS system for the refrigeration plant. Efficiencies can be realized through night set back and daytime ice temperature settings.

Maple Grove Arena

About the Facility

- Facility is a single stand-alone aging ice rink built in 1972/73. It will require significant investment or replacement.
- Arena floor is used in the summer for roller hockey.
- Embedded within neighbourhood. No associated outdoor facilities, but is connected to trails system.

Challenges

- Facility is not barrier-free (e.g., stairs to benches, etc.).
- Does not offer contemporary spaces or amenities (lobby is small, concession not operating, etc.).

- Aging facility lacking energy efficient building envelope and systems.
- Refrigeration plant struggles to maintain temperatures on warmer fall days and older mechanical dehumidifiers struggle to maintain proper humidity levels on high humid outdoor conditions.
- Lack of spectator safety netting.

Opportunities

- Similar to Kinoak Arena, may have potential for conversion to other in-demand uses (e.g., indoor dry pad, gymnasium, turf, program space, etc.), though accessibility issues would need to be resolved.
- If town decides to continue operating the facility as a seasonal ice rink, improvements to be considered include:
 - Accessibility improvements.
 - Addition of spectator safety netting.
 - Addition of Level ice and fast ice systems to the ice resurfer to maximize utility savings and improve ice quality.
 - Explore heat recovery options in refrigeration plant.
 - Explore addition of Desiccant dehumidification in place of mechanical units to improve shoulder season ice and building environment conditions.
 - Ensure proper refrigeration plant programming through a dedicated BAS system for the refrigeration plant. Efficiencies can be realized through night set back and daytime ice temperature settings.

Oakville Trafalgar Community Centre (OTCC)

About the Facility

- The town’s newest community centre, built on the former Oakville-Trafalgar Hospital Lands in 2020. Space contains a multi-tank aquatics centre (lane and therapeutic pools), gymnasium, walking track, fitness centre with studio.
- The parking garage from the former hospital was retained, offering ample parking.

Challenges

- The gymnasium design does not allow for full functionality due to the second floor walking track; e.g., can only fit 4 pickleball courts in the double gymnasium.
- The therapeutic pool has a maximum depth of 1.1 metres, limiting versatility in programming.

Opportunities

- The first-floor roof on the south side has potential to be re-purposed as a green roof or possibly an outdoor balcony / plaza space.
- Building systems:

- Explore solar heat possibilities for pool heating and domestic hot water heating.
- Recommend all future Oakville pool retrofits/replacements be Myrtha-style, taking advantage of transferable equipment and skillsets for all staff and facilities.
- Look into usefulness of therapeutic pool and explore alternative programming for the shallow pool.

Pine Glen Soccer Centre

About the Facility

- Built by the town in 2008 and operated by the Oakville Soccer Club. Facility contains one large FIFA-size indoor turf field (divisible into four smaller fields), change rooms, and board room. Co-located with Pine Glen Park, containing several outdoor soccer fields and community amenities.
- Rentals are administered by the Oakville Soccer Club under agreement with the town. Largely used to support local soccer programs, leagues and camps, but some use by rugby, baseball and other sport groups. Offer a pole walking program.

Challenges

- The Town of Oakville has no direct programming times or access.
- Daytime and summer usage of the facility is low. Do not have flooring system to allow for non-turf usage.
- Artificial turf has degraded and will be replaced by the club in 2023.
- Floor cracking in the lobby and changeroom hallway. Mya require further investigation.

Opportunities

- Soccer club indicates that there is sufficient demand to consider an expansion, as well as improvements to storage and spectator viewing.
- The current lease term expires in 2028 and may be renegotiated at that time.
- Addition of portable hard surface flooring would create an opportunity for additional use and revenue potential during slower turf rental times.
- Expand on HVAC BAS system to ensure Indoor Air Quality is maintained.
- Adult leagues offer opportunity for concessions and alcohol sales as a means of revenue.

Queen Elizabeth Park Community and Cultural Centre (QEPCCC)

About the Facility

- Former secondary school building built in 1975; town purchased building/property and undertook significant renovation, re-opening in 2012.
- Contains several major recreation amenities (e.g., 25M 6-lane indoor pool, gymnasiums, fitness centre), cultural spaces (e.g., black box theatre, recording studio, gallery and display space, wood working studio, ceramic studio, etc.), and other community services (e.g., OPL Express Library, older adult centre, youth centre, recording studio, third-party child care, etc.).
- Centre offers a wide range of programming (mostly town-delivered) and rentals.

Challenges

- QEPCCC is a very large facility (total size is 144,000sf; there are 47 bookable spaces), requiring considerable resources.
- The facility was not purpose-built, and lacks contemporary spaces such as large family change rooms for pool.
- The Fitness Centre is performing below expectations – it is not well used by teens and lacks proper control.
- The Older Adult Centre is performing below expectations – users are seeking a larger dedicated space (possibly in other areas of town).
- Lack of space and resources for drop-in programming.
- The fundamental spatial character of the former high school remains with multiple entrances leading into long corridors and rooms closed off from each other. Moving through the facility is reminiscent of being at school and users note that the building feels empty despite the variety and popularity of the program being offered.
- Multiple exit doors are challenging for Staff to monitor.
- Continued investment into new technology for classrooms such as 3-D printers, recording studio equipment, etc. is a challenge. Some classrooms can become too small as additional updated equipment is replaced/installed.
- Programming must consider services provided by private sector so as to avoid duplication.

Opportunities

- Continued enhancement of the Youth Centre by making it more youth-friendly.
- The Older Adult Centre could be removed in favour of other higher-order needs, with services shifting to another location.
- Creating a secondary large open space, similar to the main entrance, will anchor the corridors to an identifiable landmark that will help visitors orient themselves inside the building and provide a place for social engagement.
- Providing visibility (windows) into more program rooms will help introduce to visitors all that the facility has to offer.

- Environmental graphics on both exterior and interior will give the facility more character, reinforce the facility’s brand and help navigation tremendously.
- Further examine costs vs revenue for recording studio and determine with regular capital equipment replacement if there is a need to maintain, discontinue, or adopt a new delivery model.
- Expand on the digital Library vending service.
- Building Systems:
 - In an effort to maximize utility efficiencies, explore further LED lighting replacement and also look at integrating a Building Automation System for heating and cooling controls of the HVAC system.
 - Investigate efficiencies for the pool operating and heating system.
 - To further promote Health and Safety and ease of operational maintenance, look into updating the pool filtration system.

River Oaks Community Centre (ROCC)

About the Facility

- This is the town’s oldest community centre, built in 1984 and expanded to add a second ice pad in 1998. Facility contains two ice pads, fitness centre with small track, squash and racquetball courts, multi-use rooms (including gymnasium-like space), personal fitness room, etc. The centre also contains space leased to a physiotherapy clinic.
- Facility serves as a hub for activities organized by the River Oaks Mature Adults Club.
- Located within a community park, near area schools.
- A recent renovation resulted in an upgraded lobby, complete refurbishment of Pad B, and conversion of two shooter pads into multi-use rooms.

Challenges

- Pad A (original ice pad) is slated for capital renewal in 2025.
- The large multi-use room supports activities such as pickleball, but is under-sized to be used as a full gymnasium for sports such as basketball.
- An appropriate room for fitness and spin classes is missing.
- The facility lacks a gymnasium.

Opportunities

- Squash and racquetball courts, as well as fitness area are original spaces that have design challenges (e.g., the squash courts are North American standards, not the preferred International dimensions; racquetball courts are under-utilized; fitness centre lacks separate studio space – one large space creates noise disruptions, etc.). Furthermore, the change rooms require further renovation – whirlpools have been decommissioned but remain in place; saunas have also

been retained. Space left over for squash court viewing is underused. This entire wing could be replanned and updated.

- “The Box” – personal training, cross-fit space located at the rear of Pad B – is underutilized space that could benefit from a business plan and greater promotion.
- A youth room at this location could serve the nearby school population who spend time in the lobby after school.
- Building systems:
 - Expand on Building automation systems for refrigeration, HVAC, and lighting.
 - Ensure desiccant dehumidification is working efficiently.
 - Explore and expand on heat recovery options.
 - Expand on printed advertising opportunities such as rink board ads and ice logos.
 - Community Centre and Fitness Areas could use a LED lighting retrofit both to modernize and save utilities.
 - Offer expanded vending to capitalize on proximity to local school or lease out concession space.

Sir John Colborne Centre (SJCC)

About the Facility

- The town’s only stand-alone older adult centre.
- Built in 1991. Contains a multi-purpose lounge, activity rooms (3), games rooms, auditorium (divisible), and café.
- Governed by volunteer board of directors; cost-sharing arrangements are common. Large volunteer commitment within programs.
- Memberships and drop-in fees are affordable for most users.

Challenges

- The facility is very busy and most spaces are used to capacity, though usage has not returned to pre-pandemic levels.
- Insufficient parking is a common complaint from users, as is consistent climate control within the building.
- Site is limited for large expansion given existing mature trees and park setting.
- Mechanical HVAC system requires review and possible upgrade.

Opportunities

- Off-site programming and off-hour rentals have been shifted to QEPCCC and other locations, typically using multi-use shared spaces. Maximizing programming at this and other sites may be able to be explored further.
- A new floor (wood spring) will be installed in the auditorium in 2023/24.

- Modest expansions to facility may be possible to offer additional program, activity and gathering space, such as a larger games room.
- Building systems:
 - Perform a thorough review of HVAC and ensure all equipment and dampers are operating as they should be.
 - Look at incorporating wireless thermostats and possible incorporate into a BAS system allowing better control of temperatures.
 - In order to further maximize utility savings, develop a LED lighting replacement plan and look to secure grants such as “Save on Energy” to offset costs of lighting replacement.
 - To better accommodate 3rd party event rentals, give consideration to outfitting the facility with an access control system on all doors that would allow protocols to be inputted into the door access control system to allow entry to facility and rooms that are rented. For example, the CDVI Atrium system has a user friendly easily installed door access control system that could be incorporated.

Sixteen Mile Sports Complex

About the Facility

- Built in 2010, the first phase of this complex includes 4 indoor ice pads (including 1 Olympic-sized ice pad with seating for 1,500), 2 shooter pads, 2 community rooms, leased spaces (restaurant and pro shop), and an OPL Express Library.
- This facility is a primary hub for most minor ice sport organizations in Oakville and is frequently used for tournaments (25-30 per year) and special events.
- Annual foot count is between 850,000 to 1 million persons.
- Key location of Oakville Recreation League (ORL) programming.
- Co-located with Sixteen Mile Sports Park, the town’s largest community park, which is currently undergoing another phase of construction to install additional sports fields and community amenities (e.g., dedicated pickleball courts, cricket field, Skate Park, beach volleyball).
- Scheduled to open in 2025 is an attached multi-use community centre to consist of aquatic facilities (25-metre 6-lane pool, warm-water pool), fitness/active living centre with an athletic 150m elevated track, FIBA-regulation gymnasium, branch library (currently in temporary space), will be the town’s second largest, and flexible multi-use spaces to accommodate seniors, youth and cultural programming.
- Parking to be expanded by 200-250 spots in the lower level to accommodate increased demand.

Challenges

- Construction of the community centre has been accelerated and the temporary branch library has been moved to a location just north of the site.

- Community consultations for the design of the Sixteen Mile Community Centre generated significant interest, but not all community requests could be feasibly accommodated due to budget, site constraints, and operational considerations (e.g., larger pool, sauna facilities, etc.).

Opportunities

- A frequent request from user groups is for dryland training space; this and other amenities are proposed to be added through the Phase 2 Community Centre.

Trafalgar Park Community Centre (TPCC)

About the Facility

- Originally built as the Oakville Arena (single pad rink), the facility was overhauled and expanded in 2018 to include a gymnasium, walking track, older adults centre, fitness centre, and multi-purpose room (Pine Room).
- The arena – which was originally built in 1951 – was completely refurbished with the intent of serving community needs for decades to come.

Challenges

- The Gymnasium was not built to FIBA regulation standards due to site constraints.
- The Fitness Centre is least used in the town’s inventory. Nearby fitness centres exist at the new Oakville Trafalgar Community Centre and YMCA of Oakville.

Opportunities

- The Fitness Centre, which is least used in the town’s inventory, has potential to be converted to other in-demand uses (e.g., equipment-less fitness studio, program room, etc.).
- The Senior’s Lounge / OAC is under-performing and could benefit from additional programming and promotional efforts.
- Building systems:
 - Explore further heat recovery options in refrigeration plant to reduce utilities. E.g., Thermastor Heat recovery tanks to pre-heat domestic hot water from waste heat of refrigeration plant.
 - Consider installation of spectator safety netting as an ORFA best practice.
 - Further expand advertising and electronic displays to better promote internal programming.
 - Explore building HVAC BAS system and ensure proper parameters are in place for all HVAC controls.
 - Explore ice plant BAS and ensure proper parameters are in place for all refrigeration plant operational controls.

White Oaks Pool

About the Facility

- 25-metre 6-lane pool attached to White Oaks Secondary School; built early 1970s.
- Change rooms were renovated in 2016. Also offers two universal change spaces.
- Not included in the reciprocal agreement with the HDSB as the high school rents the facility. Certain facility duties are handled by the school custodian.

Challenges

- Association with high school can be a barrier to broader public use.
- Pool contains chair lift, but no accessible ramp.
- While conceived as a partnership with the school, school usage has declined in recent years.
- Tarzan rope is being decommissioned because of inspection services are no longer available. Pool lacks leisure amenities.
- Suspended ceiling cables should be monitored for corrosion.
- Original ceiling having issues and a secondary drop ceiling has been added in 2014.

Opportunities

- As a stand-alone facility with a rectangular tank, the site is well suited to use by organized aquatic clubs and its usage profile could be adjusted accordingly.
- Potential for patio space off pool deck is available if family leisure programming continues.

Appendix D: Park Facility Inventories

Contained below is a listing of outdoor park facilities owned and/or operated by the Town of Oakville. All data was provided by the town and is current as of January 1, 2023. Capital projects that are expected to be underway in 2023 are included where known.

Active Parkland

| Park Type | Number of Parks | HA | Per 1,000 |
|-------------------------------|-----------------|-----------------|-------------|
| Active Parkland | | | |
| Community Park | 46 | 275.04 | 1.22 |
| Neighbourhood Park | 212 | 260.19 | 1.16 |
| Buffer Block | 19 | 13.26 | 0.06 |
| Total Active Parkland | 277 | 548.49 | 2.44 |
| Passive Parkland | | | |
| Community Link Park | 44 | 111.33 | 0.49 |
| Major Valley | 14 | 264.05 | 1.17 |
| Minor Valley | 108 | 573.15 | 2.55 |
| Tableland Woodlot | 46 | 262.06 | 1.16 |
| Total Passive Parkland | 212 | 1,210.59 | 5.38 |
| Total Parkland | 489 | 1,759.08 | 7.82 |

Soccer and Multi-use Fields (outdoor)

| | Soccer and Multi-use Fields | Plan Area | Art. Turf Soccer (lit) | Multi-Use Fields (Art. Turf) | Major Soccer (lit) | Major Soccer (unlit) | Mini Soccer (unlit) | Shared Use of School Soccer Fields |
|----|-----------------------------|-----------|------------------------|------------------------------|--------------------|----------------------|---------------------|------------------------------------|
| 1 | Abbey Park SS | W | - | - | - | - | - | 1 |
| 2 | Aldercrest Park | W | - | - | - | - | 1 | - |
| 3 | Aspen Forest Park | SE | - | - | - | - | 2 | - |
| 4 | Bloomfield Park | W | - | - | - | 1 | - | - |
| 5 | Bronte Athletic Park | SW | - | 1 | - | - | - | - |
| 6 | Brookdale Public School | W | - | - | - | - | - | 1 |
| 7 | Castlebrook Park | W | - | - | - | - | 1 | - |
| 8 | Clearview Park | SE | - | - | - | - | 1 | - |
| 9 | E J James Public School | SE | - | - | - | - | - | 1 |
| 10 | Eastview Public School | SW | - | - | - | - | - | 1 |
| 11 | Falgarwood Park | E | - | - | - | - | 1 | - |
| 12 | Fowley Park | NE | - | - | - | 1 | - | - |
| 13 | Garth Webb SS | W | - | - | - | - | - | 1 |
| 14 | Glen Allen Park | SW | - | - | - | 1 | 1 | - |
| 15 | Glenashton Park | E | - | - | - | - | 2 | - |
| 16 | Grand Oak Park | W | - | - | - | 1 | - | - |
| 17 | Harman Gate Park | E | - | - | - | 1 | - | - |
| 18 | Heritage Way Park | W | - | - | - | 1 | - | - |
| 19 | Holton Heights Park | E | - | - | - | - | 2 | - |

| | Soccer and Multi-use Fields | Plan Area | Art. Turf Soccer (lit) | Multi-Use Fields (Art. Turf) | Major Soccer (lit) | Major Soccer (unlit) | Mini Soccer (unlit) | Shared Use of School Soccer Fields |
|----|--------------------------------|-----------|------------------------|------------------------------|--------------------|----------------------|---------------------|------------------------------------|
| 20 | Hopedale Park | SW | - | - | - | 1 | - | - |
| 21 | Iroquois Shore Ridge SS | E | - | - | - | - | - | 1 |
| 22 | Isaac Park | NW | - | - | - | 2 | - | - |
| 23 | Jonathan Park | SE | - | - | - | - | 1 | - |
| 24 | Kingsford Gardens | SE | - | - | - | - | 2 | - |
| 25 | Maple Grove Public School | SE | - | - | - | - | - | 1 |
| 26 | Millstone Park | W | - | - | - | - | 1 | - |
| 27 | Montclair Senior School | E | - | - | - | - | - | 1 |
| 28 | Morden Park | SW | - | - | - | 1 | - | - |
| 29 | Munns Creek Park | E | - | - | - | - | 1 | - |
| 30 | Munns Public School | E | - | - | - | - | - | 1 |
| 31 | Nautical Park | SW | - | - | - | 1 | - | - |
| 32 | New Central Public School | SE | - | - | - | - | - | 1 |
| 33 | Nottingham Park | W | - | - | - | - | 2 | - |
| 34 | Oakville Park | E | - | - | - | 4 | - | - |
| 35 | Oakville Trafalgar SS | SE | - | - | - | - | - | 1 |
| 36 | Oakwood Public School | SE | - | - | - | - | - | 1 |
| 37 | Oxford Park | E | - | - | - | - | 1 | - |
| 38 | Palermo Public School | W | - | - | - | - | - | 1 |
| 39 | Pilgrim's Way Park | W | - | - | - | - | 1 | - |
| 40 | Pine Glen Community Park | W | - | - | 4 | - | - | - |
| 41 | Pinery Park | E | - | - | - | - | 2 | - |
| 42 | Post Corners Public School | E | - | - | - | - | - | 1 |
| 43 | Post Park | SE | - | - | - | 1 | - | - |
| 44 | Postridge Park | E | - | - | - | - | 1 | - |
| 45 | Q.E. Park | SW | - | - | - | 2 | - | - |
| 46 | Rebecca Gardens | SW | - | - | - | 1 | - | - |
| 47 | Ridgeview Park | E | - | - | - | - | 1 | - |
| 48 | River Oaks Park | E | - | 1 | - | - | - | - |
| 49 | Saw Whet Park | W | - | - | - | 1 | - | - |
| 50 | Shell Park | SW | - | - | 2 | 2 | - | - |
| 51 | Sheridan Hills Park | E | - | - | - | - | 1 | - |
| 52 | Sixteen Mile Sports Park | NW | 2 | -- | 2 | - | - | - |
| 53 | Southeast Sports Fields | SE | - | - | - | 1 | - | - |
| 54 | Sunningdale Park | E | - | - | - | - | 1 | - |
| 55 | Sunningdale Public School | W | - | - | - | - | - | 1 |
| 56 | T. A. Blakelock SS | SW | - | - | - | - | - | 1 |
| 57 | Valleyridge Park | W | - | - | - | - | 1 | - |
| 58 | W H Morden Public School | E | - | - | - | - | - | 1 |
| 59 | West Oak Public School | W | - | - | - | - | - | 1 |
| 60 | West Oak Trails Community Park | W | - | - | 2 | - | - | - |
| 61 | Westbrook Park | SW | - | - | - | 1 | - | - |
| 62 | White Oaks SS South Campus | E | - | - | - | - | - | 2 |
| | Total | | 2 | 2 | 10 | 24 | 27 | 20 |

Other Dedicated Rectangular Fields (football, rugby, field hockey, lacrosse)

| | Other Dedicated Rectangular Fields | Plan Area | Type |
|---|------------------------------------|-----------|--------------|
| 1 | Glen Abbey Park | W | Field Hockey |

Ball Diamonds

| | Ball Diamonds | Plan Area | Major Hardball (lit) | Major Hardball (unlit) | Minor Hardball (unlit) | Minor Hardball (lit) | Major Softball (lit) | Major Softball (unlit) | Minor Softball (unlit) | Minor Softball (Lit) | Shared Use of School Ball Diamonds |
|----|---------------------------|-----------|----------------------|------------------------|------------------------|----------------------|----------------------|------------------------|------------------------|----------------------|------------------------------------|
| 1 | Bronte Athletic Park | SW | - | - | - | - | - | - | 1 | - | - |
| 2 | Brookdale Park | SW | - | - | - | - | - | - | 1 | - | - |
| 3 | Brookdale PS | W | - | - | - | - | - | - | - | - | 1 |
| 4 | Clearview Park | SE | - | - | - | - | - | 1 | - | - | - |
| 5 | Cornwall Road Sports Park | SE | - | - | - | 2 | - | - | - | - | - |
| 6 | Deer Run Park | SE | - | - | - | - | - | 1 | - | - | - |
| 7 | Eastview PS | SW | - | - | - | - | - | - | - | - | 1 |
| 8 | George Savage Park | NW | - | - | - | - | - | 1 | - | - | - |
| 9 | Gladys Speers PS | SW | - | - | - | - | - | - | - | - | 1 |
| 10 | Glen Abbey Park | W | 1 | - | - | - | 1 | - | - | - | - |
| 11 | Glenashton Park | E | - | - | - | - | 2 | - | - | - | - |
| 12 | Heritage Way Park | W | - | - | - | - | - | 1 | - | - | - |
| 13 | Holy Family CES | E | - | - | - | - | - | - | - | - | 1 |
| 14 | Hopedale Park | SW | - | - | - | - | - | - | 1 | - | - |
| 15 | Langtry Park | W | - | - | - | - | - | 1 | - | - | - |
| 16 | Laurelwood Park | E | - | - | - | - | - | 1 | - | - | - |
| 17 | Lindsay Park | W | - | - | - | - | - | - | 1 | - | - |
| 18 | Millbank Park | E | - | - | - | - | - | - | 2 | - | - |
| 19 | Montclair Sr School | E | - | - | - | - | - | - | - | - | 1 |
| 20 | Morden Park | SW | - | - | - | - | - | 1 | - | - | - |
| 21 | Munns Public School | E | - | - | - | - | - | - | - | - | 1 |
| 22 | Neyagawa Park | E | - | 1 | 1 | - | - | - | - | - | - |
| 23 | Nottingham Park | W | - | - | - | - | - | - | 1 | - | - |
| 24 | Oakville Park | E | 1 | - | - | - | - | - | - | - | - |
| 25 | Oakwood PS | SE | - | - | - | - | - | - | - | - | 1 |
| 26 | Palermo Park | NW | - | - | - | - | 2 | - | - | - | - |
| 27 | Postridge Park | E | - | - | 1 | - | - | - | - | - | - |
| 28 | River Glen Park | E | - | - | 1 | - | - | - | - | - | - |
| 29 | River Oaks Park | E | 1 | - | - | 1 | - | - | - | 1 | - |
| 30 | Seabrook Park | SW | - | - | - | - | - | - | 1 | - | - |
| 31 | Sixteen Hollow Park | W | - | - | - | - | - | 1 | - | - | - |
| 32 | Southeast Sports Fields | SE | - | - | - | - | - | - | 1 | - | - |
| 33 | St. John CES | E | - | - | - | - | - | - | - | - | 1 |

| | Ball Diamonds | Plan Area | Major Hardball (lit) | Major Hardball (unlit) | Minor Hardball (unlit) | Minor Hardball (lit) | Major Softball (lit) | Major Softball (unlit) | Minor Softball (unlit) | Minor Softball (Lit) | Shared Use of School Ball Diamonds |
|----|--------------------------------|-----------|----------------------|------------------------|------------------------|----------------------|----------------------|------------------------|------------------------|----------------------|------------------------------------|
| 34 | Sunningdale Park | E | - | - | - | - | - | - | 1 | - | - |
| 35 | Thornlea Park | SW | - | - | - | - | - | - | 1 | - | - |
| 36 | Trafalgar Park | SW | - | - | - | - | 2 | - | - | - | - |
| 37 | W H Morden PS | E | - | - | - | - | - | - | - | - | 1 |
| 38 | Wallace Park | SE | - | - | 1* | - | - | - | - | - | - |
| 39 | Wedgewood Park | SE | - | - | - | - | - | - | 1 | - | - |
| 40 | West Oak Trails Community Park | W | - | - | - | - | 1 | - | - | - | - |
| 41 | Westbrook Park | SW | - | - | - | - | - | 1 | - | - | - |
| 42 | William Rose Park | NE | - | - | - | - | - | 1 | - | - | - |
| 43 | Windrush Park | W | - | - | - | - | - | - | 1 | - | - |
| 44 | Woodhaven Park | SW | - | - | - | - | - | 1 | - | - | - |
| 45 | Wynten Way Park | SE | - | - | - | - | - | 1 | - | - | - |
| | Total | | 3 | 1 | 4 | 3 | 8 | 12 | 13 | 1 | 9 |

*planned for removal in 2023/24

Cricket Fields

| | Cricket Fields | Plan Area | Number |
|---|--------------------------|-----------|----------|
| 1 | Glenashton Park | E | 1 |
| 2 | Sixteen Mile Sports Park | NW | 1 |
| | Total | | 2 |

Tennis Courts

| | Tennis Courts | Plan Area | Dedicated Tennis - Club (lit) | Dedicated Tennis - Public (lit) | Dedicated Tennis (unlit) | Shared Use of School Tennis Court | Multi-Lined Court (lit) | Multi-Lined Court (unlit) | Shared Use of School Multi-Line Court |
|----|--------------------|-----------|-------------------------------|---------------------------------|--------------------------|-----------------------------------|-------------------------|---------------------------|---------------------------------------|
| 1 | Aldercrest Park | W | - | - | 2 | - | - | 1 | - |
| 2 | Ardleigh Park | SE | - | - | 1 | - | - | 1 | - |
| 3 | Bishopstoke Park | SE | - | - | 2 | - | - | 1 | - |
| 4 | Bloomfield Park | W | - | - | 1 | - | - | 1 | - |
| 5 | Castlefield Park | E | - | - | 1 | - | - | 1 | - |
| 6 | Deer Run Park | SE | - | - | 1 | - | - | 1 | - |
| 7 | Forster Park | SW | - | 1 | - | - | | | |
| 8 | Fowley Park | NE | - | 2 | - | - | | | |
| 9 | George Savage Park | NW | - | 2 | - | - | | | |
| 10 | Glen Abbey Park | W | - | 3 | - | - | 1 | - | - |
| 11 | Glen Oak Park | SW | - | - | 1 | - | - | 1 | - |
| 12 | Glenashton Park | E | - | - | 1 | - | - | 2 | - |

| | Tennis Courts | Plan Area | Dedicated Tennis - Club (lit) | Dedicated Tennis - Public (lit) | Dedicated Tennis (unlit) | Shared Use of School Tennis Court | Multi-Lined Court (lit) | Multi-Lined Court (unlit) | Shared Use of School Multi-Line Court |
|----|-----------------------------|-----------|-------------------------------|---------------------------------|--------------------------|-----------------------------------|-------------------------|---------------------------|---------------------------------------|
| 13 | Heritage Way Park | W | - | - | 2 | - | - | 1 | - |
| 14 | Holton Heights Park | E | - | 1 | - | - | 1 | - | - |
| 15 | Hopedale Park | SW | - | - | 2 | - | - | 1 | - |
| 16 | Jonathan Park | SE | - | - | 1 | - | - | 1 | - |
| 17 | Lawson Park | SE | - | 2 | - | - | | | |
| 18 | Leighland Park | E | - | - | 1 | - | | | |
| 19 | Litchfield Park | E | - | - | 1 | - | - | 1 | - |
| 20 | Maplegrove Park | SE | - | - | 1 | - | - | 1 | - |
| 21 | Old Abbey Park | W | | | | | - | 2 | - |
| 22 | Q.E. Park | SW | 7 | 1 | - | - | | | |
| 23 | River Glen Park | E | - | - | 2 | - | - | 1 | - |
| 24 | Saw Whet Neighbourhood Park | W | - | 2 | - | - | - | - | - |
| 25 | River Oaks Park | E | - | 1 | - | - | 1 | - | - |
| 26 | Shell Park | SW | | | | | 3 | - | - |
| 27 | Sheridan Hills Park | E | - | - | 2 | - | - | 1 | - |
| 28 | Sovereign Park | SW | | | | | - | 2 | - |
| 29 | Sunningdale Public School | W | - | - | - | 1 | - | - | 1 |
| 30 | Trafalgar Park | SW | - | 1 | - | - | 1 | - | - |
| 31 | Valleybrook Park | E | - | - | 1 | - | - | 1 | - |
| 32 | Wallace Park | SE | 4 | 1 | - | - | | | |
| 33 | White Oaks SS S. Campus | E | - | - | - | 4 | | | |
| 34 | William Rose Park | NE | - | 2 | - | - | | | |
| 35 | Windrush Park | W | - | - | 2 | - | - | 1 | - |
| | Total | | 11 | 19 | 25 | 5 | 7 | 22 | 1 |

Planned Tennis Courts: Sixteen Mile Sports Park (4 dedicated lit public tennis courts planned for 2024/25)

Pickleball Courts

| | Pickleball Courts | Plan Area | Dedicated Pickleball (lit) | Dedicated Pickleball (unlit) | Multi-Lined Court (lit) | Multi-Lined Court (unlit) | Shared Use of School Multi-Line Court |
|---|-------------------|-----------|----------------------------|------------------------------|-------------------------|---------------------------|---------------------------------------|
| 1 | Aldercrest Park | W | | | - | 1 | - |
| 2 | Ardleigh Park | SE | | | - | 1 | - |
| 3 | Bishopstoke Park | SE | | | - | 1 | - |
| 4 | Bloomfield Park | W | | | - | 1 | - |
| 5 | Castlefield Park | E | | | - | 1 | - |
| 6 | Deer Run Park | SE | | | - | 1 | - |
| 7 | Fowley Park | NE | 4 | - | | | |

| | Pickleball Courts | Plan Area | Dedicated Pickleball (lit) | Dedicated Pickleball (unlit) | Multi-Lined Court (lit) | Multi-Lined Court (unlit) | Shared Use of School Multi-Line Court |
|----|--------------------------------|-----------|----------------------------|------------------------------|-------------------------|---------------------------|---------------------------------------|
| 8 | George Savage Park | NW | 2 | - | | | |
| 9 | Glen Abbey Park | W | | | 1 | - | - |
| 10 | Glen Oak Park | SW | | | - | 1 | - |
| 11 | Glenashton Park | E | | | - | 2 | - |
| 12 | Heritage Way Park | W | | | - | 1 | - |
| 13 | Holton Heights Park | E | | | 1 | - | - |
| 14 | Hopedale Park | SW | | | - | 1 | - |
| 15 | Jonathan Park | SE | | | - | 1 | - |
| 16 | Litchfield Park | E | | | - | 1 | - |
| 17 | Maplegrove Park | SE | | | - | 1 | - |
| 18 | Old Abbey Park | W | | | - | 2 | - |
| 19 | River Glen Park | E | | | - | 1 | - |
| 20 | River Oaks Park | E | | | 1 | - | - |
| 21 | Saw Whet Neighbourhood Park | W | 2 | - | - | - | - |
| 22 | Shell Park | SW | | | 3 | - | - |
| 23 | Sheridan Hills Park | E | | | - | 1 | - |
| 24 | Sovereign Park | SW | | | - | 2 | - |
| 25 | Sunningdale Public School | W | | | - | - | 1 |
| 26 | Trafalgar Park | SW | | | 1 | - | - |
| 27 | Valleybrook Park | E | - | 1 | | 1 | |
| 28 | West Oak Trails Community Park | W | - | 1 | | | |
| 29 | William Rose Park | NE | 3 | - | | | |
| 30 | Windrush Park | W | | | - | 1 | - |
| | Total | | 11 | 2 | 7 | 22 | 1 |

Planned Pickleball Courts: Sixteen Mile Sports Park (7 dedicated lit pickleball courts planned for 2024/25)

Basketball Courts

| | Basketball Courts | Plan Area | Basketball Courts - Full | Basketball Courts - Half | Ball Hockey Court |
|---|--------------------|-----------|--------------------------|--------------------------|-------------------|
| 1 | Bloomfield Park | W | 1 | - | - |
| 2 | Castlebrook Park | W | 1 | - | - |
| 3 | Falgarwood Park | E | 1 | - | - |
| 4 | Forster Park | SW | 1 | - | - |
| 5 | George Savage Park | NW | 1 | 1 | - |
| 6 | Glen Abbey Park | W | 1 | - | - |
| 7 | Glenashton Park | E | 1 | - | - |
| 8 | Hixon Parkette | SW | - | 1 | - |
| 9 | Hopedale Park | SW | - | 1 | - |

| | Basketball Courts | Plan Area | Basketball Courts - Full | Basketball Courts - Half | Ball Hockey Court |
|----|-----------------------------|-----------|--------------------------|--------------------------|-------------------|
| 10 | Kingsford Gardens | SE | - | 1 | 1 |
| 11 | Maplegrove Park | SE | 1 | - | - |
| 12 | Memorial Park | E | 1 | - | - |
| 13 | Nautical Park | SW | 1 | - | - |
| 14 | Normandy Park | SW | - | 1 | - |
| 15 | Old Abbey Park | W | 1 | - | - |
| 16 | Pelee Woods Park | E | - | 1 | - |
| 17 | Q.E. Park | SW | - | 1 | - |
| 18 | River Glen Park | E | 1 | - | - |
| 19 | Saw Whet Neighbourhood Park | W | 1 | - | - |
| 20 | Trafalgar Park | SW | 1 | - | - |
| 21 | Wallace Park | SE | 1 | - | - |
| 22 | William Rose Park | NE | 1 | - | - |
| | Total | | 16 | 7 | 1 |

Planned Basketball Courts: Sixteen Mile Sports Park (1 full basketball court planned for 2024/25)

Outdoor Pools

| | Outdoor Pools | Plan Area | Number |
|---|-----------------|-----------|----------|
| 1 | Bronte Pool | SW | 1 |
| 2 | Brookdale Pool | SW | 1 |
| 3 | Falgarwood Pool | E | 1 |
| 4 | Lions Pool | SW | 1 |
| 5 | Wedgewood Pool | SE | 1 |
| | Total | | 5 |

Splash Pads

| | Splash Pads | Plan Area | Number |
|----|-------------------|-----------|--------|
| 1 | Aspen Forest | SE | 1 |
| 2 | Coronation Park | SW | 1 |
| 3 | Forster Park | SW | 1 |
| 4 | Fowley Park | NE | 1 |
| 5 | Heritage Way Park | W | 1 |
| 6 | Isaac Park | NW | 1 |
| 7 | Martindale Park | E | 1 |
| 8 | Millbank Park | E | 1 |
| 9 | Munns Creek Park | E | 1 |
| 10 | Nautical Park | SW | 1 |
| 11 | Neyagawa Park | E | 1 |
| 12 | Old Abbey Park | W | 1 |

| | Splash Pads | Plan Area | Number |
|----|--------------------------------|-----------|-----------|
| 13 | Pine Glen Community Park | W | 1 |
| 14 | Postridge Park | E | 1 |
| 15 | Reynolds Community Park | SE | 1 |
| 16 | Saw Whet Neighbourhood Park | W | 1 |
| 17 | Sixteen Hollow Park | W | 1 |
| 18 | Sixteen Mile Sports Park | NW | 1 |
| 19 | Travertine Park | NW | 1 |
| 20 | Valleybrook Park | E | 1 |
| 21 | Valleyridge Park | W | 1 |
| 22 | West Oak Trails Community Park | W | 1 |
| 23 | William Rose Park | NE | 1 |
| 24 | Wynten Way Park | SE | 1 |
| | Total | | 24 |

Playgrounds

| | Playgrounds | Plan Area | Playground (Junior) | Playground (Senior) | Playground (Combined) |
|----|---------------------------------|-----------|---------------------|---------------------|-----------------------|
| 1 | Aldercrest Park | W | - | 1 | - |
| 2 | Algrove Park | E | - | 1 | - |
| 3 | Annapolis Park | SE | - | - | 1 |
| 4 | Applewood Park | SW | - | 1 | - |
| 5 | Arbourview Trail - 2 | W | - | - | 1 |
| 6 | Ardleigh Park | SE | - | 1 | - |
| 7 | Aspen Forest Park | SE | - | - | 1 |
| 8 | Bayshire Woods Park | E | - | - | 1 |
| 9 | Bishopstoke Park | SE | - | - | 1 |
| 10 | Bloomfield Park | W | - | - | 1 |
| 11 | Bowbeer Parkette | NE | - | - | 1 |
| 12 | Brantwood Park | SE | - | - | 1 |
| 13 | Bronte Heritage Waterfront Park | SW | - | 1 | - |
| 14 | Brookdale Park | SW | - | - | 1 |
| 15 | Burnet Park | SW | - | 1 | - |
| 16 | Candy Cane Park | SW | - | - | 1 |
| 17 | Canonridge Park | W | - | 1 | - |
| 18 | Carol Park | SE | - | 1 | - |
| 19 | Castlebrook Park | W | - | - | 1 |
| 20 | Castlefield Park | E | - | 1 | - |
| 21 | Charnwood Park | SE | - | 1 | - |
| 22 | Colonel William Pond Parkette | W | - | - | 1 |
| 23 | Colonel William Woods Parkette | W | - | - | 1 |
| 24 | Cornwall Road Sports Park | SE | - | 1 | - |
| 25 | Coronation Park | SW | - | - | 1 |
| 26 | Courtleigh Park | NE | - | - | 1 |
| 27 | Craighleith Park | E | - | - | 1 |

| | Playgrounds | Plan Area | Playground (Junior) | Playground (Senior) | Playground (Combined) |
|----|--------------------------------|-----------|---------------------|---------------------|-----------------------|
| 28 | Creek Path Woods | SW | - | 1 | - |
| 29 | Deer Run Park | SE | - | 1 | - |
| 30 | Dunvegan Park | SE | - | 1 | - |
| 31 | Elm Road Park | E | - | 1 | - |
| 32 | Emily Cline Park | NW | - | - | 1 |
| 33 | Everest Parkette | NE | - | - | 1 |
| 34 | Fairmount Park | W | - | - | 1 |
| 35 | Falgarwood Park | E | - | - | 1 |
| 36 | Featherstone Parkette | NW | - | - | 1 |
| 37 | Florence Park | SW | 1 | - | - |
| 38 | Forster Park | SW | - | - | 1 |
| 39 | Fowley Park | NE | - | - | 1 |
| 40 | George Savage Park | NW | - | - | 1 |
| 41 | Glen Abbey Park | W | - | - | 1 |
| 42 | Glen Allen Park | SW | - | - | 1 |
| 43 | Glen Oak Creek Trail North - 1 | W | - | - | 1 |
| 44 | Glen Oak Park | SW | - | 1 | - |
| 45 | Glenashton Park | E | - | - | 1 |
| 46 | Golden Meadow Park | E | - | 1 | - |
| 47 | Grand Boulevard Park | E | - | - | 1 |
| 48 | Grand Oak Park | W | - | - | 1 |
| 49 | Greenwich Park | W | - | - | 1 |
| 50 | Grenville Park | E | - | 1 | - |
| 51 | Harman Gate Park | E | - | - | 1 |
| 52 | Heritage Way Park | W | - | - | 1 |
| 53 | Hixon Parkette | SW | - | - | 1 |
| 54 | Holton Heights Park | E | - | - | 1 |
| 55 | Hopedale Park | SW | - | - | 1 |
| 56 | Horton Way Parkette | NW | - | - | 1 |
| 57 | Isaac Park | NW | - | - | 1 |
| 58 | Jennings Park | SW | 1 | - | - |
| 59 | Jonathan Park | SE | - | 1 | - |
| 60 | Kaitting House Parkette | NW | - | - | 1 |
| 61 | Kingsford Gardens | SE | - | - | 1 |
| 62 | Kingsway Park | SE | - | - | 1 |
| 63 | Lakeside Park | SE | - | - | 1 |
| 64 | Langtry Park | W | - | - | 1 |
| 65 | Laurelwood Park | E | - | - | 1 |
| 66 | Lawson Park | SE | - | 1 | - |
| 67 | Lawson Playground | SW | - | - | 1 |
| 68 | Lindsay Park | W | - | 1 | - |
| 69 | Lions Valley Park | NW | - | 1 | - |
| 70 | Litchfield Park | E | - | 1 | - |
| 71 | Loyalist Parkette | NE | - | - | 1 |
| 72 | Lyndhurst Park | E | - | - | 1 |
| 73 | Maple Valley Park | SE | - | 1 | - |

| | Playgrounds | Plan Area | Playground (Junior) | Playground (Senior) | Playground (Combined) |
|-----|----------------------------|-----------|---------------------|---------------------|-----------------------|
| 74 | Maplegrove Park | SE | - | - | 1 |
| 75 | Margaret Drive Park | SW | - | 1 | - |
| 76 | Margot Street Park | E | - | 1 | - |
| 77 | Marine Drive Park | SW | - | - | 1 |
| 78 | Martindale Park | E | - | - | 1 |
| 79 | Memorial Park | E | - | - | 1 |
| 80 | Merton Parkette | W | - | - | 1 |
| 81 | Millbank Park | E | - | - | 1 |
| 82 | Millstone Park | W | - | - | 1 |
| 83 | Mohawk Park | SW | - | - | 1 |
| 84 | Morden Park | SW | - | 1 | - |
| 85 | Munns Creek Park | E | - | - | 1 |
| 86 | Nautical Park | SW | - | - | 1 |
| 87 | Nena Woods Park | E | - | - | 1 |
| 88 | Neyagawa Park | E | - | - | 1 |
| 89 | Nipigon Trail - 1 | E | - | 1 | - |
| 90 | Normandy Park | SW | - | 1 | - |
| 91 | North Ridge Trail Park | E | - | - | 1 |
| 92 | Notley Park | W | - | 1 | - |
| 93 | Nottingham Park | W | - | 1 | - |
| 94 | Oakdale Park | E | - | 1 | - |
| 95 | Old Abbey Park | W | 1 | 1 | - |
| 96 | Ortona Park | SW | - | - | 1 |
| 97 | Oxford Park | E | - | - | 1 |
| 98 | Pelee Woods Park | E | - | 1 | - |
| 99 | Pilgrim's Way Park | W | - | - | 1 |
| 100 | Pine Glen Community Park | W | - | - | 1 |
| 101 | Pinegrove Park | SW | - | 1 | - |
| 102 | Pinery Park | E | - | - | 1 |
| 103 | Pinewood Park | SE | - | 1 | - |
| 104 | Post Park | SE | - | 1 | - |
| 105 | Postridge Park | E | - | - | 1 |
| 106 | Potters Wheel Park | W | - | 1 | - |
| 107 | Q.E. Park | SW | - | 1 | - |
| 108 | Queen's Plate Parkette | W | - | - | 1 |
| 109 | Rebecca Gardens | SW | - | - | 1 |
| 110 | Reynolds Community Park | SE | - | - | 1 |
| 111 | Ridgeview Park | E | - | 1 | - |
| 112 | River Glen Park | E | - | - | 1 |
| 113 | Riverbank Park | E | - | - | 1 |
| 114 | Runnymede Park | W | - | 1 | - |
| 115 | Seabrook Park | SW | - | - | 1 |
| 116 | Shell Park | SW | - | - | 1 |
| 117 | Sheridan Valley Park North | E | - | - | 1 |
| 118 | Sixteen Hollow Park | W | - | - | 1 |
| 119 | Sixteen Mile Sports Park | NW | - | - | 1 |

| | Playgrounds | Plan Area | Playground (Junior) | Playground (Senior) | Playground (Combined) |
|-----|--------------------------------|-----------|---------------------|---------------------|-----------------------|
| 120 | South Shell Waterfront Park | SW | - | - | 1 |
| 121 | Spring Garden Park | SW | - | 1 | - |
| 122 | Squire Parkette | NE | - | - | 1 |
| 123 | Stratus Parkette | W | - | - | 1 |
| 124 | Suffolk Park | SW | - | 1 | - |
| 125 | Sunningdale Park | E | - | - | 1 |
| 126 | Tecumseh Park | SW | - | 1 | - |
| 127 | Thornlea Park | SW | - | - | 1 |
| 128 | Trafalgar Park | SW | - | - | 1 |
| 129 | Travertine Park | NW | - | - | 1 |
| 130 | Valleybrook Park | E | - | - | 1 |
| 131 | Valleyridge Park | W | - | - | 1 |
| 132 | Veronica Tyrrell Park | NE | - | - | 1 |
| 133 | Waubanoka Parkette | W | - | - | 1 |
| 134 | Wedgewood Park | SE | - | - | 1 |
| 135 | West Oak Trails Community Park | W | - | - | 1 |
| 136 | Westbrook Park | SW | - | 1 | - |
| 137 | Wilder Park | SW | - | 1 | - |
| 138 | William Rose Park | NE | - | - | 1 |
| 139 | Wilmot Park | SW | - | - | 1 |
| 140 | Windrush Park | W | - | - | 1 |
| 141 | Woodgate Woods | W | - | - | 1 |
| 142 | Woodhaven Park | SW | - | - | 1 |
| 143 | Wynten Way Park | SE | - | 1 | - |
| | Total | | 3 | 47 | 94 |

Outdoor Fitness Locations

| | Outdoor Fitness Locations | Plan Area | Number |
|---|---------------------------|-----------|----------|
| 1 | Memorial Park | E | 1 |
| 2 | Sixteen Mile Sports Park | NW | 1 |
| 3 | Reynolds Community Park | SE | 1 |
| | Total | | 3 |

Skateboard Parks

| | Skateboard Parks | Plan Area | Number |
|---|---------------------------|-----------|------------------------|
| 1 | Cornwall Road Sports Park | SE | 1 |
| 2 | George Savage Park | NW | 1 |
| 3 | Glen Abbey Park | W | 1 |
| 4 | Glenashton Park | E | 1 |
| 5 | Shell Park | SW | 1 |
| 6 | Sixteen Mile Sports Park | NW | 1 (plus pump track) |

| | Skateboard Parks | Plan Area | Number |
|---|-------------------|-----------|----------|
| 7 | William Rose Park | NE | 1 |
| | Total | | 7 |

Outdoor Skating Rinks

| | Outdoor Skating Rinks | Plan Area | Refrigerated Rinks | Unrefrigerated Rinks |
|----|-----------------------|-----------|--------------------|----------------------|
| 1 | Bloomfield Park | W | | 1 |
| 2 | Clearview Park | SE | | 1 |
| 3 | Coronation Park | SW | | 1 |
| 4 | George Savage Park | NW | | 1 |
| 5 | Glenashton Park | E | | 1 |
| 6 | Langtry Park | W | | 1 |
| 7 | Millbank Park | E | | 1 |
| 8 | Nautical Park | SW | | 1 |
| 9 | Old Abbey Park | W | | 1 |
| 10 | Sixteen Hollow Park | W | | 1 |
| 11 | Trafalgar Park | SW | 1 | |
| 12 | Wallace Park | SE | 1* | |
| 13 | William Rose Park | NE | | 1 |
| 14 | Windrush Park | W | | 1 |
| | Total | | 2 | 12 |

* 2023 planned capital project to establish refrigerated rink in Wallace Park

Leash-free Dog Parks

| | Leash-free Dog Parks | Plan Area | Number |
|---|--------------------------|-----------|----------|
| 1 | Glenashton Park | E | 1 |
| 2 | Kingsford Gardens | SE | 1 |
| 3 | Memorial Park | E | 1 |
| 4 | Sixteen Mile Sports Park | NW | 1 |
| 5 | Palermo Park | NW | 1 |
| 6 | Post Park | SE | 1 |
| 7 | Shell Park | SW | 1 |
| | Total | | 7 |

Other Outdoor Facilities

| | Bocce Courts | Plan Area | Number |
|---|-----------------|-----------|--------|
| 1 | Glenashton Park | E | 2 |

Appendix E: Library Facility Inventories, Profiles and Preliminary Observations

Library Facility Inventories

Contained below is a listing of library facilities and service locations operated by the Oakville Public Library. Data is current as of January 1, 2023; capital projects that are underway in 2023 are not included.

| | Public Libraries | Plan Area | Type |
|----|---|-----------|---------------|
| 1 | Bronte GO Station | SW | OPL Express |
| 2 | Central Branch | SE | Community |
| 3 | Clearview Branch | E | Neighbourhood |
| 4 | Glen Abbey Branch | W | Community |
| 5 | Iroquois Ridge Branch | E | Community |
| 6 | Queen Elizabeth Park Community Centre | SW | OPL Express |
| 7 | River Oaks Community Centre | E | OPL Express |
| 8 | Sixteen Mile Branch (temporary) – to be replaced with permanent branch (2025) | NW | Community |
| 9 | Sixteen Mile Sports Centre | E | OPL Express |
| 10 | St. Luke's | W | OPL Express |
| 11 | White Oaks Branch | E | Neighbourhood |
| 12 | Woodside Branch | SW | Neighbourhood |
| | Total | | 12 |

Library Facility Profiles and Preliminary Observations

The consulting team visited each OPL branch library to observe current conditions and design attributes. Commentary from municipal staff was helpful in framing the context for each location. Summarized below for consideration within next phases of Master Plan development is high-level information on each facility and preliminary challenges and opportunities identified by the consulting team. These are not to be interpreted as recommendations, but rather items for future consideration and analysis.

Central Branch

About the Facility

- Located in Downtown Oakville, the Central Branch Library is a three-storey building that is co-located with Oakville Galleries and adjacent to the Oakville Centre for the Performing Arts and former Centennial Pool.
- The facility contains OPL administrative offices, as well as an auditorium space that is available for library and community use.

Challenges

- Facility is aging. Lack of recent reinvestment is evident; capital improvements have been lower priorities as the town moves forward with the Downtown Cultural Hub initiative.
- Multi-floor layout can be a challenge operationally; many spaces are not optimized (e.g., children's area).
- Many spaces are not barrier-free. The third floor lacks public washrooms.
- The library's location attracts a wide range of users, including vulnerable populations that are supported by an expanding range of services (food lockers, etc.).
- Paid parking is limited and can be a barrier for some.
- Spaces such as the children's area are not well used due to the changing demographics downtown, i.e., fewer young families.
- Security related concerns were raised by staff.
- Location of shipping/receiving a challenge.

Opportunities

- Plans are moving forward for a new Central Library through the Downtown Cultural Hub (DCH) initiative. The key components of the DCH include a new library, gallery, and performing arts centre as well as major open space areas including a Navy Street Plaza and a new Riverfront Park. Capital planning to establish the staging, content, and location of the facilities in the DCH Master Plan is anticipated to begin in 2023.

- New library would offer a modern environment that is purpose-built for community needs.
- Maintaining an outdoor plaza space with a direct connection to the library will enable outdoor programming and strengthen the library's presence in the Downtown core.
- Rebalancing space allocations to increase public use footprint through a decrease in footprint for public desktops and for staff space.

Clearview Branch

About the Facility

- Facility shared with HDSB elementary school. Branch also serves as the school library; space contains shared collections and spaces. Branch has separate external entrance.
- Branch is the only municipal community facility in the area (eastern edge of Oakville, nearest Mississauga), offering opportunities for community programming and gathering.

Challenges

- Library is not open during school hours. Facility offers fewest operating hours of any OPL branch.
- Unique service model not replicable at other locations in the OPL system.

Opportunities

- New MOU with HDSB to strengthen collaboration.

Glen Abbey Branch

About the Facility

- This library branch is co-located with the Glen Abbey Community Centre and is OPL's busiest location.
- The branch was significantly renovated in 2019 and includes a creation space, collaboration room, children's area, quiet study area, quiet study room, outdoor reading garden, and more.
- The branch boasts the largest percentage of returns 40% in the entire OPL system.
- The branch is situated amongst three Secondary Schools.

Challenges

- This recently renovated facility appears to be largely meeting needs – no significant challenges were noted.

- Some noise attenuation tactics may need to be employed in the children’s area. Acoustics are not good.

Opportunities

- Best practices at Glen Abbey should be noted and considered for replication at future new locations and renovations.

Iroquois Ridge Branch

About the Facility

- Co-located with the Iroquois Ridge Community Centre.
- Renovated in 2017. Open concept with comfortable reading lounge, modern collaboration pods, extended quiet zone, and Creation Zone (a versatile space that inspires collaboration and learning).

Challenges

- This recently renovated facility appears to be largely meeting needs – no significant challenges were noted.

Opportunities

- The double height space beside the building entrance is highly visible and could be taken better advantage of as display and reading lounge area to draw visitors into the library branch.

Sixteen Mile Branch (temporary)

About the Facility

- Currently located adjacent to the Oakville North Operations Depot (approximately 800-metres north of the Sixteen Mile Sports Complex), this library branch is a temporary structure comprised of 7 relocatable portapak units. The library will be replaced within the Sixteen Mile Community Centre once it is built in 2025.

Challenges

- As a new location, OPL is working hard to establish the branch in the community; however, the current location is removed from other community spaces and is not as centrally-located and walkable as the future community centre will be. Additional programming may assist in boosting usage in the short-term.
- OPL and the town have not yet decided on a future use for the temporary structure once the library moves to the community centre.
- Additional efforts and focus will need to be directed to the needs of this diverse community.

Opportunities

- The potential of the library branch will be vastly expanded within the new Sixteen Mile Community Centre. Additional collections, resources and programming are anticipated.
- With an estimated 1.5 million visits projected in the expanded community centre, the library will be very well positioned for a higher profile as the OPL system's second largest location.
- Diversity of community presents an opportunity to serve newcomers to Canada. It has potential to be the Centre of Expertise for newcomer services at OPL.

White Oaks Library

About the Facility

- Split level branch co-located with White Oaks Secondary School (lease agreement with HDSB). Branch also serves as the school library and receives a high level of use during school hours; designated spaces remain available for customers during these hours. Space contains shared collections, children's area, reading area, two seminar rooms used by school, and small program room.
- Integrated services with school are effective and well coordinated; e.g., shared customer service desks; integrated student/library card system; school responsible for janitorial services.
- Space was renovated in 2019.
- Minor interior maintenance the responsibility of the town's Facility Services.

Challenges

- Community usage during daytime is lower due to student use. Lack of parking during peak school hours can be a deterrent to some.
- Unique service model not replicable at other locations in the OPL system.

Opportunities

- New MOU with HDSB to strengthen collaboration.

Woodside Branch

About the Facility

- Stand-alone library branch facility serving an established community.

Challenges

- Usage profile is impacted by facility's location and design; i.e., not co-located with other recreation or park uses, not located near school.

- Public access to lower level is only available via elevator as stairwell is within staff/restricted access area.

Opportunities

- Scheduled to be renovated in 2025. Project will consolidate the customer service and reference desks, in addition to other upgrades.
- Has lower level basement area that is under-utilized. Access is currently limited, but has the potential to be converted to offer additional program space.
- Entire lower level could be reorganized for more publicly accessible program space.
- The 2025 renovation may be an opportunity to speak to catchment area expansion i.e., Bronte.



Parks, Recreation and Library Master Plan

**Stage 2: Community Engagement Report
(October 2024)**



Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

Acknowledgements

We are grateful for the input provided on the Parks, Recreation and Library Master Plan by our engaged residents, community groups, and partners. We also acknowledge the thoughtful input from Town of Oakville elected officials and staff. The plan will be designed to build upon our shared values and address our key priorities as a dynamic and growing municipality.

Town of Oakville Council (2022-26)

Mayor Rob Burton

Ward 1 Councillors Sean O'Meara and Jonathan McNeice

Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

Ward 4 Councillors Allan Elgar and Peter Longo

Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

Ward 7 Councillors Nav Nanda and Scott Xie

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1. Overview

1.1 About the Master Plan

The Parks, Recreation, and Library Master Plan presents a sustainable long-term strategy for the delivery of facilities and services that are responsive to the current and future needs of Oakville's growing and diverse population. The plan will strategically guide the Town of Oakville and Oakville Public Library (OPL) for the next ten years, with a planning horizon that considers major capital needs until the year 2051 in alignment with the latest provincial growth policies.

The overarching goal of the master plan is to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan is a comprehensive, evidence-based exercise grounded in:

- Public and stakeholder input – residents are being engaged through open houses and surveys, while stakeholders have been invited to workshops
- Demographic analysis – how and where Oakville is growing, changes in age, ethnicity, income, etc.
- Research and trends – examining best practices, participation trends and usage levels, facility condition, etc.

The development of the plan is a collaborative effort between various stakeholders, including community members and service providers that have been engaged in articulating key priorities and potential future outcomes of the plan.

1.2 Purpose of this Stage 2 Report

Public and stakeholder engagement is a foundational element of the Parks, Recreation and Library Master Plan, providing insight into local trends, needs, and priorities. This **Stage 2 Report** provides a summary of the consultation undertaken during the initial project phases so that this input may be considered in the preparation of the draft plan.

The consultation process was designed to engage individual users and non-users of parks, recreation, and library facilities, as well as organizations that provide and/or advocate for these services. The consultation process included various types of activities through which residents could share their views. This multi-pronged approach aimed to enhance access to engagement and promote broad representation.



Have your say!

Consultation occurs in two project stages:

- **Stage 2: Community and Stakeholder Engagement.** To better understand needs and priorities, the town shared and sought feedback on participation levels, the current provision of facilities, and facility gaps and needs. The views and perspectives shared by participants in this phase will help to inform the needs assessments and draft master plan developed in Stage 3. **This Stage 2 report focuses on this initial phase of community and stakeholder engagement.**
- **Stage 3: Final Report.** Additional consultation was undertaken to test and refine the draft master plan in 2024. A summary of this input is contained under separate cover in the Stage 3 Report.

This Stage 2 report is a compilation of the individual feedback summaries that provide a more detailed account of the input collected during each consultation activity completed during the initial project phases.

1.3 Public Engagement Overview

The Stage 2 engagement tactics included three key elements:

- a community-wide survey;
- public open houses; and
- targeted stakeholder consultation.

Additionally, relevant public engagement from recent municipal initiatives have been summarized and taken into consideration.

A project-specific webpage was established on the town's website to promote the master plan. The website provided information about the project and ways to get involved, including a link to the survey. Emails addresses were also made available for residents and organizations to provide written input if desired.

Additionally, a series of interviews and workshops were held with members of Town Council, the Oakville Public Library Board, and all levels of staff across the municipality. The information collected through these forums is not summarized herein, but has been used to inform the key observations and development of the master plan.

2. Community Survey

2.1 Overview

To support the development of this master plan, the Town of Oakville hosted an online community survey that was available over a period of nearly seven weeks in April and May 2023. The survey was promoted through a variety of means (e.g., email blasts, social media, traditional media, roadside signs, posters, etc.) and was available through the project website.

A total of **2,050 unique responses** (representing approximately 6,400 residents) were received. The response rate is strong and – when combined with other consultation tactics and inputs – provides a solid basis for future planning. Being a voluntary, self-directed survey, response rates varied by question.

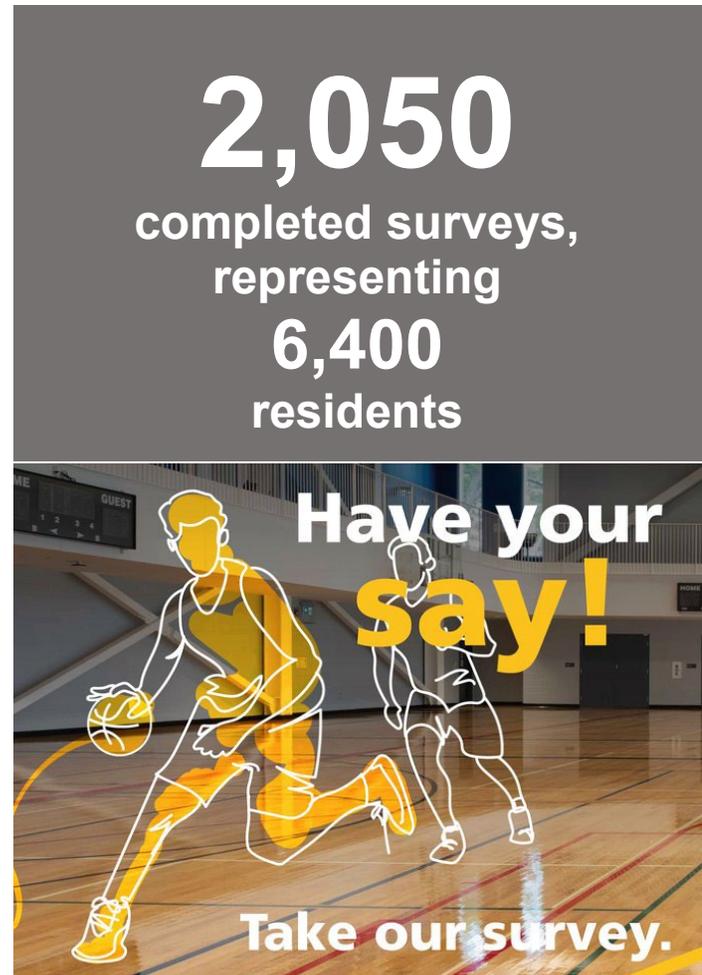
The purpose of the community survey was to elicit information on the parks, recreation, and library preferences of Oakville residents. Specifically, the survey gathered information regarding: participation rates in a variety of sports and activities; barriers to activity; facility usage and satisfaction levels; program suggestions; participation outlook as we emerge from the COVID-19 pandemic; priorities for facility investment; and opinions on various statements.

The key findings from the survey are summarized below. Full survey results have been provided in **Appendix A**.

2.2 Profile of Respondents

The survey collected high-level information on the socio-demographic composition of respondents to ensure representativeness and enable deeper analysis. Key findings include:

- 96% of respondents reporting living in Oakville. For those living elsewhere, Burlington, Mississauga, and Milton were common responses.
- 70% of respondents have lived in Oakville for more than ten years. 15% have moved to Oakville within the past five years, while 16% have lived locally for five to ten years.
- The survey received responses from across the entirety of Oakville. Compared to actual rates, the survey attracted a slightly greater proportion of responses from L6J



(southeast) and a slightly lower proportion from L6H and L6M (northeast and northwest).

Figure 1: If you live in Oakville: What are the first three characters in your postal code? (n=842)

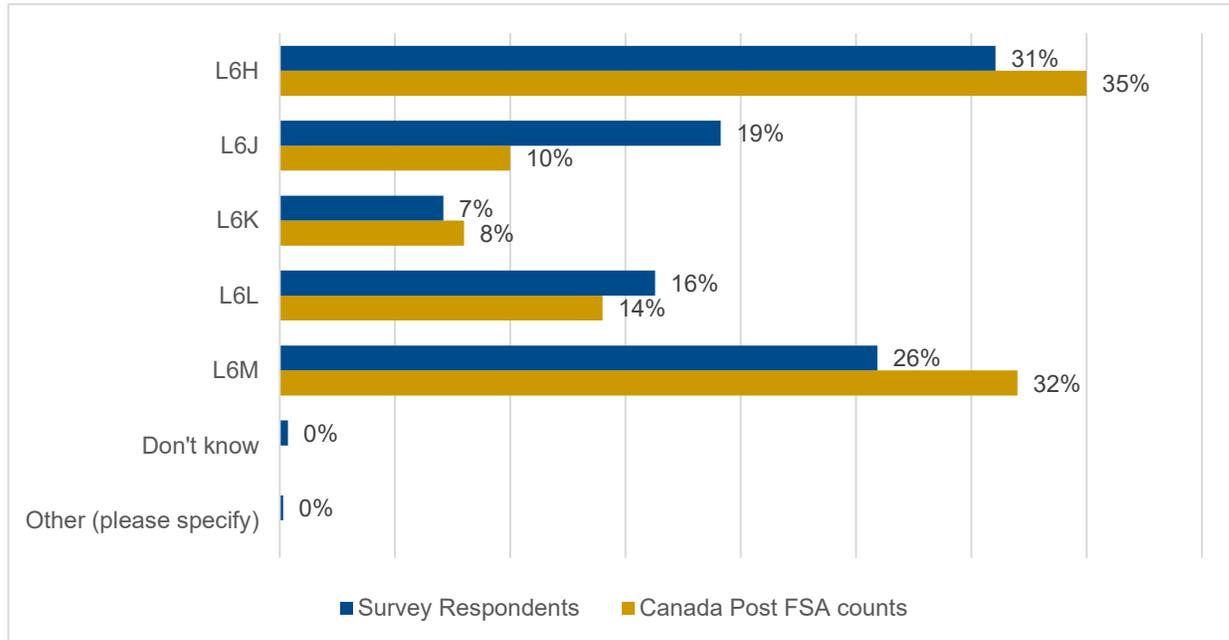
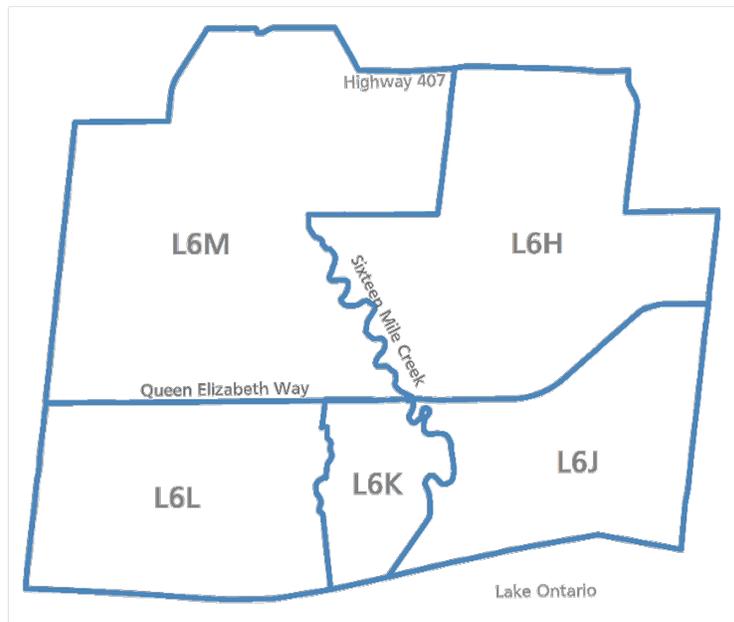


Figure 2: Forward Sortation Areas, Town of Oakville

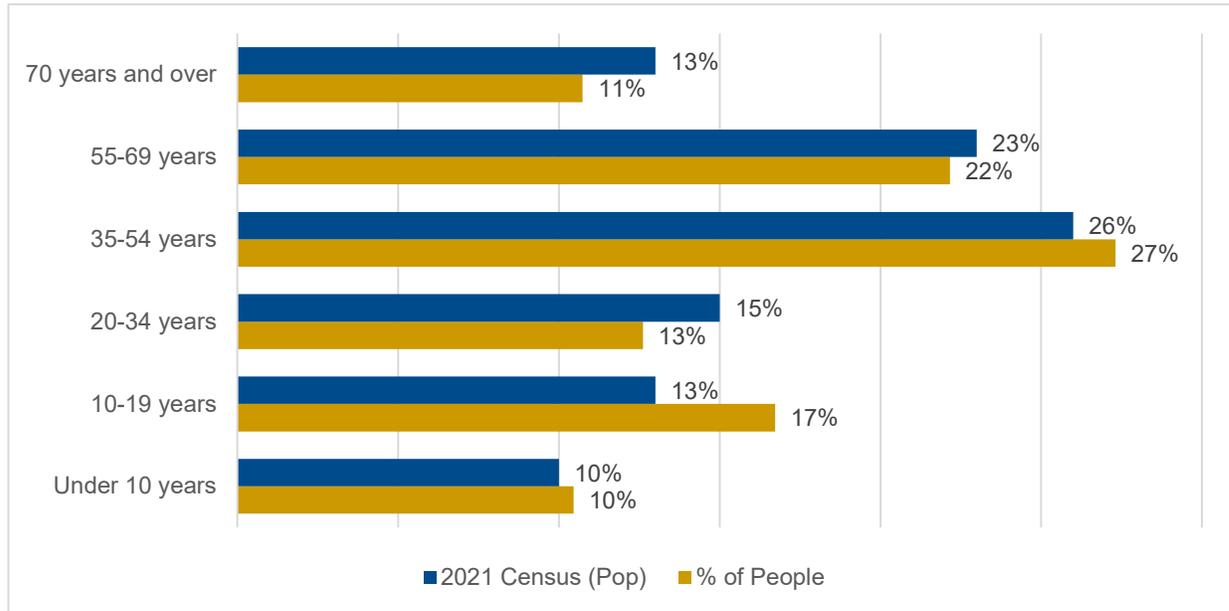


- The average household size was 3.1 persons, slightly higher than the Town’s average of 2.9 persons per private household (2021 Census).
- One-out of two (50%) respondents identified that their household as a “couple living with children”, followed by over one-quarter (27%) being a “couple with no children”.

Overall, about 69% of respondents have children within their households, while 37% do not (4% did not answer).

- Despite slight over-representation of young families in the survey (common in surveys of this nature), the age distribution of respondents was overall very similar to Oakville's Census population.

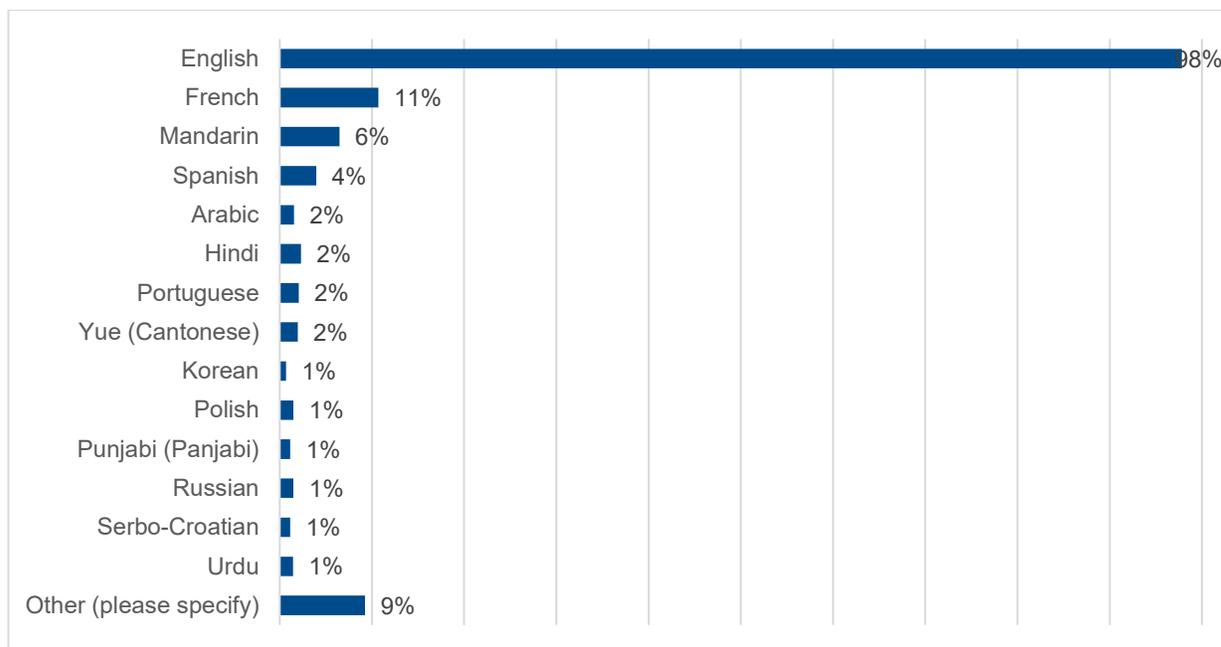
Figure 3: Including yourself, identify the total number of persons within your household by age group. (n=1690)



- One out-of-ten respondents (10%) identified as a person with a disability (note: Disability covers a broad range and degree of conditions, and may be temporary, sporadic or permanent).

- As the survey was provided in English-only, it is not surprising that 97% of respondents indicated that English was a top language spoken most often in their homes. Other common languages are shown in the following chart.

Figure 4: What languages are spoken in your household? (select up to three) Note: The following list contains the languages spoken most often at home in Oakville according to the 2021 Census of Canada. (n=1762)



Note: Top “other” responses included Italian, German, and Ukrainian.

In diving deeper into the survey data, it became apparent that the findings were similar across certain subsets of the sample. Notably:

- respondents with **younger household profiles** (i.e., having children and youth living at home) were also more likely to live in L6H (northeast Oakville), have lived in Oakville for 10 years or less, and speak a second language other than English; and
- respondents with **older household profiles** (i.e., no children and youth living at home) were also more likely to live in L6L (southwest Oakville), have lived in Oakville for more than 10 years, identify as a person with a disability, and speak English-only.

2.3 Participation

To establish a participation profile, respondents identified those parks, recreation, and library activities that their household has participated in over the past five years (including the time before the COVID-19 pandemic). The top activities indicate that casual, self-directed activities are among the most accessible for town residents.

Figure 5: Most Popular Parks, Recreation and Library Activities in Oakville



The following figure displays the full list of activities and household participation rates. In addition to the top five activities, the following pursuits were mentioned by at least one in four respondents:

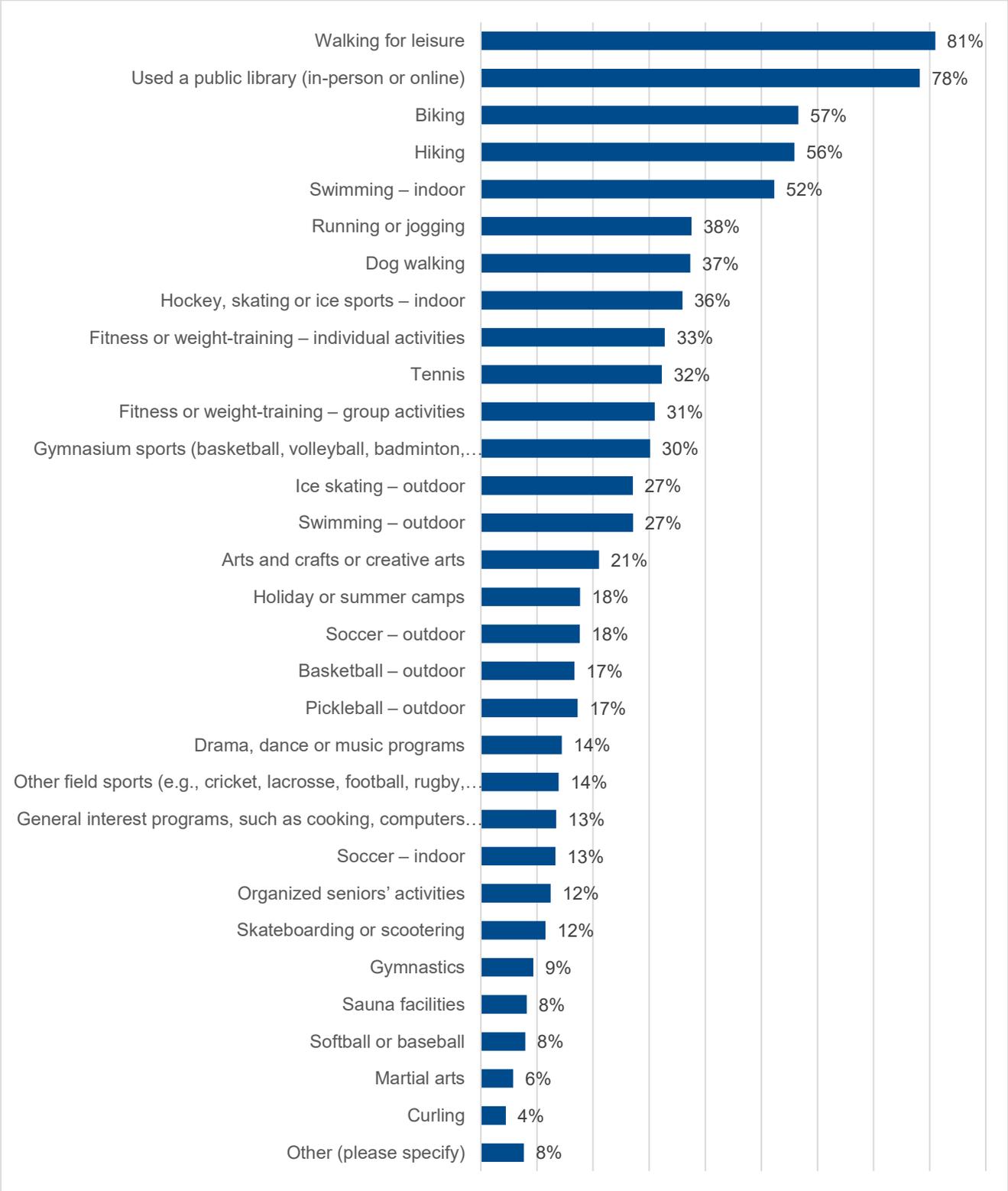
- running or jogging (38%)
- dog walking (37%)
- indoor hockey, skating or ice sports (36%)
- fitness or weight-training – individual activities (33%)
- tennis (32%)
- fitness or weight-training – group activities (31%)
- gymnasium sports such as basketball, volleyball, badminton, pickleball (30%)
- ice skating – outdoor (27%)
- swimming – outdoor (27%)

This indicates demand for a mix indoor and outdoor organized/structured recreation, in addition to unstructured outdoor activities. Interestingly, lower participation activities were those that tend to be done on an individual basis (as opposed to teams) or those that have more niche appeal, such as curling, martial arts, or use of sauna facilities.

The range of activities also reflects the presence of various age groups in the community. For example, households with younger profiles were more active across almost activity types (except for organized seniors' activities), while walking for leisure is more likely to appeal to all age groups. Conversely, respondents with older household profiles were more likely to report participating in seniors' activities, but less likely to participate in more active sports and outdoor activities.

Also of note, households that speak a second language other than English were more likely to report participating more frequently in indoor swimming, tennis, and camps. English-only speaking households were more likely to report participating in dog walking and organized seniors' activities.

Figure 6: In the last five years (including before the COVID-19 pandemic), have you or anyone in your household participated in any of the following activities in Oakville or elsewhere? (Select all that apply).(n=2046)



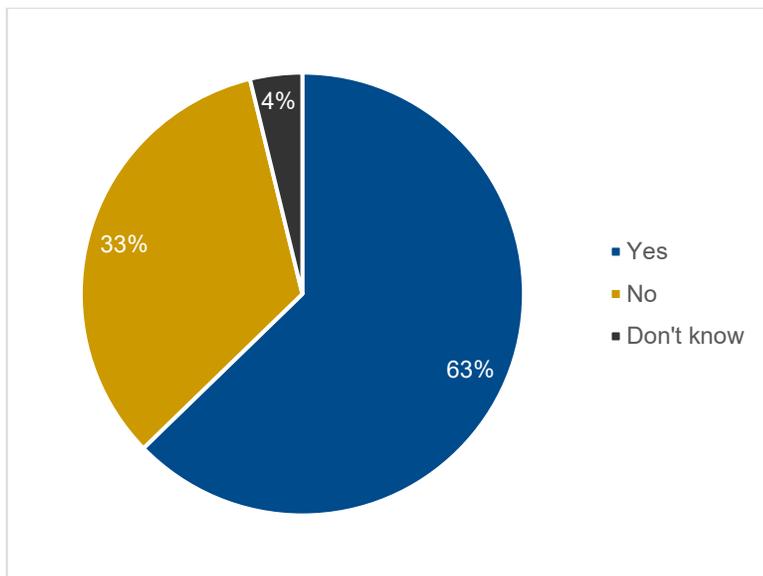
Note: Top “other” responses included rugby, squash, paddling, yoga, and golf

The survey found a few differences in participation rates across Oakville. For example:

- households residing in L6J (southeast Oakville) were more likely to participate in tennis;
- households residing in L6K (south central Oakville) were less likely to participate in many activities (notably indoor ice sports), but more likely to participate in organized seniors' activities; and
- households residing in L6L (southwest Oakville) were less likely to participate in indoor swimming.

Respondents were asked if they are able to participate in parks, recreation, and library facilities activities as often as they would like. One-third (33%) indicated that they are not able to participate as often as they would like and were subsequently asked about barriers to participation.

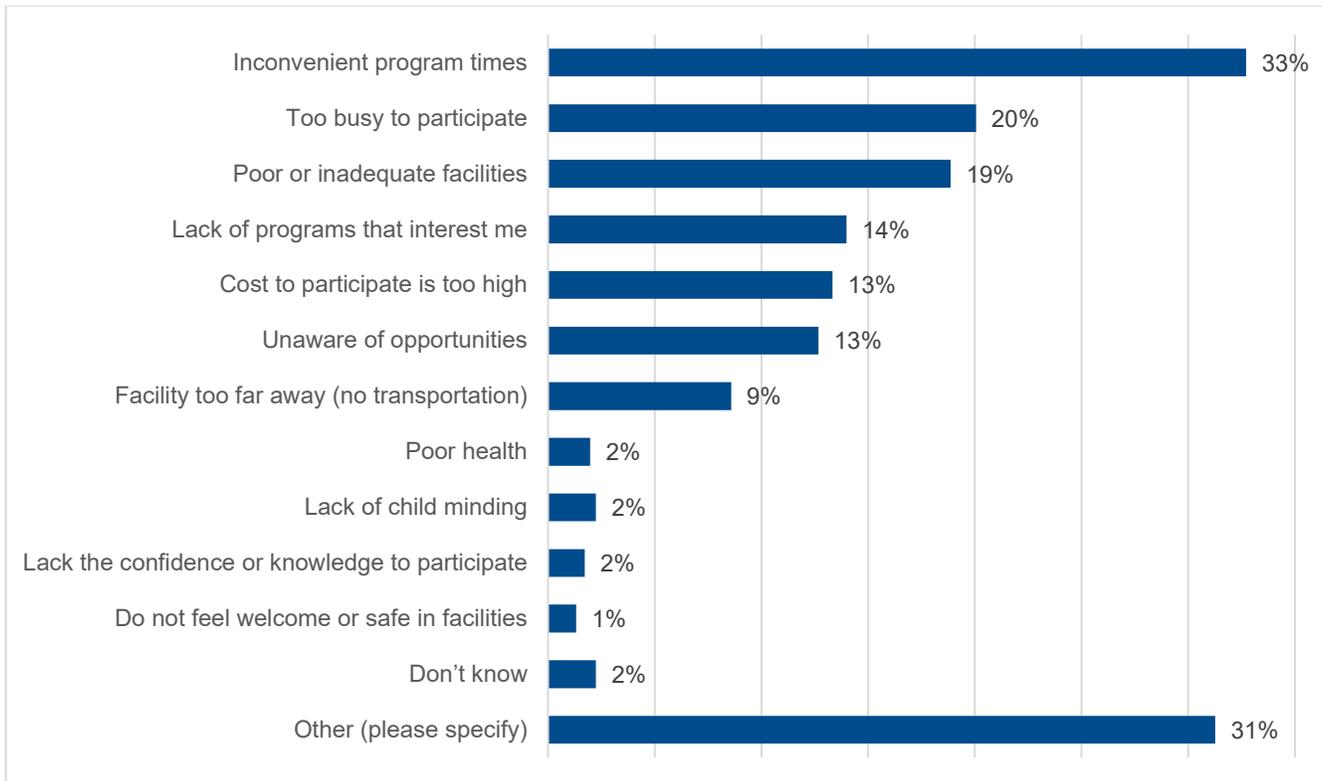
Figure 7: Are you and members of your household able to participate in parks, recreation and library facilities activities as often as you would like? (n=2050)



For those unable to participate as often as they would like, the most common barriers included:

- inconvenient program times (33%)
- too busy to participate (20%)
- poor or inadequate facilities (19%)

Figure 8: Why are you not able to participate in parks, recreation and library activities as often as you would like? (select up to two) (n=758)



Note: Most “other” responses involved themes of facility spaces and programs booking up quickly, a lack of facility space, and insufficient program capacity.

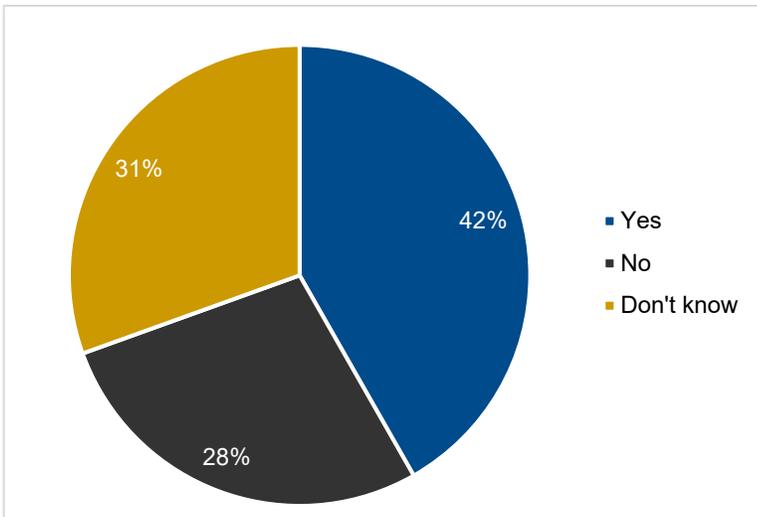
The cross-tabulation analysis found that respondents reporting that they are unable to participate in activities as often as they would like were more likely to:

- participate in gymnasium sports and outdoor pickleball;
- indicate that recreation facilities are too crowded and busy, that they do not have the features and amenities they need, that that hours of operation need improvement, and that more recreation and library programming is needed (including more variety and at better times);
- be seeking more indoor activity spaces and more active park amenities; and
- indicate that parks and recreation programs are not affordable.

Households with younger profiles were more likely to cite busyness and inconvenient program times as barriers to participation. Also, those that use private recreation facilities or facilities outside of Oakville were more likely to select poor or inadequate facilities as a reason for not participating. And respondents reporting that they identify as a person with a disability were more likely to indicate that high costs and lack of programs were barriers to participation.

Respondents were asked if there are any parks, recreation, and library programs that they would like to see provided in Oakville that are not currently available. Over two-fifths (42%) identified specific programs that they would like offered or offered more frequently.

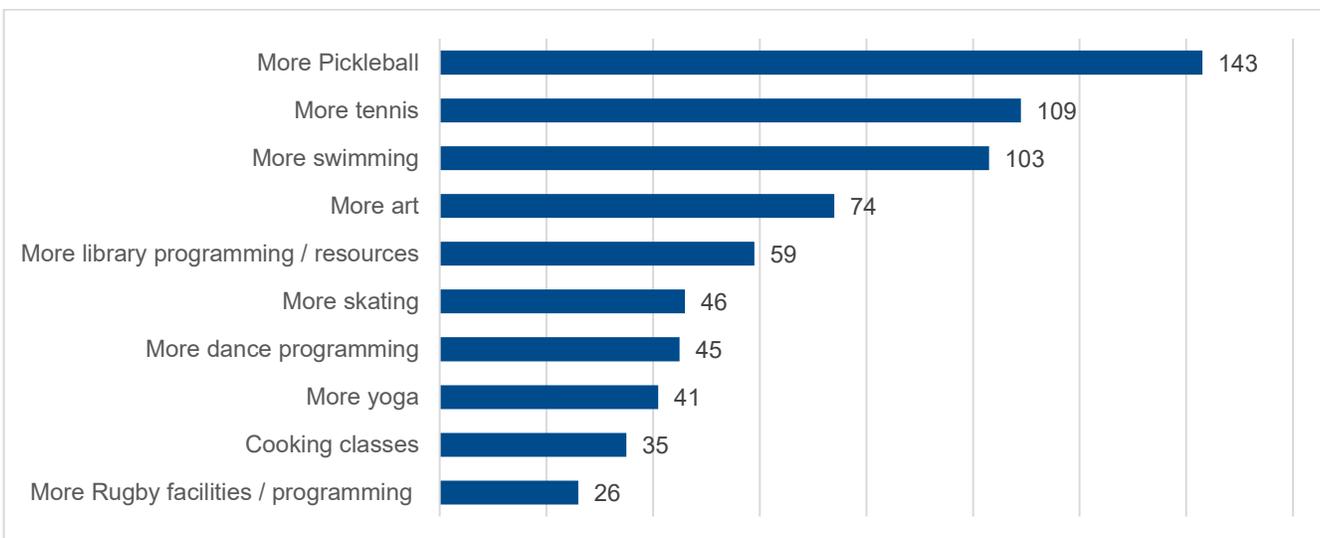
Figure 9: Are there any parks, recreation, and library programs that you or members of your household would like to see offered in Oakville that are not currently available? (2026)



Households that speak a second language other than English, as well as households that have moved to Oakville in the past ten years, were more likely to indicate that they are seeking more parks, recreation, and library programs.

The most common requests to this open-ended question are shown below, led by more pickleball, more tennis, and more swimming.

Figure 10: What programs would you like to see offered? (n=1001) – top ten responses



Considerations for the Master Plan:

Oakville is an active community. Most residents take part in a variety of casual, self-directed leisure activities (e.g., walking, biking, hiking, swimming, etc.) and use the Oakville Public Library.

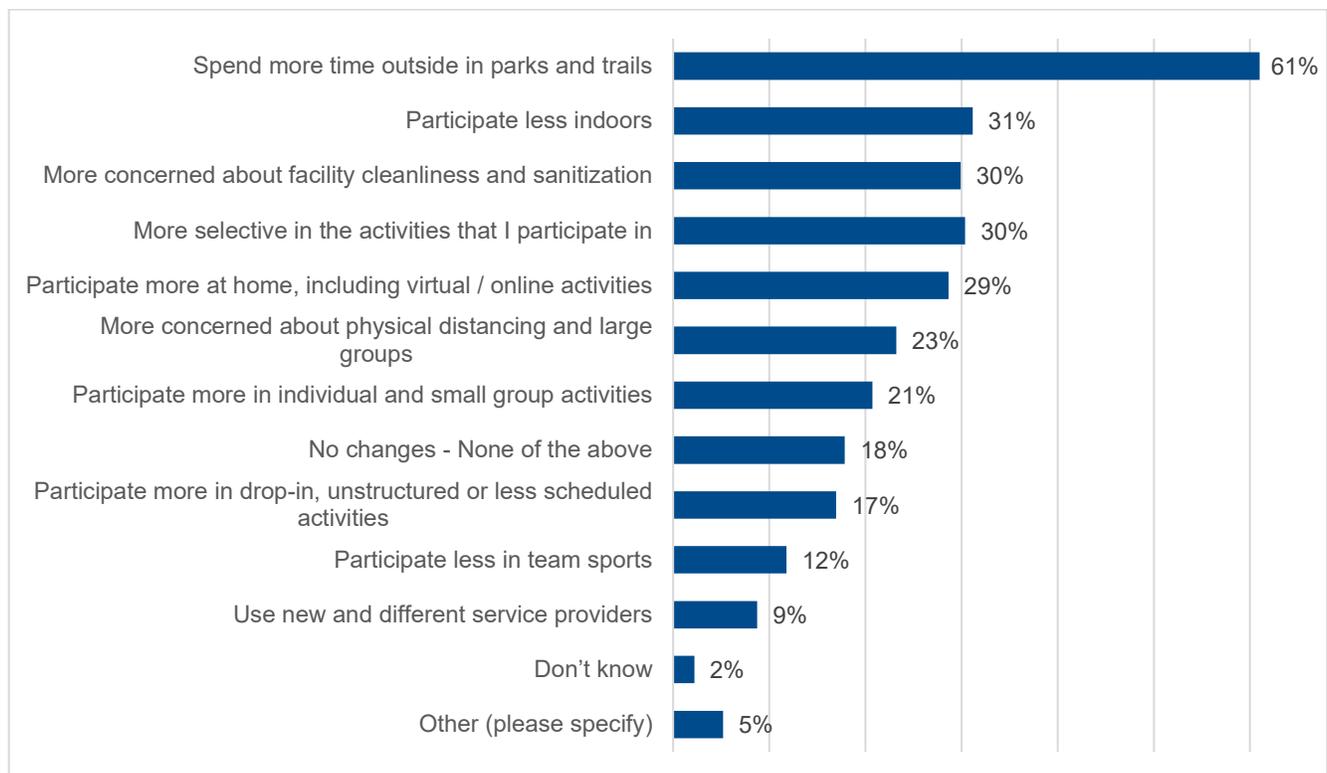
Most households can participate as often as they would like, suggesting strong satisfaction with existing opportunities and low barriers to entry. For those experiencing barriers, it is notable that poor or inadequate facilities was not a leading barrier; rather, the primary request was for more program times (especially for activities such as pickleball, tennis, and swimming).

2.4 COVID-19 Pandemic

The survey asked how the COVID-19 pandemic has impacted how they access parks, recreation and library programs and services. Top responses included:

- spend more time outside in parks and trails (61%)
- participate less indoors (31%)
- more concerned about facility cleanliness and sanitization (30%)
- more selective in the activities that I participate in (30%)
- participate more at home, including virtual/online activities (29%)

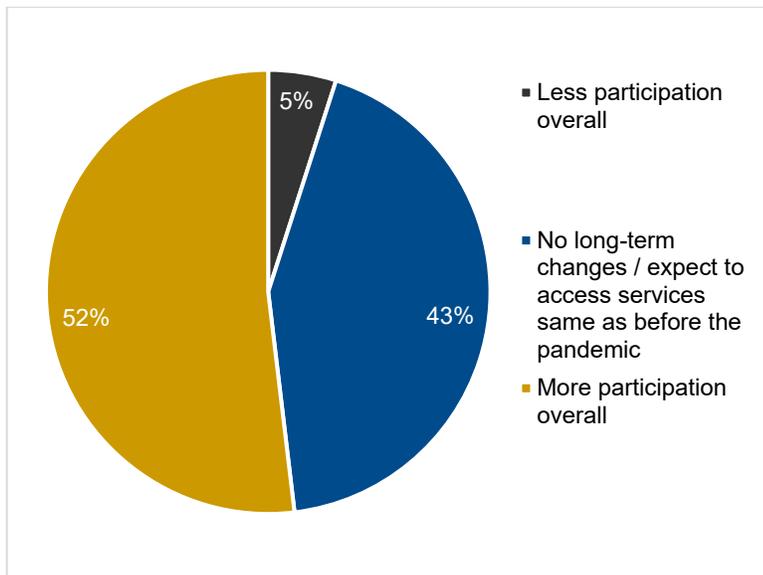
Figure 11: How has the COVID-19 pandemic impacted how you access parks, recreation and library programs and services? (select all that apply) (1909)



Respondents with older household profiles were more likely to report lower participation in indoor settings, greater concern about physical distancing and large groups, a desire to participate more at home, and being more selective in their leisure choices.

As we recover from the pandemic, over one-half (52%) of respondents expect that their household's participation in parks, recreation, and library activities will be greater in the future, while two-fifths (43%) expect to access services at the same rate as before the pandemic. Only 5% expect less participation overall.

Figure 12: As we recover from the COVID-19 pandemic, what do you expect your household's participation level in parks, recreation and library activities will be in the future? (n=1902)



Households with younger profiles and those speaking a second language other than English were more likely to be optimistic that they will be participating more in the future.

Considerations for the Master Plan:

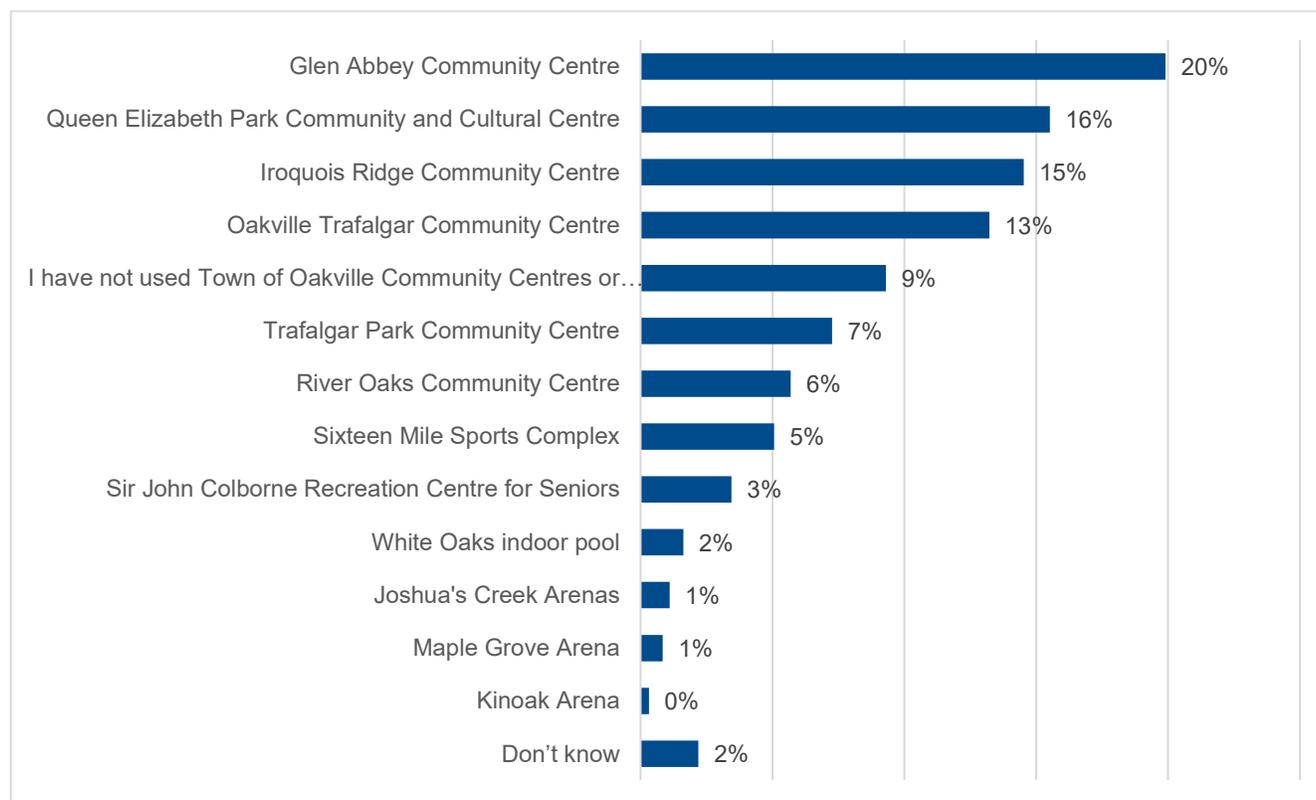
Even with all COVID-19 restrictions now lifted, the survey supports anecdotal evidence that Oakville residents are participating more outdoors than they were before the pandemic. More importantly, residents expect this trend to continue, with more than one-half expecting their participation in parks, recreation, and library activities to be greater in the future. Some households with older age profiles remain more cautious about how they participate, especially indoors.

2.5 Community Centres and Arenas

The following graph illustrates the Town of Oakville community centres and arenas that respondents have used most often within the last five years. The most commonly used facilities include Glen Abbey Community Centre, Queen Elizabeth Park Community and Cultural Centre, Iroquois Ridge Community Centre, and Oakville Trafalgar Community Centre. Nine percent indicated not using any of the town’s community centres or arenas.

There is a strong correlation between area of residence and community centres/arenas used most frequently, suggesting that convenience is a significant factor in facility usage.

Figure 13: Which Town of Oakville community centre or arena have you or members of your household used most often within the last five years (including before the COVID-19 pandemic)? (n=1914)

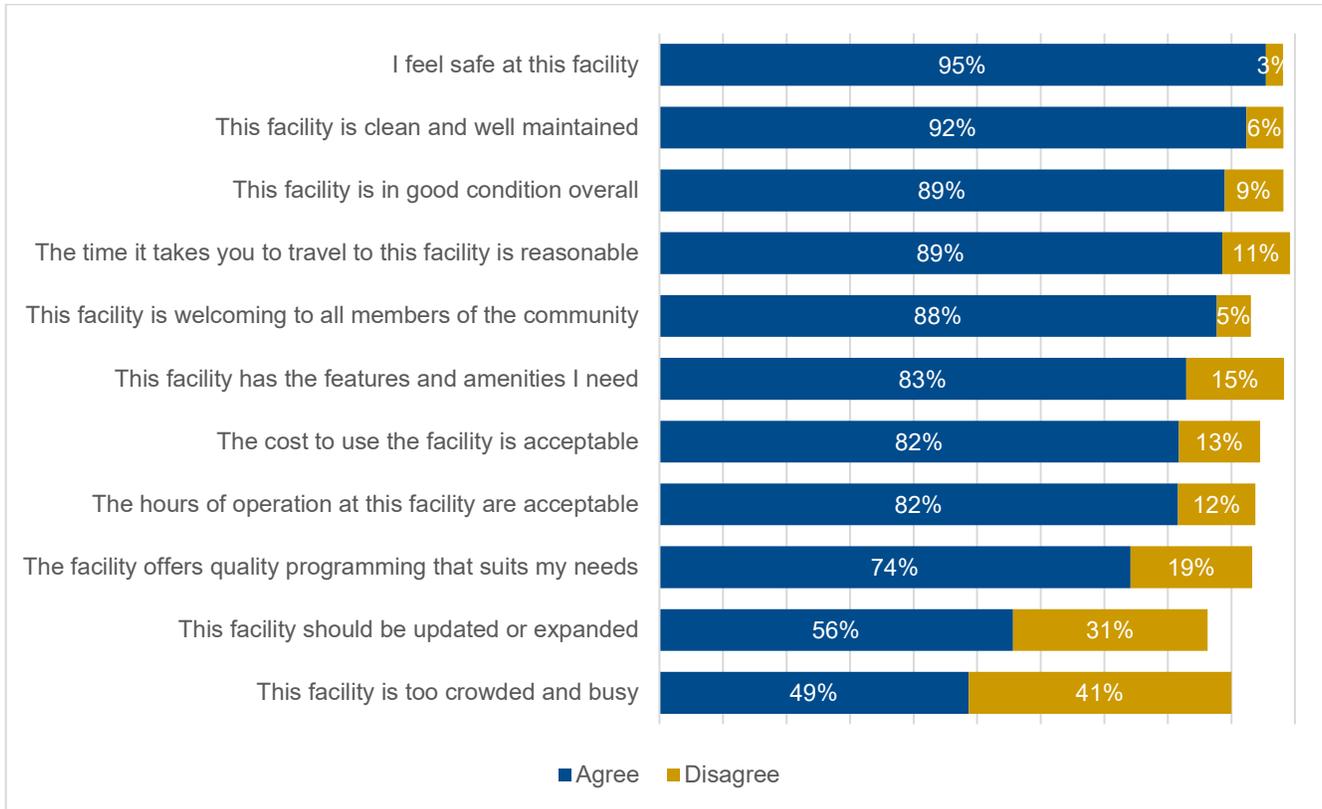


Respondents were asked to select their level of agreement with a set of statements in respect to the Town of Oakville community centre or arena that they use most often. Over four-fifths of respondents agreed with the following statements:

- I feel safe this facility (95%).
- This facility is clean and well maintained (92%).
- This facility is in good condition overall (89%).
- The time it takes you to travel to this facility is reasonable (89%).
- This facility is welcoming to all members of the community (88%).
- This facility has the features and amenities I need (83%).
- The cost to use the facility is acceptable (82%).
- The hours of operation at this facility are acceptable (82%).

Additionally, 56% agreed that the facility should be updated or expanded, 49% agreed that the facility is too crowded and busy, and 19% disagreed that the facility offers quality programming that suits their needs (suggesting some room for improvement).

Figure 14: Thinking about the Town of Oakville community centre or arena that you use most often, please select your level of agreement with the following statements? (n=1638 to 1693)

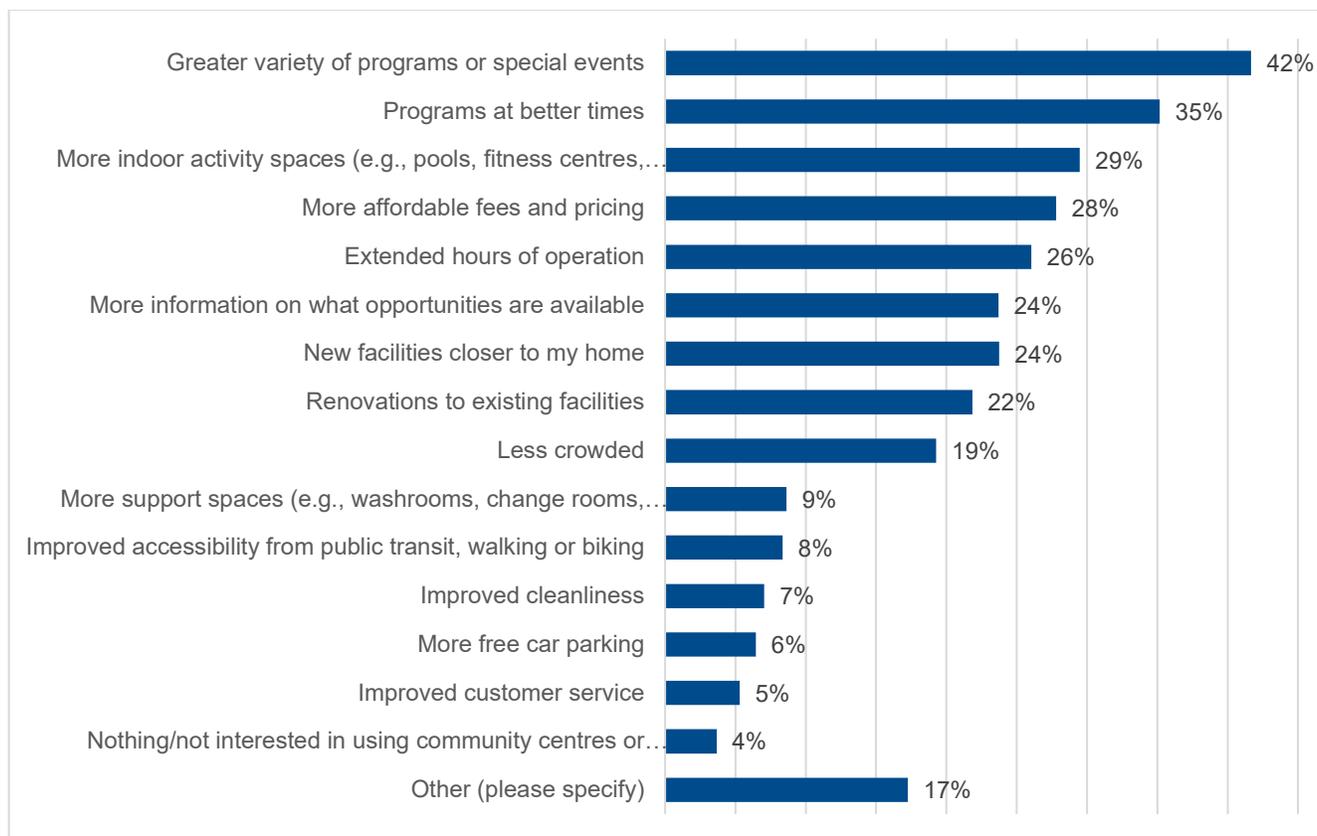


“Don’t know” responses excluded

Respondents were asked what would encourage them or members of their household to use Oakville’s community centres and arenas more. The most common suggestions included:

- greater variety of programs or special events (42%)
- programs at better times (35%)
- more indoor activity spaces (e.g., pools, fitness centres, gymnasiums, rooms, arenas) (29%)
- more affordable fees and pricing (28%)
- extended hours of operation (26%)

Figure 15: What would encourage you or members of your household to use Oakville’s community centres and arenas more? (select up to five) (n=1831)



Note: Top “other” responses included more pickleball times and new/larger pools.

Key differences amongst subsets of the survey include:

- Households residing in L6M (northwest Oakville) and L6H (northeast Oakville) were more likely to agree that the recreation facilities they use most often are too crowded/busy and should be updated or expanded.
- Respondents with younger household profiles were more likely to be seeking more indoor activity spaces, renovations to facilities, new facilities closer to their homes, a greater variety of programming, less busy facilities, and extended hours of operation for recreation facilities.
- Respondents reporting that they identify as a person with a disability were more likely to be seeking extended hours of operation and more affordable pricing.
- Households speaking languages other than English were less likely to be satisfied with the amount of time it takes them to travel to a community centre.

Facility-specific observations are highlighted in the following table.

Table 1: Key Survey Findings for each Town of Oakville Community Centre or Arena

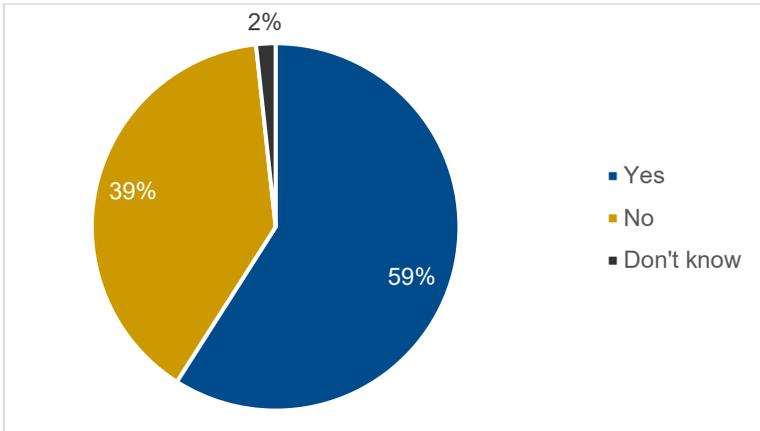
| Facility Name | Average Rating | Key Findings |
|---|----------------|---|
| Glen Abbey Community Centre | 82% | <ul style="list-style-type: none"> - facility needs updating or expansion - too crowded and busy - used more frequently by households with younger profiles |
| Iroquois Ridge Community Centre | 81% | <ul style="list-style-type: none"> - facility needs updating or expansion - too crowded and busy |
| Joshua's Creek Arenas* | 70% | <ul style="list-style-type: none"> - travel time / location is inconvenient - features and amenities need improvement - programming needs improvement - facility needs updating or expansion - not too crowded and busy - hours of operation need improvement - cost to use needs improvement |
| Kinoak Arena* | 62% | <ul style="list-style-type: none"> - travel time / location is convenient - features and amenities need improvement - programming needs improvement - facility condition is below average - cleanliness and maintenance is below average - do not feel as safe - not as welcoming to all - not too crowded and busy - hours of operation need improvement |
| Maple Grove Arena* | 68% | <ul style="list-style-type: none"> - features and amenities need improvement - programming needs improvement - facility condition is below average - facility needs updating or expansion - cleanliness and maintenance is below average - do not feel as safe - not as welcoming to all - hours of operation need improvement - cost to use needs improvement |
| Oakville Trafalgar Community Centre | 80% | <ul style="list-style-type: none"> - features and amenities suit needs - good facility condition - facility does not need updating or expansion - clean and well maintained - not too crowded and busy - cost to use is acceptable |
| Queen Elizabeth Park Community and Cultural Centre | 79% | <ul style="list-style-type: none"> - features and amenities suit needs - quality programming - facility does not need updating or expansion - not too crowded and busy |
| River Oaks Community Centre | 81% | <ul style="list-style-type: none"> - features and amenities need improvement - facility condition is below average - facility needs updating or expansion - too crowded and busy - hours of operation are acceptable - cost to use is acceptable |

| Facility Name | Average Rating | Key Findings |
|--|----------------|---|
| Sir John Colborne Recreation Centre for Seniors | 83% | <ul style="list-style-type: none"> - features and amenities suit needs - quality programming - good facility condition - facility does not need updating or expansion - clean and well maintained - feel safe - not too crowded and busy - hours of operation are acceptable - cost to use is acceptable |
| Sixteen Mile Sports Complex | 85% | <ul style="list-style-type: none"> - good facility condition - facility needs updating or expansion - clean and well maintained - too crowded and busy - hours of operation are acceptable - cost to use needs improvement |
| Trafalgar Park Community Centre | 78% | <ul style="list-style-type: none"> - travel time / location is convenient - good facility condition - facility does not need updating or expansion - not as welcoming to all - not too crowded and busy |
| White Oaks Indoor Pool* | 77% | <ul style="list-style-type: none"> - travel time / location is inconvenient - facility condition is below average - facility needs updating or expansion - cleanliness and maintenance is below average - welcoming to all - not too crowded and busy - hours of operation need improvement |
| All Facilities | 80% | |

* low response rate; data may be unreliable

Nearly three-out of five respondents (59%) regularly use privately operated recreation facilities or facilities outside of Oakville such as fitness centres, pools, arenas, dance studios, training centres, etc. Households with younger profiles and those speaking languages other than English were much more likely to use privately-operated recreation facilities or facilities outside of Oakville.

Figure 16: Other than Town of Oakville community centres or arenas, does your household regularly use any privately operated recreation facilities or facilities outside of Oakville such as fitness centres, pools, arenas, dance studios, training centres, etc.? (n=1816)



Considerations for the Master Plan:

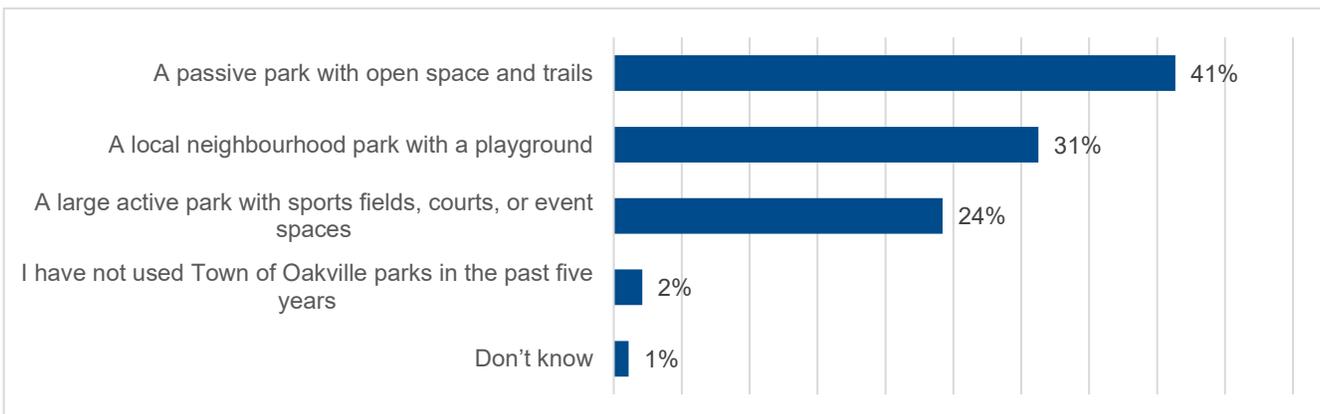
The town’s most used facilities are its multi-use community centres, with most receiving very high ratings for safety, maintenance, and location/convenience. Oakville’s older stand-alone arena facilities received the lowest overall ratings, with suggestions for updating/expansion and broader programming. The future of Oakville’s arenas requires special attention in the master plan.

If the town could do one thing to encourage residents to use its community centres and arenas more, it would be offering a greater variety of programs and events.

2.6 Parks

Oakville maintains hundreds of parks of varying types. Two-fifths (41%) of households indicated using passive parks with open space and trails the most, followed by one-third (31%) most frequently using local neighbourhood parks with playgrounds, and one-quarter (24%) using large active parks with sports fields, courts, or event spaces.

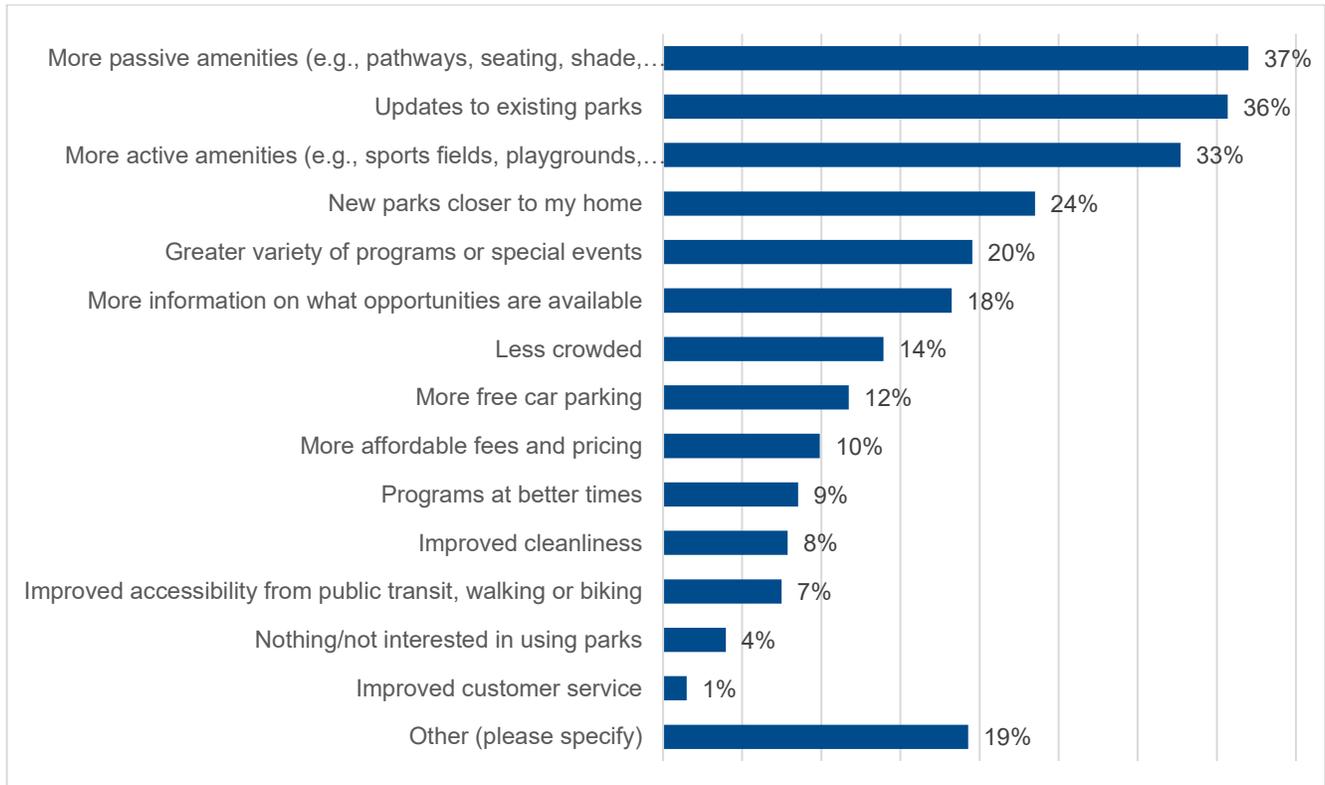
Figure 17: Which type of park in Oakville have you or members of your household used most often within the last five years (including before the COVID-19 pandemic)? (n=1817)



Respondents were asked what would encourage them or members of their household to use Oakville parks more. From the choices provided, the most common responses were:

- more passive amenities (e.g., pathways, seating, shade, open space) (37%),
- updates to existing parks (36%),
- more active amenities (e.g., sports fields, playgrounds, courts, splash pads) (33%)

Figure 18: What would encourage you or members of your household to use Oakville parks more? (select up to five) (n=1816)



Note: Top “other” responses included better washroom accessibility, more connected trails, improved court surfaces, and more leash-free areas.

Respondents with younger household profiles were more likely to use large active parks and local neighbourhood parks. These households were also more likely to be seeking more active park amenities, upgrades to parks, and new parks closer to their homes. Households with older profiles were more likely to use passive parks.

Considerations for the Master Plan:

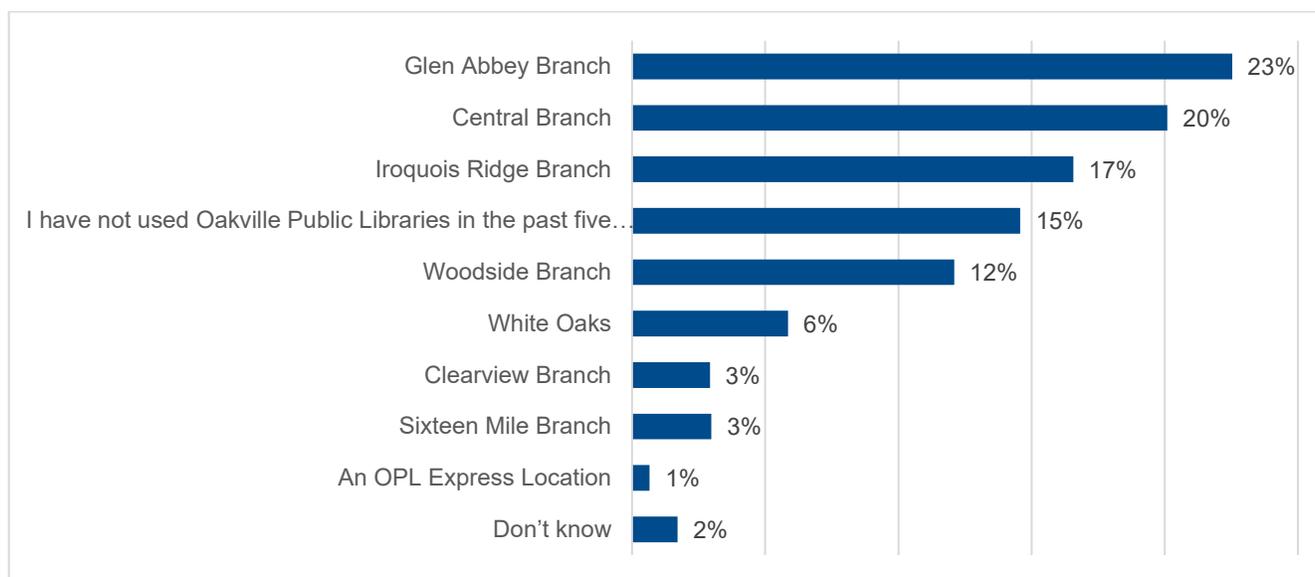
Residents use Oakville’s parks in many different ways. Although passive parks with open spaces and trails are the most popular, active parks both small and large are also very important spaces for the community. In keeping with findings that suggest greater outdoor participation, residents are looking for improvements to parks, including both new passive and active amenities to support a range of uses.

2.7 Public Libraries

Respondents were asked which Oakville Public Library locations have they or members of their household used most often within the last five years, with Glen Abbey Branch (23%), Central Branch (20%), and Iroquois Ridge Branch (17%) being the most common responses. There is a strong correlation between area of residence and public libraries used most frequently, suggesting that convenience is a significant factor in facility usage.

Fifteen percent indicated not using Oakville Public Libraries in the past five years. Households with older profiles were more likely to report not using Oakville Public Libraries in the past five years.

Figure 19: Which Oakville Public Library locations have you or members of your household used most often within the last five years (including before the COVID-19 pandemic)? (n=739)



Most respondents identified strong levels of agreement with the following statements regarding Oakville's public libraries:

- I feel safe at this facility (96%).
- This facility is clean and well maintained (93%).
- The time it takes me to travel to this facility is reasonable (93%).
- This facility has the features and amenities I need (88%).
- This facility is welcoming to all members of the community (88%).
- This facility is in good condition overall (87%).
- The hours of operation at this facility are acceptable (80%).

Additionally, 55% agreed that the facility should be updated or expanded, 34% agreed that the facility is too crowded and busy, and 15% disagreed that the facility offers quality programming that suits their needs (suggesting some room for improvement).

Figure 20: Thinking about the Oakville Public Library location that you use most often, please select your level of agreement with the following statements? (n=1474 to 1516)

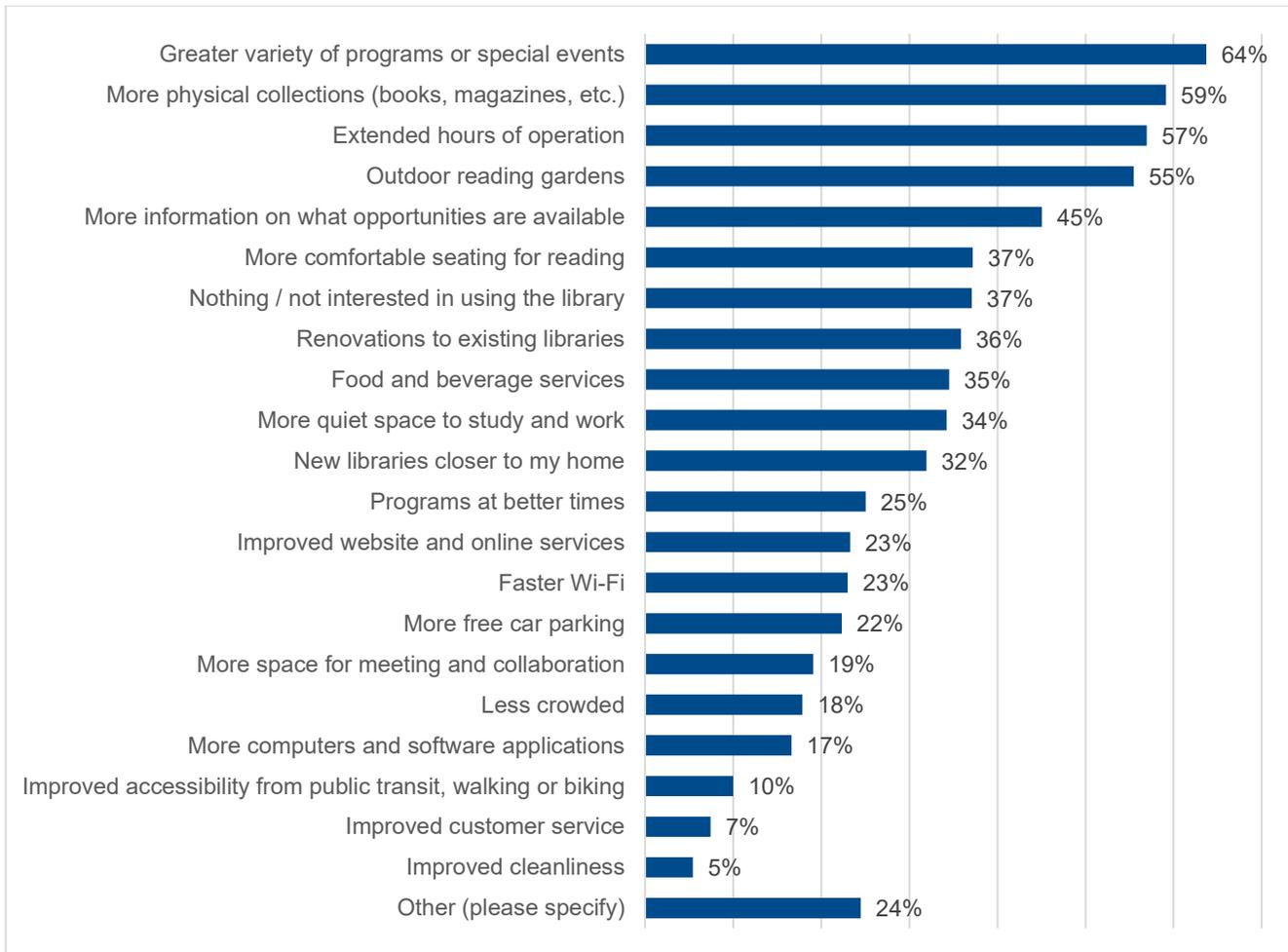


“Don’t know” responses excluded

Respondents were asked what would encourage them or members of their household to use Oakville’s public libraries more. The most common suggestions included:

- greater variety of programs or special events (64%)
- more physical collections (books, magazines, etc.) (59%)
- extended hours of operation (57%)
- outdoor reading gardens (55%)
- more information on what opportunities are available (45%)

Figure 21: What would encourage you or members of your household to use the Oakville Public Library more? (Select up to five) (n=1798)



Note: Top “other” responses included E-books, new books, and more online resources.

Key differences amongst subsets of the survey include:

- Respondents with younger household profiles were more likely to be seeking renovations to library facilities, a greater variety of programming, less busy facilities, and extended hours of operation.
- Respondents reporting that they identify as a person with a disability were more likely to indicate that Oakville’s public libraries are important to their quality of life, but that library facilities are not welcoming to all members of the community.
- Households speaking a second language other than English were more likely to indicate that more physical collections would encourage them to use the library more, as well as libraries closer to their home and a greater variety of program and events.
- Households residing in L6J (southeast Oakville) and L6K (south central Oakville) were more likely to indicate that more free car parking would encourage them to use Oakville public libraries more.

Facility-specific observations are highlighted in the following table.

Table 2: Key Survey Findings for each Town of Oakville Public Library

| Library Branch | Average Rating | Key Findings |
|--|-----------------------|---|
| Central Branch | 76% | <ul style="list-style-type: none"> - facility condition is below average - facility needs updating or expansion - not too crowded and busy - used more frequently by households with older profiles and those speaking English-only |
| Clearview Branch | 72% | <ul style="list-style-type: none"> - features and amenities need improvement - programming needs improvement - facility condition is below average - facility needs updating or expansion - hours of operation need improvement |
| Glen Abbey Branch | 80% | <ul style="list-style-type: none"> - quality programming - good facility condition - facility does not need updating or expansion - welcoming to all - too crowded and busy - used more frequently by households with younger profiles |
| Iroquois Ridge Branch | 81% | <ul style="list-style-type: none"> - quality programming - good facility condition - too crowded and busy - used more frequently by households speaking a second language other than English |
| Sixteen Mile Branch (temporary) | 76% | <ul style="list-style-type: none"> - features and amenities need improvement - programming needs improvement - facility condition is below average - facility needs updating or expansion - not too crowded and busy - hours of operation need improvement |
| White Oaks | 69% | <ul style="list-style-type: none"> - facility needs updating or expansion - too crowded and busy |
| Woodside Branch | 76% | <ul style="list-style-type: none"> - programming needs improvement - not too crowded and busy - used more frequently by households with older profiles |
| OPL Express Locations* | 66% | <ul style="list-style-type: none"> - travel time / location is convenient - features and amenities need improvement - programming needs improvement - facility condition is below average - cleanliness and maintenance is below average - do not feel as safe - not as welcoming to all - not too crowded and busy |
| All Facilities | 77% | |

* low response rate; data may be unreliable

Considerations for the Master Plan:

Oakville Public Library's largest facilities are also their most well used, especially those co-located with multi-use community centres. While all facilities received very high ratings for safety, maintenance, and location/convenience, residents were more likely to indicate that older, stand-alone branches require updating/expansion.

More programming, larger collections, extended hours, and reading gardens were the most common suggestions for increasing usage of public libraries. Aside from reading gardens (and collections to some degree), each of these suggestions are operational in nature and do not directly reflect on the quality of the facilities.

2.8 Facility Priorities

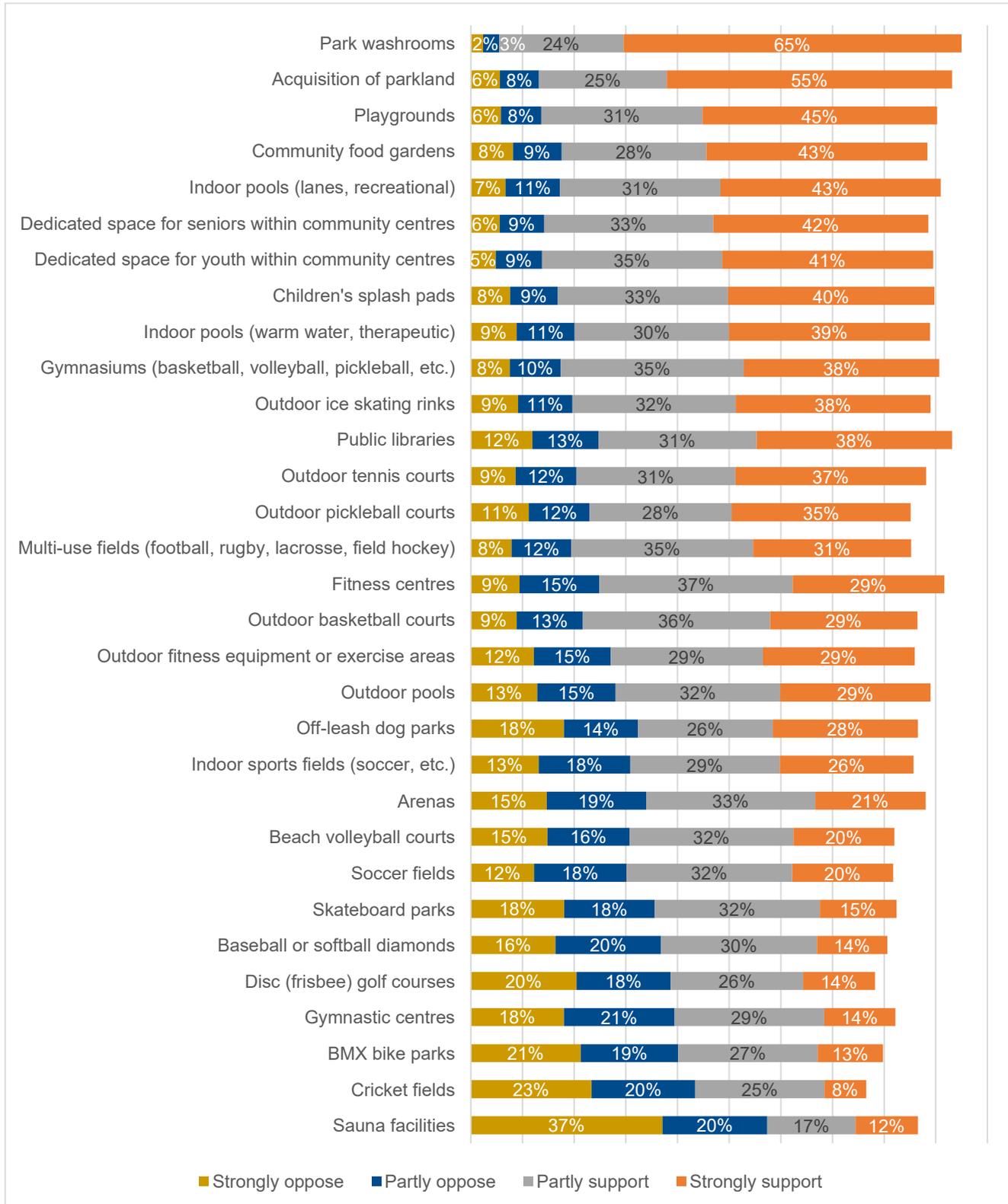
The survey listed 31 different types of parks, recreation, and library facilities and asked respondents to identify the ones they want more of. More than three-quarters supported the expansion of:

- park washrooms (90%, with 65% strongly supporting)
- acquisition of parkland (80%, with 55% strongly supporting)
- playgrounds (77%, with 45% strongly supporting)

Conversely, the lowest degree of support was received for:

- sauna facilities (29%, with 12% strongly supporting)
- cricket fields (33%, with 8% strongly supporting)
- BMX parks (40%, with 13% strongly supporting)

Figure 22: The Town collects property taxes in part to support parks, recreation and library facilities. Increases to these services may result in increases to property taxes. Keeping this in mind, which of the following facilities would you want more of? Select your level of support for each. (n=1409 to 1556)



“Don't know” responses excluded

Key differences amongst subsets of the survey include:

- Respondents with younger household profiles were more likely to support more gymnastic centres, indoor sports fields, multi-use fields, outdoor pools, outdoor courts (tennis, basketball and volleyball), skateboard and BMX parks.
- Respondents with older household profiles were more likely to support more community food gardens, dedicated space for seniors, and outdoor pickleball courts.
- Respondents reporting that they identify as a person with a disability were more likely to support more public libraries, indoor warm-water pools, dedicated space for seniors, splash pads, and off-leash dog parks.
- Households speaking languages English-only were more likely to support more outdoor pickleball courts, ball diamonds, and parkland acquisition. Households speaking additional languages were more likely to support more indoor warm-water pools, sauna facilities, indoor sports fields, and gymnastic centres.
- Overall, households residing in L6H (northeast Oakville) were more likely to provide support for more parks, recreation, and library facilities; while not statistically significant, households in this area were more likely to support items such as (but not limited to) indoor warm-water pools and outdoor fitness equipment.
- Overall, households residing in L6J (southeast Oakville) and L6L (southwest Oakville) were less likely to provide support for more parks, recreation, and library facilities.

Considerations for the Master Plan:

Despite strong levels of satisfaction with existing facilities, the survey found high levels of support for additional investment in many facility types, most notably items that benefit residents of all ages (e.g., park washrooms, parkland acquisition, pools, gymnasiums, etc.) and that support children and youth (e.g., playgrounds, youth facilities, splash pads, etc.).

Lesser demand was expressed for facilities with lower participation profiles (e.g., saunas, cricket fields, disc golf courses, etc.) and for facilities serving traditional team sports (e.g., soccer fields, ball diamonds, arenas, etc.). The next phase of the master plan will use this data along with other demand indicators to assess the current and long-term need for facilities.

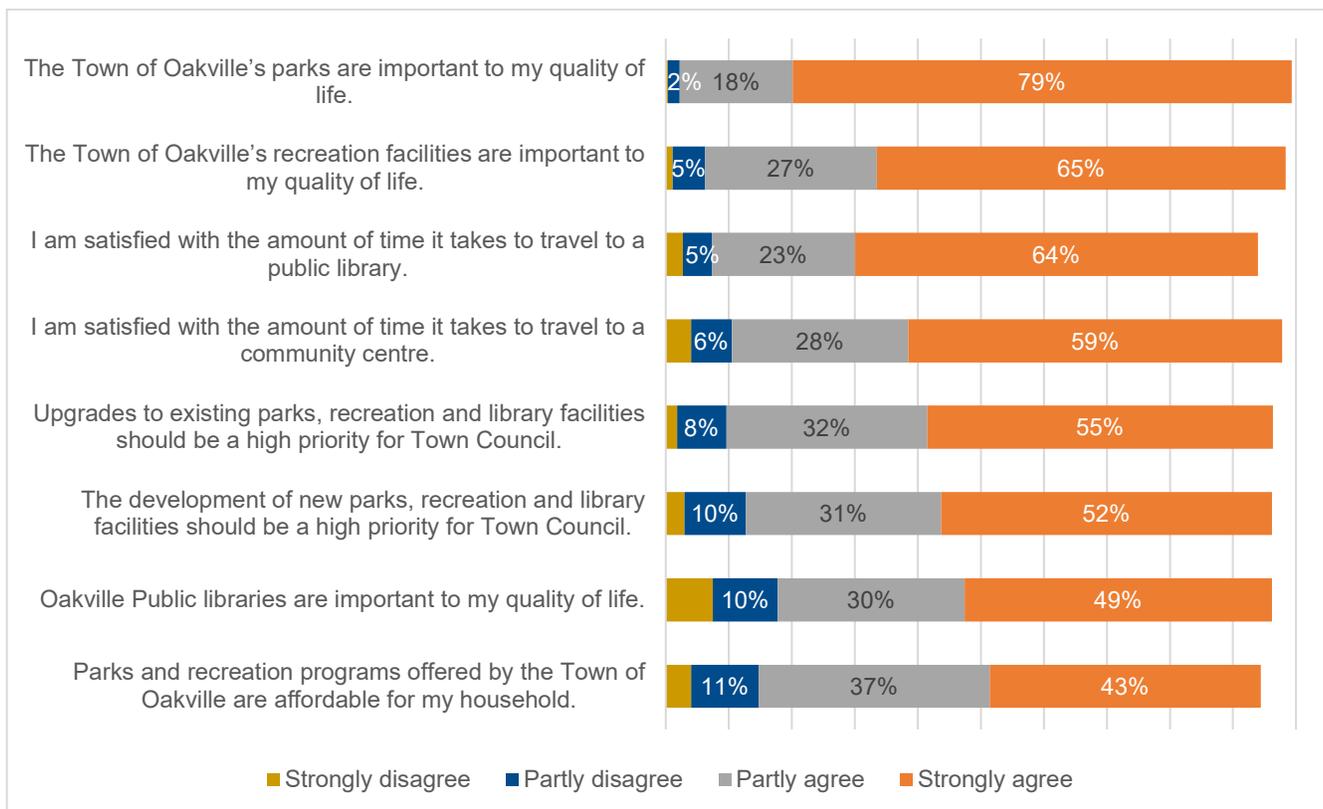
2.9 General Statements

Level of agreement was sought on a series of statements to better understanding levels of satisfaction and priorities.

Figure 23: Level of Agreement with Quality of Life Statements and Facility Development Priorities



Figure 24: Please share how strongly you agree or disagree with the following statements. (n=1696 to 1753)



“Don’t know” responses excluded

The survey contained an open-ended question allowing respondents to provide any additional information that they felt was pertinent to the master plan. Key quotes that exemplify the major themes include:

Figure 25: Selected Quotes

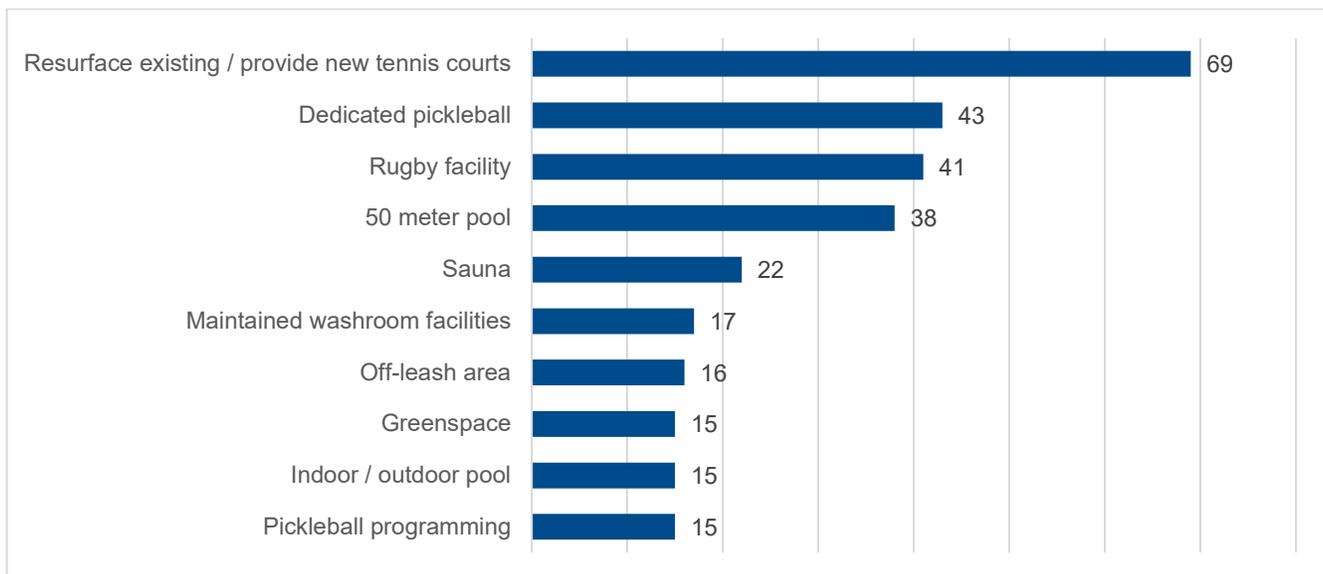
“The **tennis courts** should not be asphalt. Tennis courts should be coated with blue or green surface.”

“I would like new **pickleball courts** built so that existing tennis courts can just be used for tennis.”

“The proportion of the Town reserved for **greenspaces** is a huge reason I live here and probably the #1 reason for the Town's strong image nationally.”

“If the Town is going to put in a pool, consider it to be a **50-metre pool** so that we can train, compete and host meets like other cities.”

Figure 26: Do you have other ideas to share or any additional comments that you think are important for the Parks, Recreation and Library Master Plan? (n=763)



Considerations for the Master Plan:

Parks, recreation, and library services and facilities are critical contributors to the town’s quality of life. Most of these facilities are conveniently located for residents and there is a general desire to see existing venues maintained/upgraded before building new.

Through the survey we also heard from enthusiasts of several emerging activities in Oakville, such as pickleball, tennis, rugby, and competitive swimmers. The stakeholder consultation lends additional insight into these and other special interests.

3. Public Open Houses

3.1 Overview

Six (6) open house sessions were held to introduce the master plan to the Oakville community and seek input into its development. In total, over **80 participants** attended the sessions to discuss their ideas with the Consulting Team and town/library staff.

1. May 3, 2023 (evening), virtual consultation
2. May 9, 2023 (morning), Sixteen Mile Sports Complex
3. May 10, 2023 (morning), virtual consultation
4. May 10, 2023 (evening), Queen Elizabeth Park Community and Cultural Centre
5. May 11, 2023 (morning), Town Hall
6. May 11, 2023 (evening), Town Hall

The sessions were promoted through the town’s website, email networks, roadside signs, posters in town facilities, social media accounts, and traditional media. The in-person events consisted of information boards detailing the scope and process, comment sheets, as well as an interactive voting station to identify public priorities. Commenting stations were also available for gathering qualitative input regarding strengths, challenges, and future needs. Additionally, display boards were provided for respondents to post suggestions for improving local parks, recreation, and library services. The virtual sessions provided a presentation followed by a facilitated discussion and interactive feedback using an online input tool.

80+
individuals
participated in
the open house
events,
providing a
total of
150 comments.



3.2 Key Themes

Common themes that emerged from the open house discussions are summarized below.

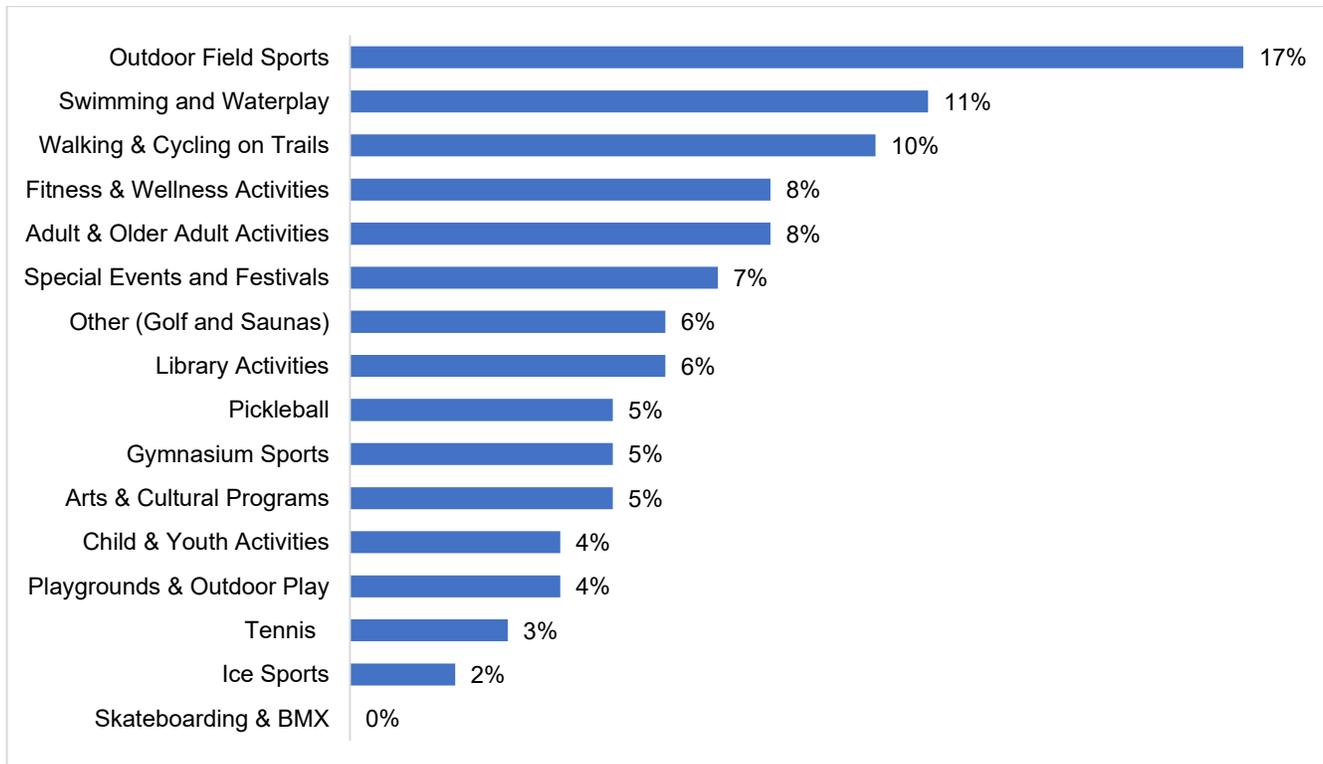
Table 3: Open House Consultations: Common Themes and Comments

| Indoor Recreation | Outdoor Recreation and Parks | Public Libraries |
|--|---|---|
| Requested Improvements or Additions | | |
| <ul style="list-style-type: none"> indoor sports fields for soccer and rugby pickleball courts (gymnasiums) greater variety of swimming pool types (50-metre, leisure tanks, etc.) sauna facilities | <ul style="list-style-type: none"> updated tennis courts more pickleball courts improved trail signage new rugby fields more winter activities | <ul style="list-style-type: none"> more study spaces for students technology training and greater e-resources outdoor classes/education professional development training |
| Sample Comments | | |
| <p>“Make another indoor place for field sports like soccer and rugby. OSC is always fully booked.”</p> <p>“More aquatic amenities under one roof such as lap pool, therapeutic pool, sauna, kids pool, etc.”</p> <p>“The sauna at Glen Abbey Recreation Centre is overcrowded.” “Consider another sauna facility to serve growth.” “Saunas offer health benefits.”</p> | <p>“Connect parks with public trails.”</p> <p>“Covid made people rethink trails and created a means for active transportation.”</p> <p>“More pickleball courts in central Oakville and Iroquois Ridge area.”</p> <p>“More outdoor winter facilities such as skating rinks, winter gatherings.”</p> <p>“Rugby facilities are needed for the Oakville Crusaders.”</p> <p>“Including a clubhouse that supports all genders.”</p> <p>“Keep outdoor pools open.”</p> | <p>“Libraries are essential ‘3rd spaces’ clearly missed during closures and lockdowns.”</p> <p>“Maintain branch network, important to have full access.”</p> <p>“Libraries are safe spaces and help ensure equity of opportunity for all residents.”</p> <p>“Better hours for school aged children such as weekends.”</p> |

Furthermore, through the interactive voting stations, respondents were asked to select amongst a series of parks, recreation, and library facility activities to indicate which ones they wanted to see more of. Top priorities included:

- outdoor field sports (17%), including rugby
- swimming and waterplay (11%)
- walking and cycling on trails (10%)

Figure 27: Open House Consultations: What activities do you want more of in Oakville? (n = 277)



Participants were also asked how the **COVID-19 pandemic** has affected how they currently use parks, recreation, and library facilities. Selected comments included:

- Using parks and trails more, and have discovered more of what Oakville has to offer
- Greater desire for outdoor activities, such as pickleball and active transportation
- Using more technology (e.g., library books online)
- Have stopped using some indoor facilities due to crowding

Please see **Appendix B** for the full list of comments received at these sessions.



Considerations for the Master Plan:

The open house events attracted supports of several special interest groups, including those seeking additional or upgraded rugby fields, sauna facilities, pickleball courts, and indoor swimming pools. Comments were also received in support of inclusive parks, recreation, and library activities and spaces.

4. Stakeholder Input

4.1 Overview

A series of **eight (8) virtual workshops** were held to engage key stakeholders and solicit their input on a range of topics such as participation trends, facility utilization, satisfaction levels, current and future facility and programming needs, opportunities to partner, and more.

Sessions included:

- Ice Organizations (CORE), May 9, 2023
- Sports Field Organizations (CORE), May 9
- Aquatics Clubs (CORE), May 10, 2023
- Community Sport Organizations (2), May 12 and May 18, 2023
- Culture and Library Organizations (2), May 12 and May 15, 2023
- Older Adult Centre Committees, May 11, 2023

Nearly **20** organizations provided input, representing nearly **28,000** members

The distribution list included approximately 110 user groups, community organizations, service providers, and partners involved in the delivery of parks, recreation, and library services across Oakville. Nearly **20 organizations** participated within these sessions (a listing of all groups participating is provided in **Appendix C**).

Table 4: Stakeholder Organizations Participating in Master Plan Focus Groups (2023)

| Organization | Type | Reported Membership |
|---|---------------------|---------------------|
| Halton Black Voices | Cultural | n/a |
| Latino Dance Canada | Cultural | 100 |
| Masterworks of Oakville | Cultural | 90 |
| Oakville Aquatic Club | Aquatics (CORE) | 700 |
| Oakville Arts Council | Cultural | n/a |
| Oakville Community Table Tennis Association | Community Sport | 475 |
| Oakville Crusaders Rugby Club | Sports Field (CORE) | 1,400 |
| Oakville Gymnastics Club | Community Sport | 4,000 |
| Oakville Hornets Girls Hockey Association | Ice (CORE) | 1,200 |
| Oakville Little League Baseball | Sports Field (CORE) | 1,000 |
| Oakville Pickleball Association | Community Sport | 260 |
| Oakville Rangers Hockey Club | Ice (CORE) | 2,600 |

| Organization | Type | Reported Membership |
|-------------------------------------|---------------------|---------------------|
| Oakville Royals Baseball | Community Sport | 50 |
| Oakville Soccer Club | Sports Field (CORE) | 12,000 (year-round) |
| Oakville Titans Football | Community Sport | 950 |
| Seniors Policy Review Group | Seniors | n/a |
| Seniors Working Action Group (SWAG) | Seniors | n/a |
| Skate Oakville | Ice (CORE) | <3,000 |

Input from these sessions has been summarized below and will be used to support the master plan needs assessments and strategic directions.

4.2 Strengths

Stakeholders identified the following as being core strengths of the town’s parks, recreation and library facilities and services system:

- through each focus group, organizations expressed satisfaction with the level and degree of customer service provided by the town, indicating that staff are open and responsive to their needs (e.g., permitting, promotion, long-term planning, etc.)
- the town’s parks and facilities are accessible, in good condition, well-maintained, affordable (mostly), and support the community’s interests
- the town provides different types of facilities and organized activities for all ages and abilities, ranging from recreation to competitive to specialized programming
- the network of older adult centres is more than just facilities; these spaces are community hubs that offer critical services for social connections, togetherness, caremongering, healthy living, and more
- Oakville’s demographics support high levels of participation in many sports and activities
- Oakville’s location and facilities make it a destination for tournaments; many local groups also access facilities in nearby municipalities
- most organizations have strong leadership and are highly capable (several have access to their private training and office spaces); many reported being the largest association of their kind in Ontario, Canada, or even North America; many have or are willing to invest in enhancements to municipal facilities

Considerations for the Master Plan:

Oakville's participation rates in parks, recreation, and library services are strong and indicative of a community with a robust network of volunteers, clubs, organizations, and service providers. The town has many processes in place to support community groups and frequently communicates with this network to coordinate service delivery. Many organizations are open to cost-sharing for facility enhancements.

4.3 Trends and Barriers

Local organizations are influenced by several trends with some presenting barriers to participation. Stakeholders suggested that:

- growing diversity in the population is leading to growth in activities with worldwide appeal (e.g., table tennis) and creating new challenges for traditional Canadian activities (e.g., ice hockey)
- many groups expressed a need for more volunteers and organizational supports, including enhancing the coaching pathway (e.g., aquatics, figure skating, etc.)
- registration systems for programs have experienced challenges with signups filling up quickly
- older adults and seniors have a wide range of interests dependent upon age and ability (for example, younger seniors are more interested in technology); programming across multiple mediums allows for all persons to participate in the format that is most comfortable for them
- interest in pickleball has grown quickly, not only amongst older adults, but also younger adults
- indoor training space (e.g., turf fields) is limited for many user groups due to high demand, requiring advanced bookings and affordability challenges; several groups travel outside of Oakville to access training space
- there is a growing need and desire for spaces that allow people to gather and participate in casual activities (e.g., Halton Black Voices suggested a need for 24/7 study space)
- a lack of sports field lighting (full-size fields) is an ongoing issue for several outdoor sports user groups
- the level of competition is rising in several sports (e.g., youth hockey) and there are more alternative service providers, which is splintering registration and coaching and leading to higher costs and revenue challenges
- transportation was identified as a barrier by the town's seniors committees; for example, the transit stop for the Sir John Colborne Centre is on the opposite side of the road

Considerations for the Master Plan:

Although trends and barriers vary by organization and sport, several common challenges were reported, including declining volunteerism, rising costs, professionalization of youth sport, and lack of facilities.

4.4 Pandemic Recovery

Many of Oakville's organizations were required to adapt their operating or organizational model and/or diversify their operations over the past three years. Stakeholders identified the following points as they recover from the pandemic:

- passive forms of recreation experienced strong growth throughout the pandemic when organized team activities were restricted
- most organizations have adopted use of virtual technologies for meetings and information sharing, leading to efficiencies
- many cultural groups and grassroots activities were hit hard by the pandemic and are building back
- the pandemic was a challenging time for seniors and many continue to struggle with isolation, mental health, etc.; the Without Walls program was very important; currently, some seniors still prefer to meet online or in smaller groups
- the pandemic provided some organizations a chance to change their pricing structure, diversify operations, and reassess and restructure programming; several organizations are currently looking to save costs and generate new revenue following pandemic setbacks
- the pandemic accelerated the reduction in minor hockey participation (down about 20%); conversely, registration for "learn to" programs such as skating and swimming have seen a significant resurgence in registrants following the pandemic and children and their families try to catch up following the pandemic
- affordability challenges are top of mind for many groups; costs can be a barrier for many families
- many groups reported a growing sense of entitlement from participants and their families in recent times (spending more time dealing with conflict resolution)

Considerations for the Master Plan:

The COVID-19 pandemic was an unprecedented time for the parks, recreation, and library sector and many community organizations continue to be presented with new challenges in this post-pandemic period. Rising costs are a concern for several groups and they are seeking ways to reduce the impact on their members so they are able to maintain strong registration levels.

4.5 Facility Needs

Organizations identified a wide range of facility and service needs. Stakeholders suggested that:

- several field sport groups specified a desire for an **indoor artificial turf field** that can be shared by multiple groups
- the lack of **lighting on fields south of Dundas Street** is a concern for several groups; the **Oakville Titans (football)** are requesting lines and lights on additional fields to allow for football use and greater access to indoor turf facilities (including adding an air-supported dome to Bronte Athletic Park)
- the **Oakville Rugby Club** spoke to the need to secure long-term field space prior to the expiration of their current lease (and to address shortcomings of current facilities); this includes a new clubhouse and multiple irrigated fields
- the **Oakville Aquatic Club** indicated that the lack of pool time is a major barrier for expanding their club and programs (they have 200+ potential members on a waiting list and spend over \$270,000/yr to access pool facilities outside of Oakville); they suggested that a **50-metre swim facility** with 10-lanes would be the most ideal for aquatic programming and long course training
- the **Ontario Royals** competitive baseball club is interested in more full-size lit diamonds and inquired about the possibility of establishing a premier baseball diamond Palermo Park
- **pickleball** users are seeking more spaces to play, as well as windscreens on outdoor courts
- several cultural and sport groups identified a need for **additional storage** for their equipment and resources
- future community centres should be designed with **arts and cultural needs** in mind as well
- some arts and cultural groups indicated that the **cost to use the Oakville Centre for Performing Arts** is too high; lack of rehearsal space
- **Halton Black Voices** are in search of a dedicated gymnasium space
- it was noted that some of the town's arenas are not fully barrier-free; there was a suggestion for adding **half-size ice rinks** to accommodate younger age groups
- the town's seniors committees expressed a high degree of satisfaction with the **Sir John Colborne model** and wanted to see it replicated at a location in the north (possibly in a leased or partnered space); they also suggested that this seniors centre requires expansion to accommodate its high levels of use
- the town's seniors committees indicated that users are still adjusting to the **Trafalgar Park Older Adults Centre**, which is a shared space with dedicated times; the space is less comfortable than the former Oakville Seniors Centre and some users do not stay as long; the addition of a dedicated entrance was requested
- there was a suggestion to increase promotion of the town's **trails system** amongst seniors' populations and to improve wayfinding (including washrooms)

Considerations for the Master Plan:

Facility needs were identified for several activities with emerging participation rates, such as pickleball, swimming, and various field sports. While some requested spaces that can be used by a variety of activities, some organizations are seeking dedicated access to support their growing programs. These requests will be assessed more fully during the next stage of the master plan's development.

4.6 Looking Ahead

Organizations were asked about their future plans, including threats and opportunities to their sustainability. Stakeholders indicated that:

- nearly all organizations spoke positively about their future outlook and expressed a need for additional facilities to serve population growth, as well as the need to reinvest in existing facilities to keep them relevant
- it was noted that North Oakville will require more facilities to ensure equity as the community continues to grow; for example, opportunities to convert an existing big-box facility into a multi-purpose space that could support programs (e.g., gymnastics) was suggested
- Oakville's infrastructure and location make it a great destination for sporting events (tournaments, meets, etc.), despite a shortage of local hotels; the need for a coordinated sport tourism strategy was suggested by several groups
- the town should continue to engage local user groups in the process of developing new facilities (e.g., pickleball)
- partnerships were a common theme among the focus group sessions; for example, the town's seniors' committees suggested partnering with health and wellness providers to improve access to services and health education; several groups also suggested that there is an opportunity to support arts, cultural, and other community groups through library facilities
- funding is a top priority for most organizations; stable and/or predictable pricing for facility rentals is helpful for many groups
- accessibility to recreation in low-income areas must continue to be a priority
- with many organizations struggling to attract and retain volunteers, any additional supports the town could provide would be appreciated (e.g., promotion, job fairs, etc.)

Considerations for the Master Plan:

There is a spirit of cooperation amongst community groups, as many recognize the challenges of facility development and are open to working together to achieve common goals. Long-term planning is essential to supporting a strong and diverse network of recreation providers, and community organizations are willing to continue their discussions with the town for the betterment of all residents.

5. Other Public Engagement Initiatives

Public input on parks, recreation, and libraries has also been received through several recent consultation programs. Key findings with relevance to this master plan are summarized below.

5.1 Town of Oakville Citizen Survey (2022)

Through the 2022 Citizen Survey Report Card, residents were asked to rate attributes of the town, customer service, municipal services, the impacts of COVID-19, and resident priorities. The town conducts resident surveys of this nature approximately every two years.

Residents expressed very high satisfaction levels with the items addressed in this master plan:

- 93% are satisfied with parks and green spaces
- 93% are satisfied with harbours and waterfront areas
- 88% are satisfied with public library services
- 87% are satisfied with recreation fields and facilities
- 82% are satisfied with arts, heritage and culture offerings and venues
- 81% are satisfied with recreation programs

Despite high levels of satisfaction, recreation programs as well as arts, heritage, and culture offerings and venues were identified as possibly needing special attention in the long-term.

“Parks / recreation / sports / teams” was ranked as the **top quality** which makes Oakville “livable” for the 4th survey cycle in a row.

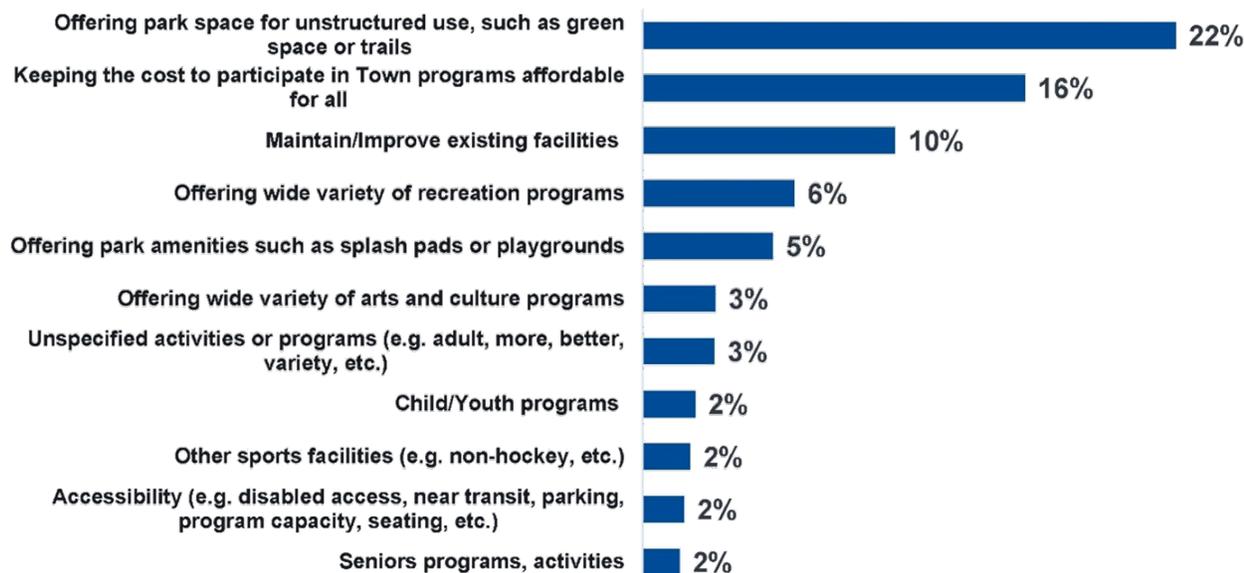
Some of the top priority areas of focus identified by residents also related to the items in scope of this master plan, such as:

- **Climate change:** Protecting and parks, trails and green spaces was the top priority area mentioned by one fifth of the residents (20%) in terms of Town’s response to climate change.
- **Parks amenities and recreation programs:** Over one-fifth (22%) stated offering park space for unstructured use as the top priority for parks amenities and recreation programs.

When asked about top priorities for parks amenities and recreation programs, primary responses included:

- offering more park space for unstructured use (20%);
- keeping the cost to participate in town programs affordable for all (16%); and
- maintaining/improving existing facilities (10%).

Figure 28: Top Priorities for Parks Amenities and Recreation Programs, 2022 Citizen Satisfaction Survey



Considerations for the Master Plan:

Residents have spoken – parks, recreation, and libraries are the top qualities that make Oakville livable. Responses to the citizen survey were reinforced through the master plan survey, including demand for passive parks, unstructured uses, and inclusive recreation programs.

5.2 Council Strategic Plan and Business Plan (2023)

Development of the Town of Oakville’s 2023 Strategic Plan and 2023-2026 Business Plan included engagement with residents, community organizations, Council, and senior leadership. Key findings from this engagement process related to parks, recreation, and libraries are summarized below.

Survey

- Survey respondents most often agreed that the Town is moving in the right direction relative to “access to parks and greenspace” (92%) and “recreation facilities and programming” (92%).
- Through the survey, “preserving green spaces and parks” (17%) ranked as the fourth most important priority that Oakville needs to focus on in the long-term (10-25 years), followed by “recreation facilities and programming” (10%).

Targeted Outreach

The **Oakville Youth Action Committee** was interviewed and identified the following as some of the items that the town should focus on:

- Green technologies, being environmentally friendly
- Positive youth development
- Equity and inclusion, making everyone welcome
- Specific youth strategy, ways to engage youth (longer-term)

Interviews with **community organizations** identified the following strengths and weaknesses related to parks, recreation, and culture.

Figure 29: Summary of Strengths and Weaknesses from Strategic Plan Interviews (2023)

| NATURAL AREAS AND CLIMATE CHANGE | |
|--|--|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> • A lot of older buildings and heritage districts are protected • Downtown core is beautiful • On the lake (mentioned several times) • Beautiful trails, a lot of wooded areas • Tree canopy is important for GHG reduction • <i>Community Energy Plan</i> and <i>Oakville Ready</i> plan | <ul style="list-style-type: none"> • Lacking large green spaces; everything is over-programmed; where's the real parkland? • We have not actively put things in place that will actually pay off for climate change. • Town still using bottled water, some facilities don't have recycling • Town has buried existing climate action plans and has phased out environmental policy department • No longer seen as a priority - climate action not on website • Fails to research and plan for future scenarios • Natural assets (stormwater ditches) being piped and paved |
| ARTS, CULTURE, AND RECREATION | |
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> • There's something for everybody • There's an appetite for arts and culture in Oakville • Municipality is committed to supporting the arts • Arts and culture sector is itself is a strength; there's a huge amount of arts activity in all sorts of different disciplines • Lots of community centres, activities • Resident-focused activities are tremendous resources • Taxes well-spent on providing community centres | <ul style="list-style-type: none"> • Programming doesn't reflect diverse cultures • Not enough buildings and space to have activities • Cost of renting recreation space is a barrier to many clubs • More money is required for sports club grants • Our cultural institutions were set up for a 40,000-person town, the art gallery and museum could be renewed • Indigenous history could be reflected more in public spaces • Recreational facilities are in poor condition |

Source: Town of Oakville Strategic Business Plan: Engagement Summary and Background Review. May 2023.

Additionally, community organizations identified the following (among other) short- and long-term challenges:

- Keep doing quality of life things
- Consider programming needs for different ages/cultures
- Create properly supported and situated community arts support for newcomers
- Invest in social inclusion projects, encourage, coordinate, and fund more festivals that celebrate multiculturalism
- Public spaces where people see themselves (Indigenous art)
- Stop programming green space and make it available for all
- Fund organizations to run summer camps and programs on behalf of the municipality

- The proposed cultural centre is quite large – many theatre groups require smaller performance spaces
- Develop housing networks that support growth, with new neighbourhoods that include a “town square”, shopping, access to food, community centres, libraries, parks, playgrounds, etc.
- As climate continues to change, more people will be looking for enjoyable outdoor spaces.
- Make decisions that cost money now but that will pay off in the future; don’t rely on fiscal responsibility today at the expense of future needs.
- Plan libraries and community centres at the beginning of new developments, just as you build fire halls into plans. It can be 10-15 years after a development goes in to have libraries and community centres in place, missing an entire generation of kids and requiring long commutes across town that put pressure on other facilities not designed for that many people.
- Create spaces that new neighbourhoods can call their own; outdoor spaces especially; stronger feeling of ownership of the parks; people want to be outside more, to be active; bike trails and paths, tunnels – design an active city.
- Climate change, protect the waterfront.
- Plan for a massive shift in demographics as “boomers” are replaced by younger, more diverse cultural groups; there will be a much bigger change than people have seen before.
- Prepare for massive shifts in technology and the way we go about our daily lives.
- The “town square” idea will remain – make sure there’s appropriate spaces to meet gathering needs; so incorporate flexibly sized performance spaces in new developments.
- Ensure planning includes walking and biking trails to connect neighbourhoods, parks, community centres, shopping areas, workplaces.
- We built soccer fields, but nobody plays soccer; we built tennis courts where people are playing pickleball – need to build according to what people need.
- Plant more trees now so they will be fully grown in 25 years to help mitigate climate change.

Engagement with **Oakville’s Mayor and Council** resulted in several common themes. Notable observations relative to parks, recreation, and libraries include:

- new and upgraded community facilities and library infrastructure were at the top of councillors’ lists of successful municipal infrastructure projects
- the natural heritage system, greenspace, trails, and clean, well-maintained public spaces were all noted as contributors to quality of life
- it was noted that some wards lack facilities to match population growth and a general concern about Oakville’s ability to continue high upkeep of parks and facilities, especially in the face of lost revenue streams (development charges, taxation) normally used to maintain and replace infrastructure
- they are also concerned about the impact of population growth on loss of greenspace and expressed importance in protecting the town’s urban forest tree canopy
- they are concerned about the impact of potentially more severe and frequent extreme weather events on the community’s built and natural assets, and management of stormwater runoff

Considerations for the Master Plan:

Climate change, environmental sustainability, and greenspace protection are becoming more prominent themes in the town's future planning. As Oakville grows, it is also becoming more diverse and require a greater emphasis on inclusion, equity, and a high quality public realm.

5.3 Oakville Public Library Survey (2021)

In 2021, the Oakville Public Library completed an online survey to learn more about library usage, needs, and preferences. A total of **2,592 responses** were received. Given the depth of analysis and recency of this survey, notable findings have been considered within this master plan.

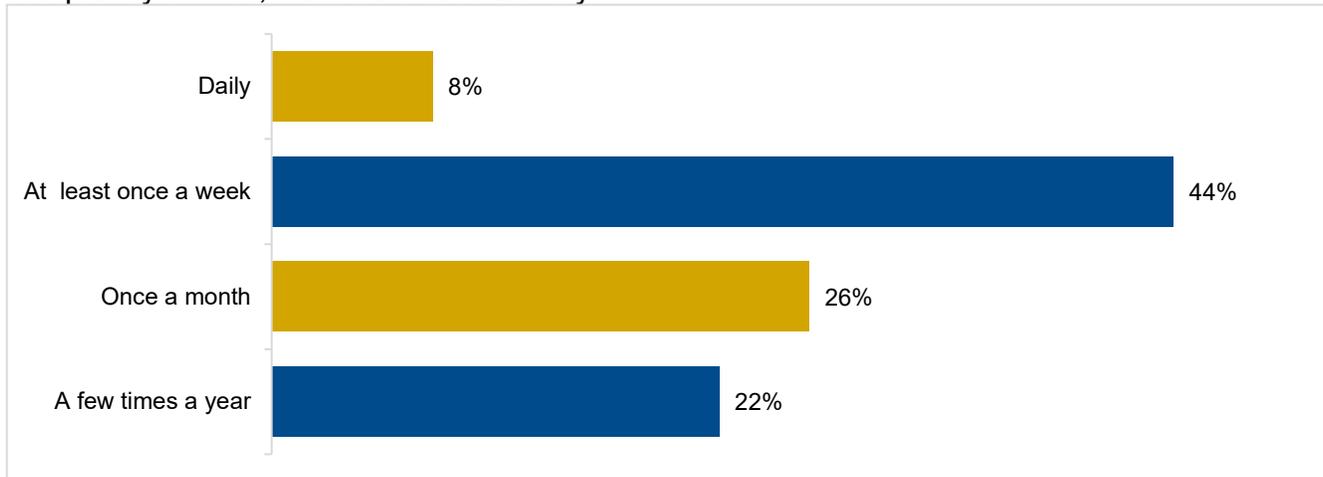
Library Usage

The large majority (89%) of survey respondents live in Oakville and 85% reported using the Oakville Public Library.

More than two-fifths (44%) of respondents reported using Oakville Public Library facilities or services at least once a week. Less frequent visitors use the facilities once a month (26%) or a few times a year (22%) as shown below. A small proportion of respondents claim that they use the Oakville Public Library daily (8%). This suggests that over half of the respondents use library services and facilities every week.

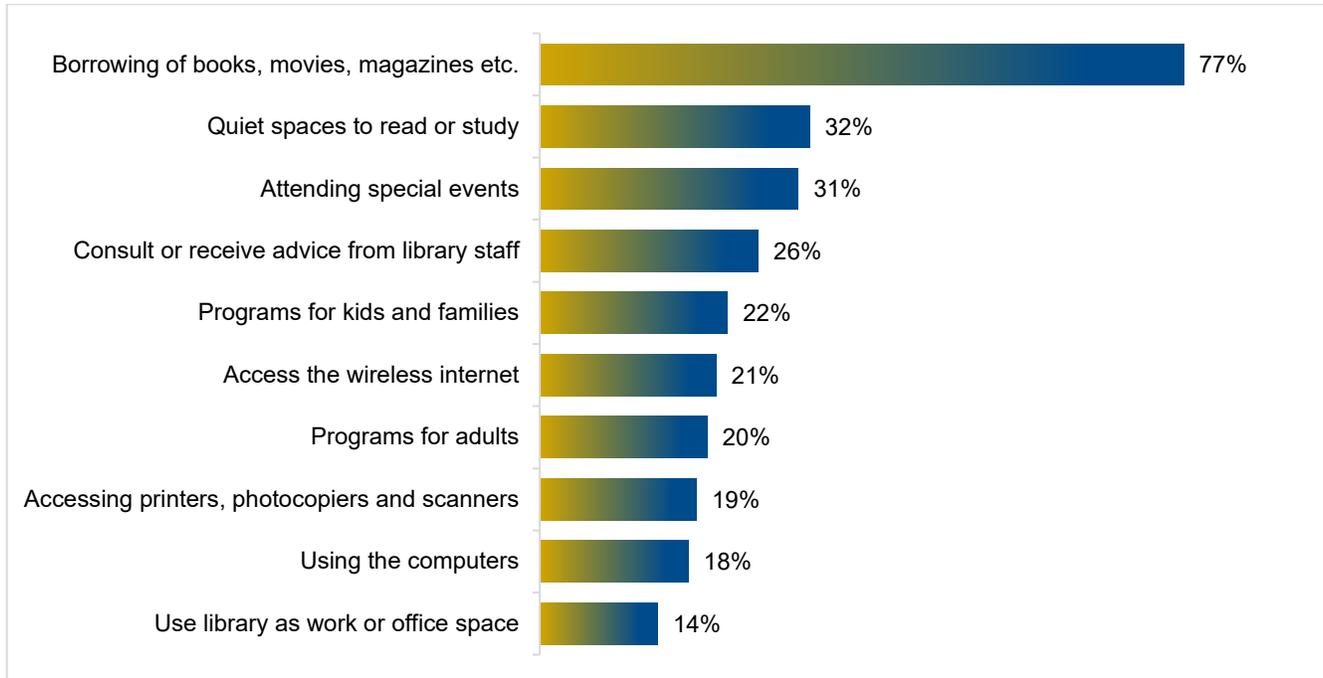
Figure 30: Frequency of Use, Oakville Public Library

Frequency of Use, Oakville Public Library



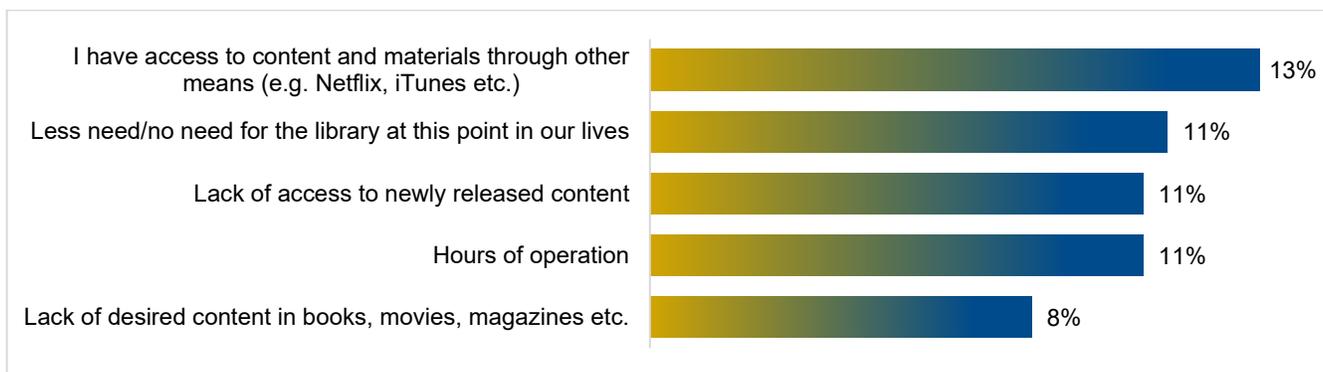
The following graph highlights the top library services most used by visitors. The most popular library service used is the borrowing of books, movies, magazines, etc. noted by 77% of respondents. This service is notably the largest and most common activity users seek out at libraries. The following most frequent services include quiet spaces to read or study (32%) and attending special events (31%).

Figure 31: Services Typically Used, Oakville Public Library



The graph below provides the top five reasons why respondents do not use library services, with the most common response indicating having access to content and material through other means (13%). This suggests that non-users or infrequent users can find resources elsewhere, not requiring the use of library services to fulfill their requests. Additional responses as to why respondents do not use library services include not needing a library at this point in their lives (11%), the lack of access to newly released content (11%), and the hours of operation (11%). Users also indicated that the library had a lack of desired content (8%).

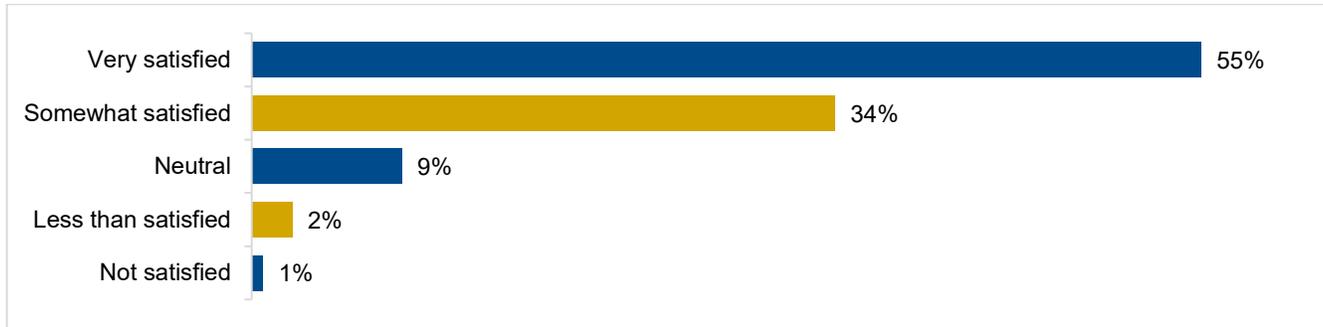
Figure 32: Reasons For Not Using Services Often, Oakville Public Library



Library Satisfaction and Importance

Respondents were asked to rate their overall level of satisfaction with respect to Oakville Public Library. Over half (55%) of the participants said that they were very satisfied, with another one-third (34%) saying they are somewhat satisfied. This suggests that most participants (89%) are satisfied with the services provided by Oakville Public Library.

Figure 33: Overall Satisfaction, Oakville Public Library



The variety of books and materials is noted as the most important service by respondents who ranked ten services by priority (8.93 score out of 10). This is followed by the quality of service received by staff (8.02) and the variety of programs offered (6.80). The top ten services found most important by respondents are listed below.

Table 5: Importance of Services, Oakville Public Library

| Answers | Overall Score |
|---|---------------|
| The variety of books and other materials available to borrow | 8.93 |
| The quality of service received by staff | 8.02 |
| The variety of programs offered | 6.80 |
| The hours of operation | 6.41 |
| The quality of the wireless internet | 5.73 |
| The variety of technology services offered | 5.61 |
| The number of meeting/community rooms available for use | 3.75 |
| The number of seats available to study, work or read at the library I use | 3.74 |
| The number of computers available for use | 3.64 |
| The software available on the library's computers | 3.16 |

Improvements and Opportunities

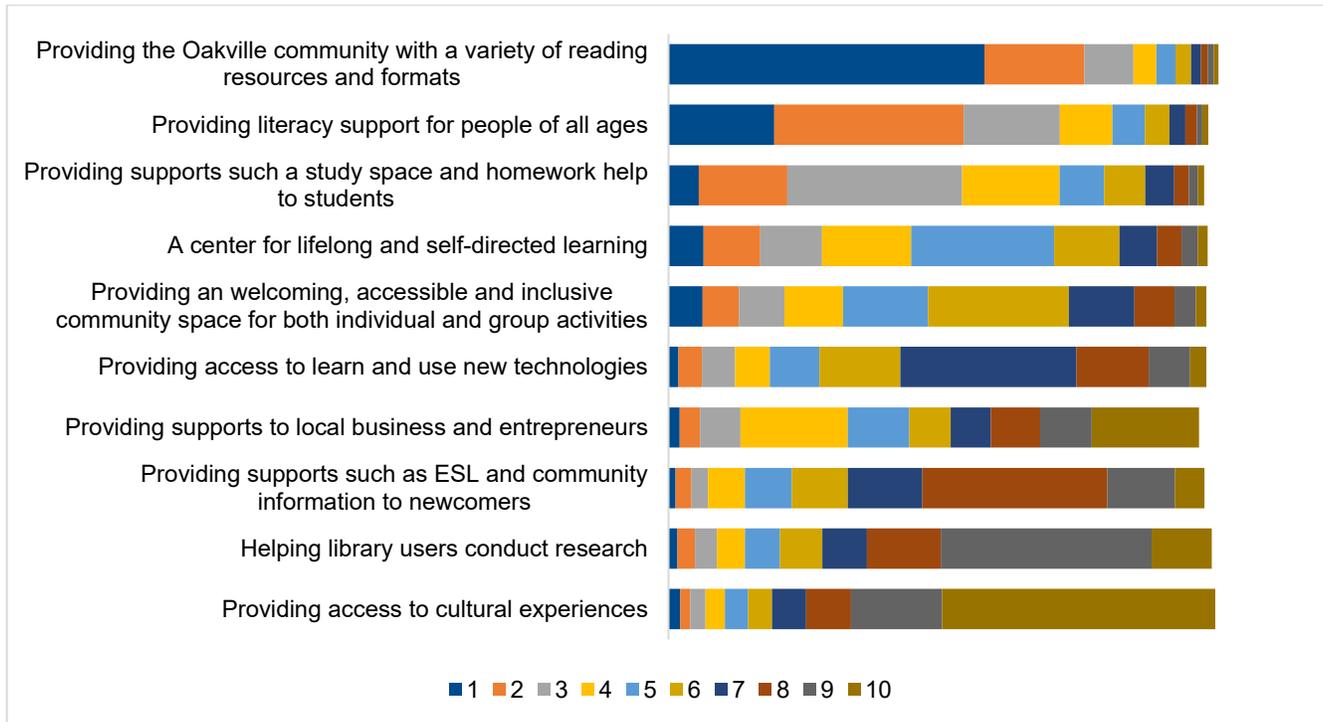
The survey asked what the Oakville Public Library can do to better service their customers. The most common response (52%) was faster access to new and bestselling materials. This was followed by opinions such as a larger collection available (37%) and more events (33%). Specialized groups and programs are also found within the top ten list, although it is evident that the top responses are more inclusive of all users.

Table 6: Better Service Recommendations, Oakville Public Library

| Answers | Support |
|---|---------|
| Faster access to new and bestselling materials | 51% |
| Larger collection | 37% |
| More events (e.g. Evening for Booklovers, OPL's Escape Room) | 33% |
| Increased programs for adults | 27% |
| Access to specialized software like Adobe Photoshop | 19% |
| Increased programs for children | 19% |
| Access to specialized technologies such as a recording studio, vinyl cutter, etc. | 19% |
| Increased work and study space | 16% |
| Increased programs for teens | 16% |
| Increased access to meeting and collaboration spaces | 9% |

Library users were asked to rank in order of priority the most important aspects of the public library, with 1 being the highest priority. The top priority was providing the Oakville community with a variety of reading resources and formats (57%), followed by providing literacy support for people of all ages (35%) and providing supports such as study space and homework help to help students (33%).

Figure 34: Importance of Public Library Aspects, Oakville Public Library



Notable Findings

This survey was completed in summer 2021, during an active stage of the COVID-19 pandemic. While most library services had returned in some capacity, there were still some restrictions that may have impacted how customers accessed and used their local library.

The survey did not find any significant differences based on respondent’s area of residents. No matter where respondents lived in Oakville, their needs were relatively similar, based on these results.

Though there were fewer respondents under the age of 25 years, there were several categories in which they differed from their older counterparts, namely in their frequency of use (younger people use the library more, and more frequently) and in their satisfaction level (younger people tended to be more satisfied with services).

There is evidence that library users want more event opportunities such as Evening for Booklovers and OPL’s escape room (the third most common response as to how the library can provide better services to their customers). This response provides support for the implementation of additional events and programs for library users.

Considerations for the Master Plan:

The Oakville Public Library is well used by residents across the town and received very high levels of satisfaction. Residents use the library for a wide variety of reasons and services, but borrowing of books and other physical materials remains the most dominant reason, despite the rise of digital services, online information, and demand for study/work space.

6. Considerations for the Master Plan

The following items have been identified throughout this Stage 2 Report for further consideration through the master planning process:

1. **Parks, recreation, and libraries are viewed as essential services:** Residents have spoken! Parks, recreation, and libraries are the top qualities that make Oakville livable and are critical contributors to the town's quality of life.
2. **Oakville is an active community:** Most residents take part in a variety of casual, self-directed leisure activities (e.g., walking, biking, hiking, swimming, etc.) and use the Oakville Public Library. Furthermore, most households can participate as often as they would like, suggesting strong satisfaction with existing opportunities and low barriers to entry. User groups also reported strong participation rates (and expect this to continue, generally in-line with population growth), which is indicative of a community with a robust network of volunteers, clubs, organizations, and service providers.
3. **Satisfaction with existing parks, facilities, and services is strong:** The town's most used facilities are its multi-use community centres with library branches, with most receiving very high ratings for safety, maintenance, and location. Most facilities are conveniently located for residents and there is a general desire to see existing venues maintained/upgraded before building new.
4. **Passive park spaces are appreciated by residents of all ages and abilities:** Through the citizen and master plan surveys, residents told us they highly value passive parks with open spaces and trails. However, residents use Oakville's parks in many different ways and are seeking the addition of a variety of new passive and active amenities to support a range of uses. Climate change, environmental sustainability, and greenspace protection are also becoming more prominent themes in the town's future planning.
5. **Outdoor recreation demands are growing:** Even with all COVID-19 restrictions now lifted, the survey found that Oakville residents are participating more outdoors than they were before the pandemic. More importantly, residents expect this trend to continue, with more than one-half expecting their participation in parks, recreation, and library activities to be greater in the future.



6. **Residents value opportunities for casual play and self-scheduled activities:** Through the citizen and master plan surveys, we heard about demand for unstructured uses and inclusive recreation programs and spaces. As Oakville grows, it is also becoming more diverse and requires a continued emphasis on inclusion, equity, and a high quality public realm.
7. **Oakville residents support investment in spaces and amenities that can be used by children, youth, and people of all ages:** Despite strong levels of satisfaction with existing facilities, the survey found high levels of support for additional investment in many facility types, most notably items that benefit residents of all ages (e.g., park washrooms, parkland acquisition, pools, gymnasiums, etc.) and that support children and youth (e.g., playgrounds, youth facilities, splash pads, etc.). Lesser demand was expressed for facilities with lower participation profiles (e.g., saunas, cricket fields, disc golf courses, etc.) and for facilities serving traditional team sports (e.g., soccer fields, ball diamonds, arenas, etc.).
8. **Residents are seeking greater access to programs:** If the town could do one thing to encourage residents to use its recreation and library facilities more, it would be offering a greater variety of programs and events. For those experiencing barriers, the primary request was for more program times (especially for activities such as pickleball, tennis and swimming).
9. **People still love books, but library use is changing:** Residents use the library for a wide variety of reasons and services, but borrowing of books and other physical materials remains the most dominant reason, despite the rise of digital services, online information, and demand for study/work space. More programming, larger collections, extended hours, and reading gardens were the most common suggestions for increasing usage of public libraries.
10. **As we emerge from the COVID-19 pandemic, some challenges remain:** The COVID-19 pandemic was an unprecedented time for the parks, recreation, and library sector and many community organizations continue to be presented with new challenges in this post-pandemic period. Declining volunteerism, rising costs, professionalization of youth sport, and a lack of facility access are concerns for several groups, many of which are seeking ways to reduce the impact on their members so they can maintain strong registration levels. Some households with older age profiles also remain more cautious about how they participate, especially indoors.
11. **The future of Oakville's older arenas and public libraries requires special attention:** Oakville's older stand-alone arena facilities received the lowest overall ratings within the survey, with suggestions for updating/expansion and broader programming. Furthermore, residents were more likely to indicate that older, stand-alone library branches require updating or expansion.
12. **A framework is needed to address special requests:** Through the consultation program, we heard from enthusiasts of several emerging activities in Oakville, including those seeking additional or upgraded rugby fields, sauna facilities, pickleball courts, and indoor swimming pools. Several sports are also seeking opportunities for year-round training and cannot gain adequate access to existing facilities. While some

requested spaces that can be used by a variety of activities, some organizations are seeking dedicated access or specialized spaces to support their growing programs.

- 13. Partnerships and collaborations will be important to moving forward:** There is a spirit of cooperation amongst community groups, as many recognize the challenges of facility development and are open to working together to achieve common goals. For example, many organizations are open to cost-sharing for facility enhancements. The town has many processes in place to support community groups and frequently communicates with this network to coordinate service delivery. Long-term planning is essential to supporting a strong and diverse network of recreation providers, and community organizations are willing to continue their discussions with the town for the betterment of all residents.

Appendix A: Community Survey Results

The full community survey results are provided on the following pages.

The tables below contain the results of the cross-tabulation analysis depicting perspectives on the specific community facilities that the respondents use most often.

Community Centres and Arenas

| | Glen Abbey CC | Iroquois Ridge CC | Joshua's Creek Arena | Kinoak Arena | Maple Grove Arena | Oakville Trafalgar CC |
|--|---------------|-------------------|----------------------|--------------|-------------------|-----------------------|
| Strongly Agree / Agree | | | | | | |
| The time it takes you to travel to this facility is reasonable | 89% | 86% | 75% | 100% | 86% | 90% |
| This facility has the features and amenities I need | 87% | 79% | 70% | 60% | 71% | 88% |
| The facility offers quality programming that suits my needs | 74% | 72% | 60% | 40% | 57% | 75% |
| This facility is in good condition overall | 86% | 87% | 85% | 40% | 64% | 96% |
| This facility should be updated or expanded | 64% | 64% | 65% | 60% | 79% | 34% |
| This facility is clean and well maintained | 91% | 90% | 90% | 60% | 71% | 97% |
| I feel safe at this facility | 96% | 94% | 95% | 80% | 71% | 96% |
| This facility is welcoming to all members of the community | 90% | 87% | 90% | 80% | 79% | 85% |
| This facility is too crowded and busy | 61% | 62% | 20% | 40% | 46% | 42% |
| The hours of operation at this facility are acceptable | 80% | 83% | 70% | 40% | 57% | 85% |
| The cost to use the facility is acceptable | 80% | 84% | 55% | 80% | 71% | 88% |
| Responses | 381 | 278 | 21 | 6 | 16 | 253 |
| Average | 82% | 81% | 70% | 62% | 68% | 80% |

| | Queen Elizabeth Park CCC | River Oaks CC | Sir John Colborne SC | Sixteen Mile SC | Trafalgar Park CC | White Oaks Pool | AVG |
|--|--------------------------|---------------|----------------------|-----------------|-------------------|-----------------|-----|
| Strongly Agree / Agree | | | | | | | |
| The time it takes you to travel to this facility is reasonable | 87% | 93% | 91% | 90% | 96% | 83% | 89% |
| This facility has the features and amenities I need | 88% | 67% | 91% | 83% | 85% | 79% | 83% |
| The facility offers quality programming that suits my needs | 80% | 72% | 86% | 77% | 73% | 72% | 74% |
| This facility is in good condition overall | 91% | 79% | 94% | 98% | 97% | 83% | 89% |

| | Queen Elizabeth Park CCC | River Oaks CC | Sir John Colborne SC | Sixteen Mile SC | Trafalgar Park CC | White Oaks Pool | AVG |
|--|--------------------------|---------------|----------------------|-----------------|-------------------|-----------------|-------------|
| Strongly Agree / Agree | | | | | | | |
| This facility should be updated or expanded | 49% | 78% | 48% | 66% | 33% | 72% | 56% |
| This facility is clean and well maintained | 92% | 89% | 97% | 99% | 95% | 86% | 92% |
| I feel safe at this facility | 98% | 94% | 100% | 99% | 96% | 93% | 95% |
| This facility is welcoming to all members of the community | 89% | 90% | 91% | 92% | 83% | 93% | 88% |
| This facility is too crowded and busy | 32% | 54% | 40% | 61% | 35% | 41% | 49% |
| The hours of operation at this facility are acceptable | 80% | 87% | 88% | 90% | 82% | 64% | 82% |
| The cost to use the facility is acceptable | 80% | 89% | 88% | 76% | 81% | 83% | 82% |
| Responses | 297 | 109 | 66 | 97 | 139 | 31 | 1694 |
| Average | 79% | 81% | 83% | 85% | 78% | 77% | 80% |

Public Libraries

| | Central | Clearview | Glen Abbey | Iroquois Ridge | Sixteen Mile | White Oaks | Wood-side | OPL Express | AVG |
|---|------------|------------|------------|----------------|--------------|------------|------------|-------------|-------------|
| Strongly Agree / Agree | | | | | | | | | |
| The time it takes me to travel to this facility is reasonable | 93% | 94% | 93% | 93% | 96% | 95% | 94% | 100% | 93% |
| This facility has the features and amenities I need | 92% | 56% | 90% | 92% | 80% | 91% | 88% | 64% | 88% |
| The facility offers quality programming that suits my needs | 59% | 37% | 67% | 67% | 52% | 59% | 53% | 30% | 60% |
| This facility is in good condition overall | 79% | 75% | 93% | 95% | 80% | 86% | 89% | 80% | 87% |
| This facility should be updated or expanded | 64% | 82% | 45% | 50% | 80% | 62% | 51% | 45% | 55% |
| This facility is clean and well maintained | 91% | 96% | 94% | 97% | 96% | 93% | 96% | 82% | 93% |
| I feel safe at this facility | 97% | 98% | 97% | 98% | 92% | 96% | 97% | 73% | 96% |
| This facility is welcoming to all members of the community | 86% | 92% | 93% | 90% | 92% | 86% | 88% | 82% | 88% |
| This facility is too crowded and busy | 16% | 38% | 50% | 47% | 27% | 42% | 16% | 18% | 34% |
| The hours of operation at this facility are acceptable | 82% | 48% | 81% | 84% | 65% | 82% | 87% | 82% | 80% |
| Responses | 364 | 53 | 408 | 300 | 54 | 106 | 219 | 12 | 1516 |
| Average | 76% | 72% | 80% | 81% | 76% | 79% | 76% | 66% | 77% |

Appendix B: Record of Input from Public Open Houses

Detailed below are the comments received through the six public open house sessions held in May 2023 to solicit input on improvements to parks, recreation and library facilities in Oakville.

1. Indoor Recreation

What would you like to do in Oakville's Community Centres that you cannot do now?

Indoor rugby and other field sports such as pickleball (x4)
Paddle board, yoga and fitness
Rugby fields and dedicated gyms
Indoor and outdoor volleyball courts
Older adult meeting space
Community theatre space
New accessible washroom stall at New 16 Mile Creek
Keep the outdoor pools open longer
Indoor field turf
Multipurpose bigger pool size, facilities to open earlier
Sauna close to home, steam room, jacuzzi, conversation pool, kid slide
Sign up for drop in pickleball, more zumba, skill level programs
Drop-in badminton
Dry land training spaces, gyms for groups or teams
Newborn activities
Activities offered for young families is a priority

How can we improve Oakville's existing indoor recreation facilities?

Current sauna at Glen Abbey RC is overcrowded (covid concerns also limit participation) (x3)
Year round facility for Crusaders rugby (x3)
More pickleball times after 9-5 jobs and on weekends during fall and winter
More youth volleyball
Make another indoor place for field sports like soccer and rugby, OSC is always fully booked
Indoor field facility or bubble like at Appleby for other sports besides soccer
More lighting at sports fields to increase usage time
Placing bubbles over certain facilities to offer more during the winter
Facilities are always booked but never seem to be used
Pools and saunas are overcrowded
More adjustable water temperature showers in the aquatic centres

What new indoor recreation amenities are required? And where?

Saunas, health benefits and prevention (x6)
Don't remove sauna at Glen Abbey RC, consider another sauna facility to serve growth
Indoor facilities to carry out rugby year round
Water polo at the indoor pools
Falgarwood could benefit from an indoor year round facility (community centre or library)
More indoor facilities in general, currently residents are using other municipality's amenities
More turf spaces for many field sports (x2) soccer, football, rugby
More aquatic amenities under one roof such as lap pool, therapeutic pool, sauna, kids pool, etc.
Indoor tennis facility, pickleball as well, Burlington racquet club sold so demand will be even higher for space

2. Outdoor Recreation

What would you like to do in Oakville's parks that you cannot do now?

Pop up liquor centre in parks like in UK (x2)
Wind screens around courts (x2)
More turf fields (x2)
Golf
Cross Country Ski
Wave pool, bigger pool size, drone park, obstacle course
Farmers markets

How can we improve existing parks, trails and outdoor recreation facilities?

More garbage and trash pick up (x3)
Connect parks with public trails (x3)
More pickleball courts in central Oakville and Iroquois Ridge CC (x2)
Wayfinding signs and QR codes on trails
Replace Abbey Park/Glen Abbey field turf and add score board
Better linked cycle lanes
Connect waterfront trail for leisure and create bike lanes
Glen Abbey tennis courts need improvements
Tennis court conditions need to be improved, quantity is good but need more maintenance
Improve signage throughout trails to help navigate users, when full foliage people do get lost specifically sixteen mile
Major issue with developing Sixteen Mile, will be ticks
Study lighting to maximize field play but limit light pollution
Community events for residents to get together and involve more people in park spaces

What new parks and outdoor recreation amenities are required? And where?

Rugby facilities (x14) for Crusaders; support boys and girls high level training
More all year long amenities in Falgarwood
More waste bins for pet waste on the Morrison Valley trail
More benches along the Morrison Valley trail
Pop up pickleball courts, use vacant/underutilized parking lots (private)

Waterfront access incorporate boat launches and parks
Larger outdoor skating rink like the City of Brampton, Mississauga and Waterdown
More outdoor winter facilities such as skating rinks, winter gatherings
More dog off leash trail areas, not just small open spaces
More outdoor public fields near the downtown area, none within reasonable walking distance
Clubhouse and bar
Need more adaptable parks, flexibility is key

3. Public Libraries

What would you like to do in Oakville's public libraries that you cannot do now?

More reading events for kids "pre-school" and toddler in neighbourhood parks especially in summer
Tutoring spaces
Book club and book exchanges
Trail passes at local facility
Interview training, CV writing, co working spaces
Expand on offering park passes idea, such as museums and other cultural facilities
Bookmobile to connect the library to the community
Create collocating spaces with students/schools
Co-locate spaces in libraries close to Oakville neighbourhoods is important
Volunteer postings at libraries

How can we improve existing Oakville Public Library facilities?

Better hours for school aged children such as weekends instead of Monday
Improve reference section
Maintain branch network, important to have full access
More e-books and audiobooks, link to Libby app
More study spaces in library
Add more seating in Central libraries, always crowded
Some library seems to have less books than before
3 weeks for online access books is not long enough to read
Senior computer/iPad literacy programs
Smart watches training
Expand digital magazine periodicals collection
CU writing services
Provide a dedicated students space
Focus on connecting people
Collocate the right services
Build partnerships

What new public library amenities and services are required? And where?

Outdoor education on native plants and invasive species (x2)
Library at OTCC
Better marketing awareness of amenities

4. What other trends should we consider?

Facilities and Parks

Blend sports fields in with parks to attract families and spectators, mingle spots
More space for rugby facilities
People really enjoy socializing
Keep fencing around parks to a minimum for accessibility with both humans and animals
Continue to connect parks through trails systems that are cycle and pedestrian friendly to encourage other methods of accessing recreation versus the car
More places where people can engage with one another

Participation

Potential for rugby to connect with Canada's indigenous population (example: New Zealand), only the Crusaders club is as influential in Canada
Rugby is a fairly cheap sport to play compared to other sports, a great opportunity to be inclusive for all community members
Keep outdoor pools open
Certainly a need for a world class rugby facility

Service Delivery

No new user fees, keep service levels without raising taxes
Rugby is a world sport and as we grow and attract more citizens our world sport matters more
Being outdoors, building community, supporting diversity and inclusion are all values shared by the Crusader rugby club

Libraries

Library programs and facilities are safe spaces and help ensure equity of opportunity and programs for all residents
Libraries are essential "3rd spaces" clearly missed during closures and lockdowns
Access to technology resources including internet and important for students, job search, access, general information

5. How has the COVID-19 pandemic affected how you use parks, recreation, and library facilities?

Look for library books online and placing holds
Using parks and trails more
Use local parks more and looking for entertainment that is closer and cheaper
Enjoyed the new pétanque court
More active transportation using parks and trails
Lack of access to community resources
Need outdoor activities
Needed to be more coordination with the surrounding municipalities, some things locked down for much longer than other nearby parks
Covid made people rethink trails and created a means for active transportation
Made residents discover and explore trails
Stopped using the pool and likely wont use it again until they are less crowded
Introduced biking and hiking to someone's fitness routines and made them discover Oakville more
Pickleball has really grown in popularity during this time

6. Do you have any other suggestions?

Charity or community walks for families and groups
More dedicated bike lanes
Unaware of upcoming events
Hot jacuzzi and slides for kids at some pools
Add park and rec options in Bronte Creek Westmount
Clean up litter in Oakville
Every field sport uses OSC for training, need another indoor field area to accommodate the large demand
More active transportation connections to parks and trails
Need social space for Crusaders and the kids to connect more, helps with mental health and space to grow
More enclosed bus rest stops for use during winter
Cross marketing with local businesses
Buddy system check-in
Fear safety using trails alone due to coyotes
Please provide more saunas for everybody to enjoy, slides for kids and jacuzzi
Thanks for all that you do, we have a big need for more saunas and longer time to access swimming pool
Thank you for the opportunity to advocate for the libraries and for the Crusaders Rugby club
Crusaders rugby club needs a similar facility to Oakville soccer having Pine Glen, if you build it more will come
Replace the Abbey Park High School field to turf and add a score board, share with high school and recreation centre
Build indoor and outdoor rugby pitch with community area/ bar and bbq
Sponsorships are beneficial to services and facilities

Appendix C: Stakeholder Group Listing

Below is a listing of the 110 community organizations that were invited to attend one or more of eight (8) virtual workshops that were held in May 2023.

List of Organizations Invited

1. Achev Newcomer Info Centre - Oakville
2. Art Address
3. Art Council, Halton Healthcare (OTMH)
4. Art House
5. Artworks Oakville Association
6. Bandology
7. Black Mentorship
8. Blue Devils
9. BurlOak Theatre group
10. Canadian Caribbean Association of Halton
11. Circle of Harmony
12. CSC Oakville Hrvat Soccer
13. DontGetLost Adventure Running
14. Falgarwood Badminton Club
15. Food for Life
16. Friends of the Library
17. Glen Abbey Slo-Pitch
18. Grace Dance Academy
19. Grandmothers Voice (Indigenous Community)
20. Halton Black Voices
21. Halton Dance Network
22. Halton District School Board
23. Halton Environmental Network
24. Halton Equity and Diversity Roundtable
25. High Rendition Jazz
26. I AM. I CAN. I WILL
27. Intrada Brass of Oakville
28. Iroquois Ridge Older Adult Centre
29. Joseph Rumi Galleries
30. Joshua Creek Heritage Art Centre
31. Kerr St Big Band
32. Ladies Over 35 Indoor Soccer
33. Lakeside Volleyball Club
34. Little rebels music
35. Masterworks of Oakville Chorus and Choir
36. Mississaugas of the Credit First Nations
37. MY Voice Canada
38. Oak Badminton Club
39. Oakville Aquatics Club
40. Oakville Art Society
41. Oakville Arts Council
42. Oakville Asian Basketball Group
43. Oakville Association of Knitters and Crocheters
44. Oakville Basketball

45. Oakville Blades
46. Oakville Camera Club
47. Oakville Chinese Network Society
48. Oakville Choral Society
49. Oakville Community Table Tennis Association
50. Oakville Cricket Club
51. Oakville Crusaders Rugby Club
52. Oakville Festivals of Film and Art
53. Oakville Fibre Artists
54. Oakville Galleries
55. Oakville Girls Softball Association
56. Oakville Gymnastics Club
57. Oakville Historical Society
58. Oakville Hornets Girls Hockey Association
59. Oakville Improv Theatre Company
60. Oakville Lacrosse
61. Oakville Little League
62. Oakville Masters Swim Club
63. Oakville MCM Soccer Club
64. Oakville Minor Baseball)
65. Oakville Oriental Arts Club
66. Oakville Pickleball Association
67. Oakville Quilters Guild
68. Oakville Rangers Hockey Club
69. Oakville Renegades
70. Oakville Running Club
71. Oakville Scottish Country Dance Group
72. Oakville Sculptors and Wood Carvers Guild
73. Oakville Senior Ladies Basketball League
74. Oakville Sewers Forum
75. Oakville Soccer Club
76. Oakville Speed Skating
77. Oakville Suzuki Association
78. Oakville Symphony Orchestra
79. Oakville Thunder Volleyball Club
80. Oakville Titans Football
81. Oakville Trafalgar Badminton Club
82. Oakville Vytis (Girls Basketball)
83. Oakville Wind Orchestra
84. Oakville Ladies Field Hockey Club
85. Our Kids Network
86. PFLAG Halton
87. Project Autism
88. Queen Elizabeth Park CCC Older Adult Centre
89. Rainbow Studio Gallery and Café
90. River Oaks Mature Adults Club
91. Royal Oaks Big Band
92. Sabor Latino Dance
93. Seniors Policy Review Group
94. Seniors Working Action Group
95. Sir John Colborne Recreation Centre Board of Directors
96. Skate Oakville

97. Sledge Hockey
98. Sport Oakville
99. Summer and Grace Gallery
100. Tempus Choral Society
101. The NotAbles performance rehearsal group
102. The Oakville Choir for Children and Youth/aka Oakville Children's Choir
103. The Oakville Players
104. Thompson Band
105. Trafalgar Park Older Adults Centre
106. Trias Gallery
107. Westend Studios
108. World of Threads Festival
109. Yuan Yin Group

Appendix D: Promotional Material Samples

Do our spaces inspire?

Share how you connect with our spaces.

Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville
Public
Library

Do you feel set up for success?

Say how you play.

Let us know by participating in our upcoming open house opportunities. Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville
Public
Library

Do you feel part of a community?

Tell us how you belong in our spaces and what ideas you have on how to improve them.

Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville
Public
Library

Are you learning new skills?

Let us know.

Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville
Public
Library

Are you feeling connected?

Tell us how you belong in our spaces and what ideas you have on how to improve them.

Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville Public Library

Do our spaces allow escape?

Share how you connect with our spaces.

Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

OAKVILLE
Oakville Public Library

townof oakville

Liked by jane.mc david97 and others

townof oakville Join us at an upcoming open house starting May 3! Tell us what programs and services are important to you and how you see... more

April 30

townof oakville

Liked by jane.mc david97 and others

townof oakville Have your say! Share how you connect with our community parks, recreation and culture facilities and libraries! Take our online... more

April 17



Parks, Recreation and Library Master Plan

**Stage 3: Needs Assessment Report
(October 2024)**



OAKVILLE

Page 351 of 573



**Oakville
Public
Library**

Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

Acknowledgements

We are grateful for the input provided on the Parks, Recreation and Library Master Plan by our engaged residents, community groups, and partners. We also acknowledge the thoughtful input from Town of Oakville elected officials and staff. The plan will be designed to build upon our shared values and address our key priorities as a dynamic and growing municipality.

Town of Oakville Council (2022-26)

Mayor Rob Burton

Ward 1 Councillors Sean O'Meara and Jonathan McNeice

Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

Ward 4 Councillors Allan Elgar and Peter Longo

Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

Ward 7 Councillors Nav Nanda and Scott Xie

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Colleen Bell, Commissioner, Community Services (retired)

Tara Wong, Chief Executive Officer, Oakville Public Library

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1. Introduction

1.1 Overview

The Town of Oakville and Oakville Public Library are developing a new Parks, Recreation and Library Master Plan to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan will strategically guide the town for the next 10 years, with a planning horizon that considers major capital needs until the year 2051 in alignment with the latest provincial growth policies.

The master plan was last updated in 2012 (comprehensive) and 2017 (scoped). A new strategy is necessary to guide our future investment in new and existing facilities and services. While the focus of the plan is on physical parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, while ensuring flexibility to respond to changing needs.

The plan is a comprehensive, evidence-based exercise grounded in:

- Public and stakeholder input – residents were engaged through open houses and surveys, while stakeholders participated in workshops
- Demographic analysis – how and where Oakville is growing, changes in age, ethnicity, income, etc.
- Research and trends – examining best practices, participation trends and usage levels, facility condition, etc.

Master plans help communities to better understand the 'current state' of services and facilities and to identify potential gaps, opportunities, and strategies. The master plan leverages community input and leading research to establish future directions. In some cases, these directions will inform and guide the establishment of more detailed levels of service through future initiatives.

1.2 Planning Context

The initial stages of this master plan's development included extensive research into facilities and services (including how they are used and optimization opportunities), demographics and growth, trends in participation and facility design, and more. The plan also reflects upon community opinions and priorities, which were identified through a robust community engagement program that captured input from the public, community stakeholders, and related town initiatives.

The 2051 forecasted population for Oakville is now nearly 443,000, an increase of 218,000 persons over the current estimate of 225,000 persons – a near doubling of the population in less than 30 years. Much of the town's growth will occur in North Oakville and in growth areas such as Bronte Village, Downtown Oakville, Kerr Village, Midtown Oakville, Palermo Village, and Uptown Core, as well as key nodes and corridors (e.g., Trafalgar North).

Growth means more young families in Oakville, which will create demand for additional parks, recreation, and library services. The population is also aging, creating new demands for activities that engage older adults and seniors. Much of Oakville’s future growth will be fueled by immigration; the Canadian Government has set a goal of welcoming 500,000 new permanent residents per year by 2025¹. Interests will become more diverse.

The last few years have also taught us about mobility, so Oakville is competing with communities across not only Ontario and Canada, but across the world. Parks, recreation, and library services are a critical aspect of the town’s quality of life and help to attract and retain residents.

This master plan takes a holistic view of physical, social, economic, environmental, technological, and political factors, focusing in on the areas that intersect with how parks, recreation and library services. Notably, the plan reflects on how town’s growth trajectory has changed, the many new demands that are emerging, and how the urban structure and funding sources are evolving. In doing so, the plan seeks new opportunities and strategies that will support these changes and position Oakville for success in the future.

And lastly, we recognize that – while parks, recreation, and libraries are managed by separate departments and boards each with their own objectives – they share common values and frequently work in partnership to deliver coordinated services that meet community needs. This is what makes Oakville uniquely responsive and committed to achieving its high standards for service delivery and community engagement.

1.3 Purpose of this Stage 3 Report

The **Stage 1 Report** describes the current state of parks, recreation, and library services and facilities in Oakville by examining the current policy and planning context, demographics and growth forecasts, facility inventories, and relevant trends.

The **Stage 2 Report** provides a summary of the public consultation undertaken to date so that it may be considered in the preparation of the master plan. This phase of consultation included a community-wide survey, open public input, and comments from stakeholders.

This **Stage 3 Report** builds upon the previous reports by applying these findings to a needs assessment methodology to determine facility and service priorities to the year 2051. Public and internal input was sought on the draft plan (see **Appendix**). Specifically, this report:

- a) Creates an updated strategic framework that will guide the development of the master plan and its recommendations;
- b) Updates the facility needs and gap assessment from previous master plans;
- c) Identifies facility provision, expansion, and revitalization strategies;
- d) Provides direction on key service delivery items, such as programming, pricing, and more; and

¹ <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/11/an-immigration-plan-to-grow-the-economy.html>

- e) Develops an implementation plan with timelines to be considered as part of the master plan.

Together, all reports form the basis for the Parks, Recreation, and Library Master Plan.

1.4 Needs Assessment Methodology

Creating a sustainable and equitable network of parks, recreation, and library facilities for all residents is complex. Needs can be relative and may vary according to the type of facility and the communities they serve. In all cases, equity of access is the primary objective –ensuring that all residents have appropriate access to municipal parks, recreation, and library facilities based on their interests.

The master plan employs a standards-based gap and provision analysis that will help Oakville identify and plan for new parks and facilities as the town grows and needs evolve. Provision targets incorporating a multitude of variables have been established through an understanding of current service levels, usage, and demand indicators. They are measures of quantity, rather than quality – the latter is assessed through a separate process.

Table 1: Types of Provision Targets used in this Plan

| Measures of Provision | Description | Examples |
|--------------------------------|--|---|
| Total Population | Used to assess facilities that serve people of all ages, often across multiple communities. | 1 community centre per “x” persons or “x” square feet of library space per resident |
| Target Population | Used to assess facilities that serve distinct age groups, often across multiple communities. | 1 skate park per “x” persons aged 10-19 years |
| Registered Participants | Used to assess facilities that are mostly used through permitted rentals, often across multiple communities. | 1 ice pad per “x” registered participants |
| Geographic Distribution | Used to assess facilities with localized service areas to which residents may reasonably expect to walk or bike. | 1 playground located within “x” distance of residential areas |

Once established, the provision targets are evaluated against the population’s current spatial distribution and growth forecasts to determine potential gaps and needs now and into the future. For facilities assessed using population-based or participation-based metrics, once town-wide needs are determined, a spatial scan is determined to assess areas of need across each of the designated plan areas.

To support this analysis, a comprehensive, integrated inventory of parks and facilities was developed (Stage 1). This dataset contains information on facility locations and conditions,

with the capability of being illustrated using GIS. It is vital that the town keep this inventory up-to-date to support future planning efforts and track progress.

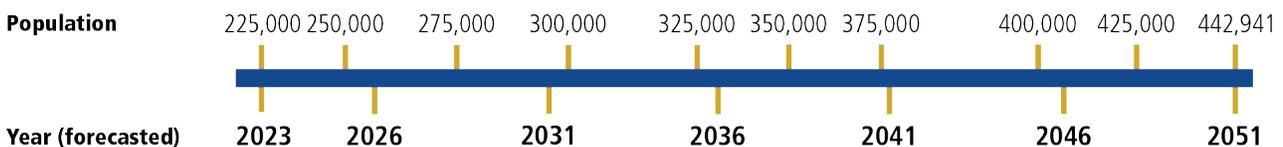
All targets are intended to be applied flexibly and may be modified over time to remain responsive to local needs. Different targets may be established for unique circumstances, such as stable and growing communities with different urban structures. They are not intended to be strictly adhered to at the local level as each community may have different needs based on its unique characteristics.

1.5 Implementation Timelines

The master plan recommends several new and enhanced recreation and library facilities and park amenities to the year 2051 (to serve a town of 442,941 persons as presently forecasted). Along with new projects, those facilities that are in various stages of planning and design have been integrated into the plan where applicable. Many of these are needed to address growth-related needs, while others respond to emerging demands and make it easier for residents to access the services they require.

For **growth-related capital actions**, the master plan references facility needs through the application of provision targets and gap analyses. A general population threshold is identified for all growth-related actions, which serves as a guideline for development (subject to funding and readiness). For each project, the town should decide on potential funding sources and degree to which projects are growth-related through its capital budget and financial forecasts. Regular monitoring of population forecasts and housing growth is required to calibrate the facility needs recommended in this plan to the timing of growth in Oakville.

Figure 1: Population Markers for Growth-related Capital Actions



Source: Interim Joint Best Planning Estimates, v3.032 (September 2023)

Note: Timing of population growth is subject to change

Non-growth-related actions (capital or operational) are identified through the consideration of areas of focus, facility condition/functionality, and alignment with anticipated community needs. These projects are assigned a general timeline for implementation. Given the long-term planning horizon of this study, these time periods include:

- Short-term: 2024 to 2033 (10-yr forecast)
- Medium-term: 2034 to 2041
- Longer-term: 2042 to 2051
- Ongoing (best practice): 2024 and onward

Furthermore, non-growth-related actions have been assigned a level of priority based on the needs assessment. The town should generally seek to address the widest range of needs and achieve maximum community benefit through the efficient use of resources. Priorities for operational and service delivery actions are as follows:

- **High Priority:** Immediate attention is strongly suggested during the timeframe recommended.
- **Medium Priority:** Attention is required when high priority recommendations have been initiated or completed, or when suitable partners have been identified for funding.
- **Lower Priority:** Attention is required when high and medium priority recommendations have been initiated/completed.

These frameworks and timelines are not intended to be rigid. With the master plan's town-wide scope, it is recognized that further analysis may be required to more fully define facility components, timing, operating models, locations, and costs. Furthermore, regular vetting of capital projects and priorities is required to ensure that they remain appropriate. The timing and priority of most capital projects proposed in this study are linked to expected participation rates and population forecasts. New information, changing trends, public input, partnership alignment, and the availability of land and funding all have the potential to influence the implementation priorities. Projects in advanced stages of planning, such as those that have initiated their design process, will proceed as planned.

Additional tools for priority-setting for capital projects are contained in Section 8.

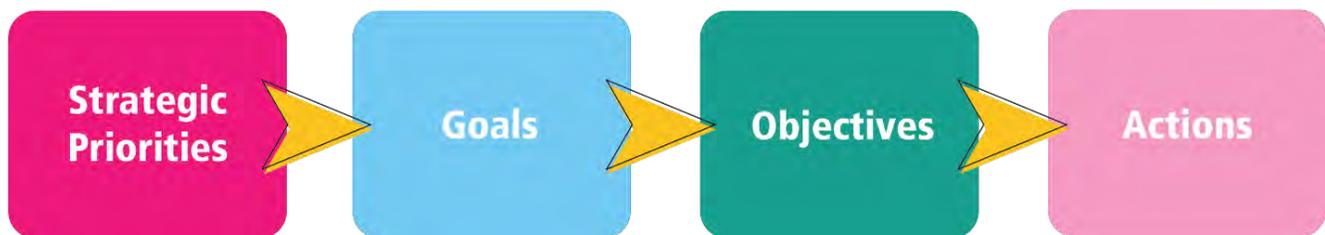
2. Strategic Framework

Oakville is a vibrant and livable community for all. A key part of this vision is recognizing the important contributions that parks, recreation, library, and related services make to the community's health, wellbeing, and overall quality of life. These services also benefit other community priorities and the public realm, such as active transportation, climate change mitigation, social equity, economic growth and tourism, environmental health, and more.

Parks, recreation and libraries are worthy of sustained investment and enhanced focus. To inform the recommendations of this Parks, Recreation, and Library Master Plan – as well as future decisions related to its implementation – a strategic framework has been developed. The strategic priorities have been aligned with Council's Strategic Plan 2023-2026 and goals have been developed to reflect the town's values and express fundamentally how Oakville will approach investment and set priorities related to parks, facilities, and services over the long-term. The goals are supported by consultation and relevant research, including Town of Oakville and Oakville Public Library strategic plans.

The following strategic framework is intended to represent a conceptual foundation and overarching priorities that will influence key actions as to how, when, and where the town provides community facilities and services. The strategic priorities and goals are complementary and should be read and interpreted as a set.

Figure 2: Master Plan Strategic Framework



2.1 Strategic Priorities and Goals

1. Growth Management

We will:

- a) Design, develop, and maintain **vibrant public spaces** that encourage and support personal health and community wellbeing.
- b) Ensure that our parks and facilities are **safe, welcoming, and enjoyable**, helping people and families to discover, participate, belong, and thrive.
- c) Optimize parks and facilities through **adaptable and multi-use spaces** that enhance community cohesion and belonging.
- d) Prioritize **accessible spaces and services**, reducing barriers that keep people from participating in or accessing parks, facilities, and services.

2. Community Belonging

We will:

- a) **Increase participation and literacy** through introductory programs, inclusive community spaces, and tools and technologies that enhance access and learning.
- b) Offer and support initiatives and services that help residents to **connect to and be engaged** in their communities of interest.
- c) Assess park, facility, and service priorities through an **equity and social inclusion lens**, placing community-wide needs over individual demands and using evidence to support decision-making.
- d) Foster **community partnerships and volunteerism** to help achieve shared goals, build capacity, and contribute toward the full continuum of services.
- e) Regularly and effectively **engage with the public** on community initiatives, the benefits of participation and the need for respect and civility in public spaces.

3. Environmental Sustainability

We will:

- a) Use a variety of tools to meet our service level standards for **parks and greenspace**.
- b) Reduce our **environmental impact** by building healthy and sustainable parks, open spaces, and facilities.
- c) Act on **climate change and adaptation** through responsible management of parks, facilities, and natural areas.

4. Accountable Government

We will:

- a) Manage facilities and services in a **fiscally responsible manner** through the reasonable application of taxes and user fees.
- b) Pursue **creative funding and partnership approaches** that support our core services and community priorities.
- c) Evaluate our **levels of service** and apply leading **asset management practices** to enable planned resource allocations for the future.
- d) Be leaders by adopting **progressive approaches and technologies** in design, program concepts, service delivery, research, and learning.
- e) Provide **good governance** through high-quality customer service, coordinated service delivery, legislative compliance, and performance measurement.

2.2 Emerging Themes

The following themes have emerged from the research and consultation phases. They are relevant to all disciplines addressed in this plan, including parks, recreation, and library facilities and services.

- A. **Parks, Recreation, and Libraries are Fundamental Services:** Parks, recreation, and library services are essential to Oakville’s success and contribute to the town’s broader goals. As we emerge from the COVID-19 pandemic and prepare for growth, it is vital that we chart a course that builds a strong and resilient future for parks, recreation, and library services in Oakville. A coordinated plan is needed to increase local participation and to maximize the collective impact that these services have on priority outcomes and livability within Oakville.
- B. **Preparing for Growth and Securing our Future:** As Oakville doubles in population by 2051, growth-related needs will be significant. Unfortunately, the town’s land resources are unlikely to keep pace with this growth due to changes in how municipalities acquire land for parks and community facilities. This is compounded by the downloading of additional costs to local municipalities, which requires that the town stretch its funding further. Provision targets will need to evolve, with consideration of new models of design and delivery. The focus will begin to shift from “quantity” to “quality”, allowing the town to enhance existing assets and fund its growth-related priorities based around a “campus of facilities” model (see below). We will also plan for increased urban densities by focusing on dynamic, multi-use, creative, high-quality parks, recreation, and library spaces.
- C. **Supporting Equity, Wellbeing, and Emerging Needs:** Oakville is an attractive destination for young, culturally-diverse families, but the population is also aging. We must plan for these significant demographic shifts. Active sports, youth, and family needs will be most notable in North Oakville, while a range of demands can be expected in higher density growth areas. Intergenerational opportunities should be encouraged across the town.
- D. **Optimizing our Assets and Providing Spaces to Thrive:** Oakville’s facilities and parks are multi-use destinations that are in great locations to serve our community now and into the future. With the rising cost of land and other funding challenges associated with new infrastructure, it is vital that we first look to optimize these assets – doing more with what we have (e.g., modernization, repurposing, etc.) – and seek strategic ways to add capacity to respond to emerging community needs.
- E. **Fostering Belonging, Accessibility, and Inclusion for All:** The town will expand its support to equity-seeking populations that face financial and other barriers to access and participation. A continued emphasis must be placed on retrofitting public spaces for use by persons with disabilities (with special attention to parks infrastructure) to support the province’s goal of an accessible Ontario by 2025.
- F. **Enhancing Outdoor Opportunities and Connectivity:** Community members in Oakville highly value the outdoor realm, including parks, trails, and the waterfront for the many forms of respite they provide. These spaces were a lifeline during the pandemic, particularly for our most vulnerable, and increased usage remains evident. Passive activities such as walking, hiking, picnics, special events in parks, and nature appreciation

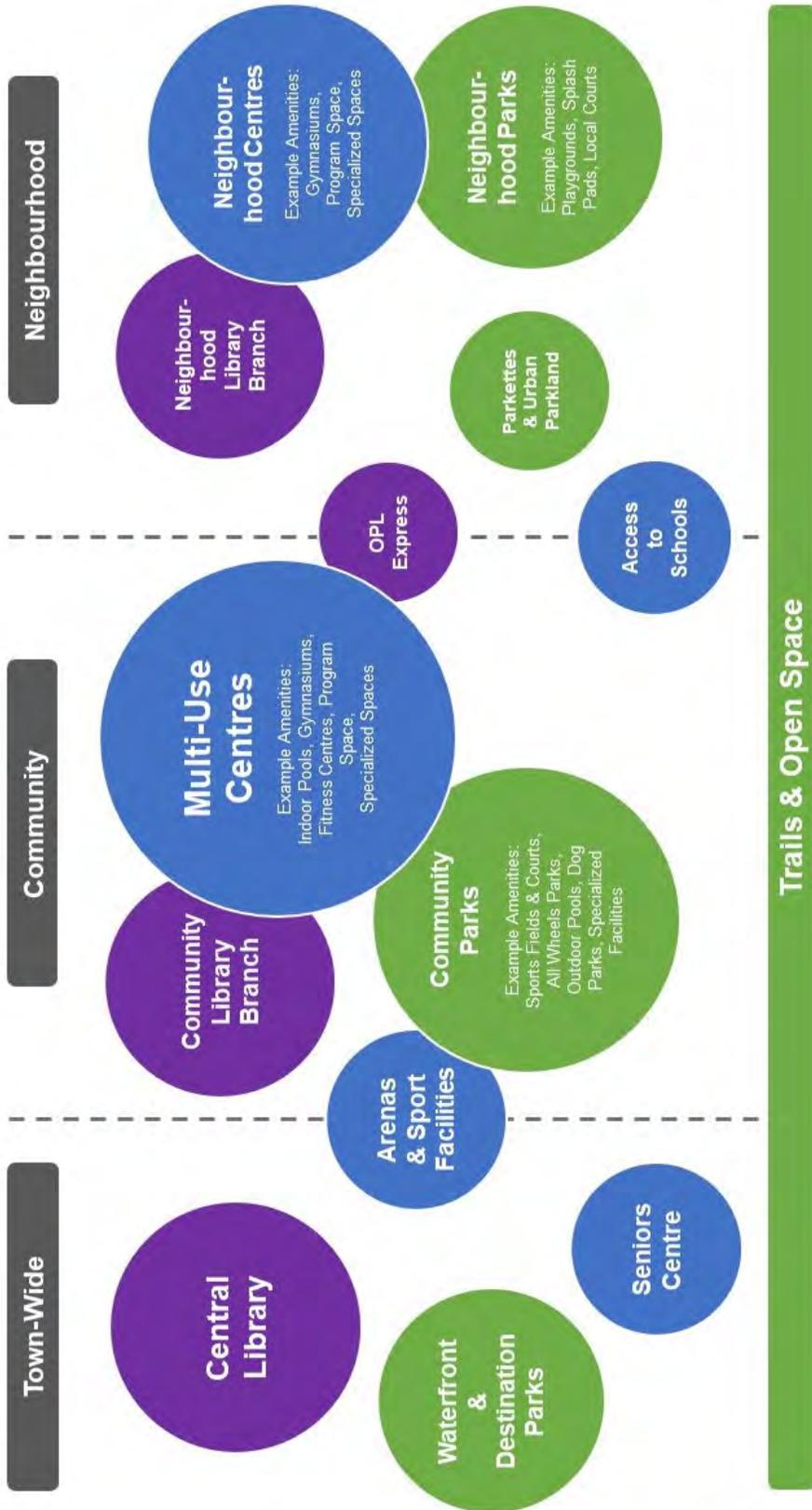
ranked very highly through the Master Plan's consultations as they are enjoyed by residents of all ages and abilities. A growing emphasis on public open spaces and four-season recreation is necessary to meet the highest priority needs of our community.

- G. **Reducing our Environmental Impact:** The town is committed to building resiliency to the changing climate and extreme weather patterns. We will continue to support sustainable approaches to help the town achieve its environmental goals through initiatives such as updated facility and park standards, energy-efficient retrofits, as well as a focus on the value of tree canopy, naturalization, horticulture, and more.
- H. **Leveraging Progressive Tools and Technologies:** Access to data and new technologies are vital to the future of public libraries, helping the Oakville Public Library to bridge the digital divide and advance equity initiatives. New and emerging technologies also help find efficiencies in the operation of public facilities in support of support the town's climate action strategies. And the application of technology in service delivery can also assist in enhancing client experiences and expanding participation. For example, data management tools help us to improve planning, performance measurement, and customer marketing so that our services are designed for maximum impact.
- I. **Working with Others and Building in Flexibility:** Master plans are long-range documents intended to ensure that the town is on the right course to address the highest priority needs of the community. The specifics of how the town will achieve these needs will be identified through the course of the plan's implementation, in keeping with the broad goals established in the plan. As such, the plan must provide clear direction, but also build in flexibility to allow the town to pursue opportunity-driven solutions. The town and public library work very well together – this shared vision must be extended to other partners, developers, service providers, agencies, levels of government, and funders to realize the vision.

"Campus of Facilities" Model

The town plans and strives to develop parks, recreation, and library facilities and services equitably across Oakville. Facilities can serve different needs and functions based on their scale and design and are tailored to specific markets ranging from neighbourhood-level to town-wide and sometimes beyond. The following figure illustrates the general hierarchy of facility and park provision in Oakville, recognizing that not all facility or park types are appropriate for all contexts, but that all residents will have access to the full range of services through a town-wide delivery system.

Figure 3: "Campus of Facilities" Model



3. Recreation Service Delivery

3.1 Overview

The overarching aim of municipal recreation service providers is to engage all residents in some form of passive or active leisure activity. The social, physical, emotional, and psychological benefits to all age groups and demographics are well known. Participation adds to the quality of life in individuals, families, and the community. Special efforts must continue to be taken to ensure that residents can navigate systems, feel welcomed, and participate fully.

The Recreation and Culture Department utilizes a traditional service delivery model by employing direct and indirect service delivery methodologies to maximize access to services for the broadest range of residents as possible. In addition to registered and drop-in opportunities directly offered by the department, Oakville supports the “indirect” provision of services by community groups that work in partnership with the town. Key examples include non-profit organizations that offer community-driven programs, initiatives, and services such as (but not limited to) learn to skate, minor sports, creative arts, special events, and even extended to facility-based service agreements (e.g., operation of Pine Glen Soccer Centre, Oakville Gymnastics Centre, etc.).

It is important to clarify the responsibility of town in engaging residents in building and maintaining healthy lifestyles and clarify the work of town staff. Oakville has a strong commitment to the residents to provide and promote opportunities, provide support to not-for-profit groups, and coordinate a wide range of services through partnerships and third-party providers.

Specifically, the role of the town’s Recreation and Culture Department includes consideration of the following:

- All residents of all ages should be provided, either by the town or another provider, a range of choices in programs and services including active, sports, creative, STEAM (science, technology, engineering, arts, and mathematics), and general interest opportunities.
- Opportunities will be provided equitably for residents of all ages, abilities, and backgrounds.
- Intentional efforts to include underrepresented communities and/or individuals through policy and intentional actions are evident.
- Priority allocation and supports are provided to not-for-profit community groups (especially those serving children) that are powered through volunteerism. A broader range of opportunities can be offered through these community groups and the town collectively.
- Volunteerism is recognized as the backbone of the sport and recreation delivery system.
- Staff must be able to report participation numbers by age group and include the capacity, utilization, fill rates, and satisfaction levels by age group in all activities.

- Staff work to ensure quality assurance, safety, and legislative compliance in the delivery of service regardless of who is providing the program or service.
- Gaps in service are identified and staff work with community partners to address these gaps.
- Programs and services are offered locally where possible.
- A range of service price points include free, low-cost, and break-even program opportunities to ensure broad access for all.
- Measuring effectiveness in the delivery of recreation through setting performance targets to demonstrate increased participation, transparency, evidenced-based decision making, and quality assurance.

Council and residents believe that investments in recreation support a healthier and stronger community. To sustain the current level of service as the population increases and expectations for quality services are maintained, added emphasis must continue to be placed on revenue enhancements, co-location with other service providers, partnerships, alternative service delivery, community development, and further outreach.

3.2 Leaders in Service Excellence

The Oakville Recreation and Culture department continues to respond and develop best practices and award-winning approaches in the delivery of service. Many municipal departments continue to investigate and adapt these to service delivery within their own jurisdictions. Some examples are provided below.

Queen Elizabeth Park Community Cultural Centre

QEPCCC is an example of true innovation in municipal governance and service delivery. The need for the facility was confirmed through extensive study citing gaps in cultural space and services. This vision was for a multi-purpose cultural and recreational hub – a place for creativity, active living, sense of community, and access for all. The Town purchased the vacant school and several surrounding lots for \$6 million in 2006 and later sold the lots to generate funds that were put towards sports field development. The development of the spaces took into account the needs of community partners and organizations and resulted in providing many varied opportunities that are volunteer-driven and are not traditionally provided through municipalities. Under the Culture Core Membership program, participating groups are required to contribute volunteer hours to special events at QEPCCC by offering free programming and assisting with preparations.

HIGH FIVE – Principles of Child Development

Oakville was one of the initial communities in Ontario to implement the HIGH FIVE Principles to Healthy Child Development quality assurance program. In recent years HIGH FIVE has expanded to include Principles of Healthy Aging for seniors programming. Implementation of policies and training supports the physical and emotional wellbeing of both children and seniors in recreation programs.

Youth Friendly Communities

Oakville has been recognized as a Play Works' Gold Youth Friendly Community for its outstanding commitment to providing young people with opportunities to play, participate in, and contribute to their community. This is completed to ensure that a variety of meaningful recreation programs, volunteer opportunities, safe spaces, and recognition programs are available for youth in the Oakville community.

The Older Adult Delivery Model

Oakville's service delivery model for older adults combines both staff-driven services and partnerships with older adult centres that empower seniors through volunteerism. The model gives a strong voice to the older adults in Oakville in the types of services and the way that they are delivered. This approach has been replicated in other jurisdictions and is looked to as a high-performing model in the delivery of recreation and leisure services for older adults in Ontario.

Data Management and Analytics

The Recreation and Culture department embraces the philosophy that data collection and analytics can serve as a key driver in meeting changing community needs and identifying changes that require focus. Staff are provided with meaningful data that assist them in making evidenced-based decisions. Modifications to programs and services are well informed and often successful.

Maintaining Exemplary Satisfaction Levels

All of these practices and more have resulted in very high satisfaction levels within a discerning community. A 90% satisfaction level is one that many service providers strive to achieve while Oakville has consistently met this mark in its recreation, library, and park services year over year. This is not by luck – staff continually test satisfaction levels and are nimble in changing approaches to address identified gaps and by engaging users to provide their input in the development of new or revised programs and services.

3.3 Key Objectives

The service delivery section responds to two needs: (1) program and service expansion due to a growing population; and (2) strengthening departmental capacity to maintain service excellence. The development of this section takes into consideration relevant trends, sector research, the impacts of the COVID-19 pandemic, participation and utilization data, and input from the public, staff, and Council, as well as Corporate and Departmental plans and initiatives.

Table 2: Topics Addressed in this Recreation Service Delivery Review

| Programs and Service Reach | Strengthening Departmental Capacity |
|---|---|
| <p>Goals:</p> <p>Increase participation in directly offered programs to include a greater percentage of Oakville’s population over the next 10 years.</p> <p>To support Oakville residents in increasing the duration, intensity, and frequency of engagement in physical activity and sport and in being active for life.</p> <p>To work collectively with community partners to maximize engagement in recreation and sport.</p> <p>To ensure that a similar rate of participation in recreation and cultural services is achieved by underrepresented populations as generally compared to participation within the general population.</p> | <p>Goal:</p> <p>To continue to investigate and implement greater efficiencies in the delivery of service.</p> |
| <p>Topic areas:</p> <ul style="list-style-type: none"> - physical activity and sport - programming and casual use of facilities - pandemic recovery - community development and partnerships - inclusion, diversity, equity, and access | <p>Topic areas:</p> <ul style="list-style-type: none"> - use of technology and data management in recreation - pricing and user fees - measuring performance and setting targets - levels of service |

Additionally, the following **objectives** have emerged from the research and consultation phases:

- A. **Refine our Program and Service Focus:** Continued program and service focus on health and wellness, community recreation and sport, physical literacy, and selected Long-term Athlete Development Program stages (awareness and first involvement, active start, FUNdamentals, Learn to Train, Active for Life).
- B. **Partner with Libraries:** There is a strong level of collaboration between the Town of Oakville and Oakville Public Library, from communication and programming to joint facility planning. Oakville’s busiest community centres are those that also contain library branches and this co-location model is recommended within future building projects.
- C. **Partner with Others for Service Delivery:** Volunteer, non-profit, public sector, and private sector organizations all have a part to play in recreation service delivery, from program delivery to facility management to funding. A partnership framework should be formalized to help in evaluating future opportunities for collaboration. Existing lease agreements should also be reviewed and opportunities assessed to increase fair and equitable public access, including alternative management models.
- D. **Partner with Schools for Access to Space:** The town has a positive relationship with area school boards and leverages these assets for community betterment. Continued access to schools and other community spaces will be needed to increase the reach and geographic distribution of recreation and cultural services.
- E. **Engage Youth and Older Adults:** Continue to emphasize youth and older adult engagement (e.g., Youth Advisory Group, Youth Strategy, Age-Friendly Strategy, Older Adult Boards, etc.) and

enhance programming, leadership, physical activity, skill building, empowerment, and mentorship opportunities.

F. **Enhance Equity, Diversity, and Inclusion:** Tools are needed to enhance the department’s approach to equity, diversity, and inclusion, including increasing outreach and participation, breaking down barriers, and increasing exposure for all underserved populations.

G. **Expand Arts and Cultural Services:** Develop a strategy for the delivery of services and spaces focussed on artistic literacy (Cultural Plan refresh).

H. **Maintain Fair and Transparent User Fees:** Create better alignment between user fees and true costs to deliver services.

3.4 Physical Activity and Sport

Physical Activity Levels

Fitness levels within the Canadian population continue to be at a level that will not sustain healthy outcomes. Increases in chronic diseases are partly a result of sedentary lifestyles (screen time). For the last 60 years at a minimum, municipalities, other levels of government, and community partners have worked to educate, offer physical literacy training, provide a sport continuum and infrastructure. The results within the general population have been minimal; however, there are some gains in older adults who are remaining active longer within their lives.

Oakville has adopted a variety of approaches aimed at increasing physical activity, including creating connecting trails, activating public spaces, supporting sport organizations and Sport Oakville, providing active opportunities at special events, encouraging young parents to get an active start with their young children, and more.

Canada’s 24-Hour Movement Guidelines

Canada’s 24-Hour Movement Guidelines have replaced the Physical Activity Guidelines. The new guidelines were introduced in 2020 and depict the amount of time various age groups should “Sweat, Step, Sleep and Sit” in a 24-hour timeframe. For example, in each day children between 7 and 17 years should achieve the following guidelines.

Table 3: Canada’s 24-Hour Movement Guidelines

| Activity | Time / Day |
|----------|--|
| Sweat | 60 minutes of moderate to vigorous physical activity |
| Step | Several hours of moderate physical activity |
| Sleep | 9-11 hours for 5 – 13-year-olds 8-10 hours for 14 – 17-year-olds |
| Sit | Limit sitting for extended periods No more than 2 hours of recreational screen time per day |

These guidelines have been developed for all age cohorts and should be communicated and promoted to the public with facilities, online, and shared with community partners.

Sport for Life – Physical Literacy and Long-term Athlete Development

Sport for Life (CS4L) is a national collective of sport and physical activity experts and practitioners who continue to monitor physical activity levels, complete research, educate, and develop programs and initiatives for the public. Two of their key initiatives involve Physical Literacy and the Long-term Athlete Development Program (LTAD).

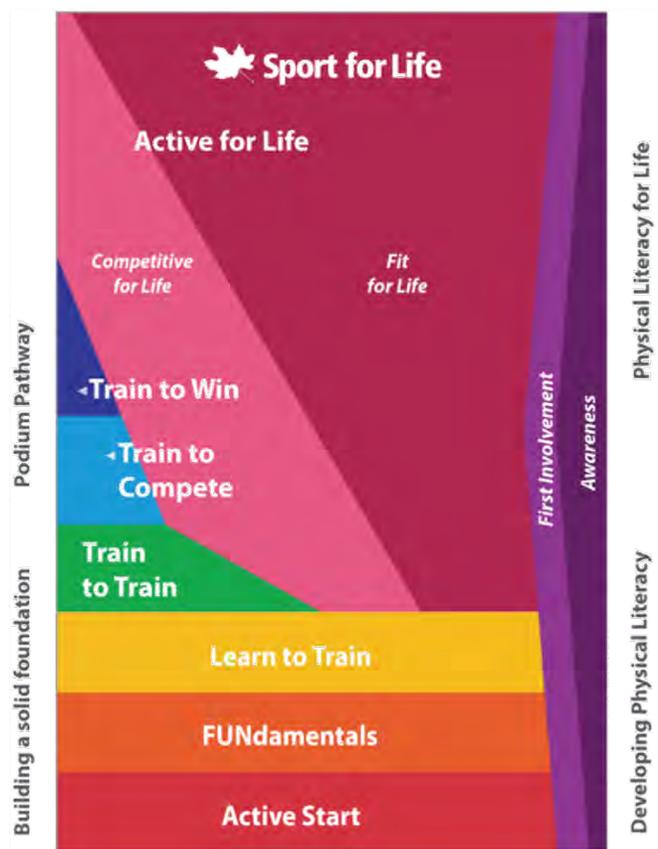
Physical literacy training has been developed by the CS4L movement and sets about to train Canadians in the basic mechanics of being active. The training is available for all ages with the thought that these abilities to throw, catch, run, etc. will provide the confidence to be active for life. Oakville introduces physical literacy in many programs and was an early adopter of this approach to keeping residents active.

Figure 4: The Eight Stages of the Long-term Athlete Development Program



Source: 2019 Sport for Life Society

Figure 5: Long-Term Development in Sport and Physical Activity



Source: 2019 Sport for Life Society

The eight stages of LTAD provide for the safe development of athletes from the Active Start stage to the more elite level of Training to Win. LTAD encourages Canadian to move to a level of engagement that they are comfortable with and the ultimate goal of LTAD is to be Active for Life. The town works to ensure that all LTAD levels are supported through partnerships with Skate Oakville, Oakville Gymnastics, etc.

Girls, Women and Gender Diverse Residents Participation in Sport and Recreation

Participation in sport and recreation by girls and women is on a downward trend in Canada. Canadian Women & Sport (CWS) in concert with the Canadian Tire Jumpstart Charities released a report in a national study in June 2020 regarding sport participation for girls aged six to eighteen. The findings noted that girls' participation in sport is much lower than boys the same age and, further, that girls experience a significant dropout rate by late adolescence – one in three girls leave sport as compared to one in 10 boys. Among the barriers cited, girls stated low levels of confidence, low body image, lack of skills, and feeling unwelcomed in a sport environment. In 1992 over half of females over 15 participated in sport. By 2019, 28% of females participate in sport while 62% do not. Recent studies also demonstrated that 1 in 4 girls were not committed to returning to sport after the pandemic.

This declining participation rate is alarming, especially as the Federal government has declared an objective to achieve gender equity in sport by 2035 in Canada. CWS supports and enables girls, women, and gender-diverse people in pursuing sport and active lifestyles and keeps women actively engaged in building community capacity. CWS' priority and focus is to develop and support sustainable models where women are trained to lead and promote active opportunities in concert with community partners such as municipalities, universities, and not-for-profit organizations. They have many resources that are readily available to audit policies and practices and build capacity within the organization.

While there are many options for female participation in community-driven sport and town recreation programming in Oakville (such as female swims/lessons and other sport activities such as women's hockey leagues), there is opportunity for further growth and development. This is a national priority and Oakville should utilize tools provided by CWS and prepare an audit detailing the interventions and inclusionary efforts that are required.

Sport Tourism Strategy

According to Sport Tourism Canada, the economic impact of sport tourism in 2019 equaled \$7.4 billion dollars in value. Hosting sporting events is one way of supporting sport development and participation at all levels within Oakville. Sport tourism is one of the fastest growing segments of the tourism industry and has a distinct advantage of the economic spin off to the community in spending and overnight stays. Building partnerships within the sport community and tourism industry can serve to highlight Oakville's unique assets and strengthen its position as a sport destination.

Oakville is known for its strong supply of community recreation facilities and the support given to supporting sport tournaments and events. For example, Oakville hosted boxing at the Pan Am/Parapan Am Games in 2015; however, no formalized approach has been taken to assess the possibilities and better understand the full impacts of these events.

A planning exercise is needed to assess the capacity to host and support bid events in the future. A Sport Tourism Strategy should be prepared to assess existing facilities and assets, organizational/agency supports, capacity of the volunteer base, and tolerance levels for disruption to regular users. Further, determinations would include the various levels of sport

events (international, national, provincial, regional, and local) that exist and could exist (based on bid criteria), the ability to collaborate with adjacent municipalities or other partners, the upfront funding required, and the potential return on the investment. The strategy would identify sporting events with potential and the current accommodation profile, with consideration of the strengths and directions of other municipalities in the region.

The proposed Sport Tourism Strategy should be built by a collective of interests (Sport Oakville, Oakville Marketing and Tourism, business, economic development, regional municipalities, facility providers, etc.) to solidify the merits of a coordinated approach to bidding, build community capacity, promote lifelong engagement in sport, and reflect the diversity of sport in Oakville. Efforts should be made to ensure that sport hosting opportunities provide an appropriate return on investment considering revenue generation and community benefit for all participants from grassroots to elite athletes.

| Actions – Sport Tourism Strategy | | |
|---|-------------------------|---|
| <p>1. Encourage all residents to be physically active through promoting physical literacy opportunities and Canada’s 24-Hour Movement Guidelines.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>2. Utilize the Canadian Women & Sport tools and resources to audit female and gender-diverse persons’ participation in sport and work to address any inequities with a goal of achieving sport equity by 2035.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |
| <p>3. Prepare a Sport Tourism Strategy to advance the planning and management of major sports facilities using a regional lens, in partnership with sport tourism bodies (e.g., Visit Oakville, etc.) and in alignment with the economic development strategy.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | Consider creation of a sport working group to address the planning, design, permitting, and joint use of municipal and school facilities. |

3.5 Programming and Casual Use of Facilities

Oakville provides a well-rounded range of choices for residents of all ages including opportunities in physical activities and sports, creative, STEAM, and general interest. Staff review the previous year’s participation statistics in developing the next session’s opportunities. Program modifications are made considering the level of satisfaction, pent up demands, and comments heard from participants and program leaders. Programs with continued lower registration levels are reduced/eliminated in their offerings to accommodate needs in newer trends or in programs where there are pent up demands. The department has a standard whereby each program or programs overall are filled to a minimum capacity of

70% to 80%. This fill rate standard maintains the fiscal viability of program offerings. Some allowances are made for newly introduced programs as registrants learn of their availability.

The following table compares registration levels from 2018 to 2023 and seeks to understand program volumes, participation rates, the number of unique clients, and the number of programs each participant registers for. This information helps in the analysis of participation trends, gaps in service, and planning for the future.

Table 4: Recreation Direct Program Participation, 2018 to 2023

| Programs | 2018 | 2019 | 2022 | 2023 | Change 2019 to 2023 | |
|--|---------------|---------------|---------------|---------------|---------------------|------------|
| Aquatics | 18,355 | 18,876 | 16,923 | 23,738 | 4,862 | 26% |
| Pre-School | 924 | 974 | 540 | 699 | -275 | -28% |
| Childrens' | 5,150 | 5,400 | 5,396 | 7,319 | 1919 | 36% |
| School Break | 1,851 | 1,024 | 501 | 733 | -291 | -28% |
| Camps | 9,165 | 8,957 | 5,897 | 7,999 | -958 | -11% |
| Youth | 1,578 | 2,011 | 1,062 | 1,883 | -128 | -6% |
| Adult | 2,422 | 2,282 | 2,930 | 5,131 | 2,849 | 124% |
| Seniors | 4,252 | 4,649 | 2,454 | 4,342 | -307 | -7% |
| Sport Leagues | 904 | 1,036 | 1,337 | 1,541 | 505 | 49% |
| Total | 44,601 | 45,209 | 37,040 | 53,385 | 8,176 | 18% |
| Unique Clients* | 18,713 | 19,799 | 16,671 | 21,050 | 1,251 | 6% |
| Penetration** | 8% | 9% | 7% | 9% | 0% | |
| Average # of programs registered / client | 2.4 | 2.2 | 2.2 | 2.5 | +0.1 | |

*A Unique Client is a registrant that has a personal identification number (PIN). The registration system can track how many programs a unique client registers in per year for planning purposes.

** Penetration calculates the number of residents registered in directly offered programs and is determined by the number of total unique clients as a percentage of the population. This is useful data in determining if registration levels are decreasing or increasing per age cohort.

Some observations from the table above:

- The total number of registrants in 2023 exceeds the registration levels for the pre-pandemic years of 2018 and 2019 as well as 2022 while programs were recovering from the pandemic. Registration has increased overall in 2023 by approximately 2,700 registrations overall. Of note are the number of program registrations that have decreased and increased. For example, registration levels remained relatively stable for youth and older adults, while registration increased in aquatics and adult programming. Due to temporary staffing shortages, camps are not at the pre-pandemic levels as of 2023 with over 3,200 fewer campers in the summer of 2023 as compared to 2019.
- 2023 registrations are 106% of the registrations in 2019 (the highest level in the previous 3 years). Programs registrations that have increased the most in 2023 are aquatics (4,862) and adult programming (1,813 registrants).

- On average approximately 9% of the population registered in directly offered programs in 2018 and 2019 as compared to 2023 whereby 10% of the population registered in sessional programs.
- On average, each unique client registered for 2.2 programs per year in 2018, 2019, and 2022. This increased to 2.5 programs annually in 2023. Not only are there more unique clients and overall registrations in 2023, each registrant is participating in slightly more programs. This new trend requires tracking for future planning purposes.
- The greatest interest in direct programming is shown by children’s participation in aquatics and sessional programs as well as adult programming. Tracking pent up demands for these programs will be important information to determine the numbers of residents who are not being served in direct programming.
- Aquatic programming accounted for 39% of the total annual registrants in 2018 and 2019. This increased to 46% in 2023. Aquatics programming is the costliest to provide given the indirect costs of operating aquatic facilities and therefore maximizing existing facility space requires regularized evaluation. A programming review in aquatics would be a prudent action in determining how all pool spaces are maximized for direct programming.
- Aquatics has experienced challenges in delivering the full aquatic continuum and meeting pent up demands due to the changing employment market and challenges securing sufficient staff (especially during the daytime). Training and aquatic leadership was put on hold and Oakville is unable to provide the hours of operation and volume of lessons previously provided.

Table 5: Recreation Unique Clients in Drop In Opportunities in 2023

| Drop-in programs | 2023 | Unique Clients |
|---|----------------|-----------------------|
| Recreational Swimming and Waterfit | 256,327 | 23,977 |
| Recreational Skating and Shinny | 57,419 | 14,243 |
| Fitness Centre and Track | 165,693 | 7,026 |
| Personal Training | 1,778 | 187 |
| Group Exercise | 57,051 | 3,493 |
| Racquet Court | 20,365 | 2,128 |
| Culture Studios | 4,114 | 202 |
| Seniors Services | 44,644 | 1,884 |
| Sports | 51,388 | 5,987 |
| Rock Climbing | 850 | 456 |
| Oakville Museum | 13,120 | n/a |
| Summer playgrounds | 2,725 | 267 |
| Total | 675,474 | n/a |
| Unique Clients* | 44,780 | n/a |
| Penetration** | 20% | n/a |

Note: Approximately 52,000 drop-in visits in 2023 are not associated to a client record. This is due to staff using the walk-in feature of the Recreation Software. While it exists in all program areas, Oakville Museum is most prevalent.

Some observations from the table above:

- Drop-in opportunities show greater use than registered programs in Oakville, which is trend across Ontario.
- Recreational swimming accounts for 38% of the participation in drop-in activities in Oakville. Interestingly each unique client in drop-in swimming utilizes pools approximately 9 times annually on average.
- Fitness centres and use of the track are the second most popular drop-in activity in Oakville.
- Tracking of drop in programming participation is important in the allocation of program types and facility allocation of space. This also allows staff to keep on top of trends in participation and activity preferences.

Recommended Program Framework

The 2019 Service Delivery Review recommended the creation of a Program Framework to provide a consistent process for staff to:

- a) Develop and introduce new programs
- b) Evaluate existing programs
- c) Discontinue program offerings

It is noted that staff need to plan courses and camps for the following year at least six months in advance and therefore new program introductions and discontinuation of programs require significant lead up time to review program statistics, satisfaction levels, and budget implications. Program staff naturally undergo an evaluation to offer the most successful and meaningful program mix that will meet participation, satisfaction, fill-rate, and budgetary targets.

The following framework is offered as a starting point to bring greater rigour to the program development and evaluation process. Staff will need to review and pilot its applicability.

Table 6: Draft Oakville Program and Service Development Continuum Framework

| Identifying/Implementing New Programs |
|---|
| <ol style="list-style-type: none"> 1. How is this program aligned with community and departmental priorities? 2. Does this program meet a gap in choices per age group in either active, general interest, creative, or STEAM opportunities? 3. Has an Equity Lens been applied to the development of this program? <ol style="list-style-type: none"> a) Which underrepresented groups were consulted in the development of this program? b) How did these consultations make the program more accessible and barrier free? c) What changes were made to the program content to reflect the needs of our diverse community? d) How will diverse users be included in the evaluation process? 4. Who is best to deliver the program? 5. What is the best space in which to delivery this program? 6. Are there private providers that Oakville would be competing with in offering this program? |

Identifying/Implementing New Programs

7. Are there pent-up demands in other programs that would be competing for this time and space?
8. Is there space at an appropriate time in an appropriate location?
9. Is this in alignment with cost recovery targets? Are net revenues anticipated?
10. Has a risk assessment been completed and what general and quality assurance training is required (HIGH FIVE, Active Aging, etc.)?

Existing Program Performance Evaluations

1. What were the current participation levels and fill rates?
2. Are participation rates increasing or decreasing?
3. Are there pent-up demands for this program?
4. What were the satisfaction levels and how will this input influence program modifications?
5. Were the financial targets unmet, met, or exceeded?
6. is there a risk to not longer offering this program?
7. is there a viable alternative service provider?

Consideration of the Discontinuation of Programs

1. Did not meet the participation or fill rate target for last three sessions.
2. Did not meet the satisfaction level target.

Casual and Drop-In Use of Facilities

Community centres and spaces are considered neighbourhood gathering places where residents can enjoy a variety of social, cultural, and recreational activities for all ages. Staff monitor visitations to recreation and cultural facilities to ensure that utilization levels are increasing and at the very least maintained.

Oakville has installed people counters to capture the number of residents who come to community centres and indoor facilities. This data captures the number of residents attending both registered and drop-in opportunities as well as the casual use recreation and culture facilities. With an estimated 4.2 million visits to Oakville's recreation facilities, the town has now recovered from and exceeded pre-COVID figures.

Participant Satisfaction Ratings

The Recreation and Culture department undertakes customer satisfaction surveys to understand if the programs and services, registration experience, instructors, and spaces utilized are meeting participant expectations. Each program type (adult, aquatic, camps, age cohorts, and sport leagues) can be isolated to determine if there are any gaps within that specific discipline. A good sampling of participants offered their input, and the results consistently meet and exceed targets.

Table 7: Satisfaction Ratings from Recreation Program Participant Surveys

| Year | Instructor | Facilities | Program Experience | Registration Experience | Survey Count |
|----------------|------------|------------|--------------------|-------------------------|--------------|
| 2019 | 89% | 88% | 88% | 92% | 6,000 |
| 2021 | 90% | 90% | 88% | 87% | 1,148 |
| 2022 | 90% | 90% | 89% | 89% | 5,086 |
| 2023 | 90% | 90% | 89% | 86% | 5,823 |
| Average | 90% | 90% | 89% | 89% | 4,514 |

Source: Town of Oakville, 2023

This data and subsequent follow up comments speak volumes about the level of care the department puts into selection and training of staff, the development of age-appropriate course content, quality assurance mechanisms, as well as facility maintenance and cleanliness. Participants are generally very pleased with recreation and culture programming in Oakville. Staff are commended for maintaining such exemplary program delivery standards.

Determining the Recreation and Sport System Capacity

An analysis should be addressed every three years to determine the full capacity and fill-rates of both directly offered programs, drop-in opportunities, and those programs/services offered by community groups. The objective is to ensure that there are ample opportunities to accommodate a growing community, and that spaces and activities are allocated equitably ensuring the right space for the size of the group. Further, this analysis will ensure that the right-sized spaces are utilized to their greatest good and capacity. Other municipalities having undertaken this exercise have created efficiencies in the system to accommodate increased facility demands as a result of a growing population.

For aquatics, the following information is offered to demonstrate the potential of lesson capacities and can be utilized as a benchmark for programming 25-metre pools. A sector study² compared the programming capabilities of a traditional 6-lane pool to an 8-lane pool. This was to make the case that the net revenue potential was greater in an 8-lane pool than a traditional 6 lane pool at that time. Sample programming models were completed by a group of aquatic professionals.

The study based the capacity for a 6-lane pool on the following assumptions:

- Three swimming sessions each in the fall, winter, and spring
- Five lesson sessions in the summer months each two weeks in length
- Children’s lessons comprise 90% of all lesson registrations

The study found that the capacity of a 25-metre pool for lessons based on an “intensive” aquatic program model was approximately 8,000 lesson registrants per year. It must be noted that each pool configuration is different and as a result will have differing lesson capacities.

² Aquatic Sport Council of Ontario and Tucker-Reid & Associates. Making the Case for Sport Friendly Pools. 2011.

Further, the capacity of the change rooms, deck, and pool maintenance regimens must be taken into consideration. A safe and enjoyable lesson experience must provide adequate spaces before, during and after lessons as well as to keep the facility clean for patrons.

Continue to Support Youth in Oakville

Significant efforts are taken to keep youth engaged within the community including leadership training, volunteer opportunities, employment, and active recreation pursuits. Oakville is a community that encourages the voice of youth and in self-governing endeavours through the Oakville Youth Action Committee. Oakville celebrates Youth Week annually to celebrate and showcase learning, events, and activities. While the registered programs for youth (basketball, volleyball, tennis, badminton, squash, and creative pursuits) are capturing 6% of the youth population annually – greater participation in drop-in opportunities is evident (badminton, basketball, volleyball, lane swimming, as well as skating and shinny). Youth can also reserve a spot online and walk-in as space permits.

Youth engagement and empowerment requires continued attention to provide friendly and safe environments where youth can decide what leisure opportunities interest them. The department continues to remain nimble and responsive to the needs of this age cohort (e.g., offering free drop-in activities, etc.) and has noted a desire to prepare an update of the Youth Strategy.

Older Adults and Seniors Make up 29% of the Oakville Population

Older adults and seniors (those over 55 years) currently make up 29% of the population in Oakville. Efforts are taken to engage and empower older adults in program development and provision. There will be interest in additional recreation opportunities for this expanding age group. Oakville offered free virtual and phone programs targeted to older adults to address potential isolation experienced as a result of COVID-19 and a program to regularly contact isolated seniors. Free programs currently include mindfulness activities, chair yoga, travel and arts, community conversations, and healthy eating.

There is a trend for older adults to join adult programs and services and not be limited to seniors centre offerings. It will be important to assess opportunities for older adults within existing community centres and spaces as there are no recommendations to build new stand-alone seniors centres within the master plan horizon. The opportunity to extend hours and space at the Sir John Colborne Centre should be evaluated, as well as the need to expand seniors' programming at other centres.

Parks and Recreation Ontario has developed a quality assurance program in the offering of recreation programs and services for older adults and seniors (HIGH FIVE Principles of Healthy Aging). The course offers staff an insight into the unique requirements of service delivery and engagement with the older population. It builds on the Principles of Healthy Child Development for children and strengthens staff's ability to plan programs, respect what older adults face with ageism, physical literacy, social connectedness, and overall enhancements to the quality of life for older adults. This is a suggested requirement for any full or part-time staff working with older adults and seniors.

| Actions – Programming and Casual Use of Facilities | | | | | | | | |
|---|-------------------------|---|----------|-----------------|----------------------|--------|-------------------------|---|
| <p>4. Refine and pilot the draft Recreation Program and Service Development Framework to ensure that program provision is aligned with community priorities and meet standardized performance criteria.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>Short-term (2024-33)</td> <td>n/a</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | High | Short-term (2024-33) | n/a |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| High | Short-term (2024-33) | n/a | | | | | | |
| <p>5. Evaluate the capacity of the indoor aquatics system to respond to pent-up demands, the need for more instructional and drop-in opportunities, and evaluation of operating hours. Alternate programming strategies should also be evaluated for under-utilized sites.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>Short-term (2024-33)</td> <td>n/a</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | High | Short-term (2024-33) | n/a |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| High | Short-term (2024-33) | n/a | | | | | | |
| <p>6. Continue to expand programming through community centre sites, ensuring that services reflect the diverse needs of the communities each facility serves. Opportunities to expand services to newcomers as well as tech-based programs (e.g., STEAM, Esports, etc.) should be explored in association with aligned partners.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>Ongoing (best practice)</td> <td>Fill gaps by expanding older adult and seniors programming (including multi-generational opportunities) within existing community centres and spaces.</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | High | Ongoing (best practice) | Fill gaps by expanding older adult and seniors programming (including multi-generational opportunities) within existing community centres and spaces. |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| High | Ongoing (best practice) | Fill gaps by expanding older adult and seniors programming (including multi-generational opportunities) within existing community centres and spaces. | | | | | | |
| <p>7. Update and refine the Youth and Older Adult Strategies with a goal to increasing engagement and participation in recreation, including unstructured play both indoors and outdoors.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>Medium</td> <td>Short-term (2024-33)</td> <td>n/a</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | Medium | Short-term (2024-33) | n/a |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| Medium | Short-term (2024-33) | n/a | | | | | | |

3.6 Pandemic Recovery

Oakville’s Pandemic Recovery Action Plan 2021-2022 identified recovery actions in areas of focus including community vibrancy, support to businesses, community safety, corporate resiliency, and preserving Oakville’s financial health.

Specific objectives to support the recovery plan through recreation and cultural services included:

- a) Continue with the hybrid model (direct and digital) programming;
- b) Support temporary community models of service delivery (fitness classes in parks etc.);
- c) Provide re-start up funding to community groups and sport organizations (Interim Community Investment Plan);
- d) Provide community recognition through a “Spirit Award”;

- e) Enhance partnerships to support recovery – revitalize neighborhoods through events – revisit the Special Events Policy with a diversity lens in 2022;
- f) Adapt program delivery models to respond to usage/demand patterns with a diversity lens; and
- g) Deliver modified winter recreation opportunities.

These initiatives were addressed and revised as government regulations were lifted and the public felt safe in coming back into public recreation facilities. The recovery for Oakville has been swift as registration data in 2023 surpassed pre-pandemic rates (an increase of 6% overall), especially for adult activities.

While this is promising, there are still program deficits and challenges. For example, consultation with user groups indicated that some organizations continue to be presented with new challenges in this post-pandemic period, such as rising costs and the loss of participants that did not return. There are also pent-up demands that cannot be met due to lack of staff availability, especially in aquatics and camps. For example, summer camps are at 70% of pre-pandemic levels and very important to parents in offering their children quality opportunities throughout the summer months. The town has also had to reduce some hours of operation and availability of aquatic programs (mostly daytime) as a result, although registration levels in aquatics continue to increase. Regular monitoring of registration levels is essential.

Program registration and facility visits have fully recovered from pre-pandemic rates, although certain participation targets may not be being met due to the availability of trained staff. Overall participation is recovering well and gaps in staffing will likely be overcome as new leaders are trained and recruited.

3.7 Community Development and Partnerships

Community Development

The Recreation and Culture department works collectively with community partners to provide a well-rounded menu of recreation and sport services for all residents. The Community Development unit – which was created in 2017 with a mandate to enhance community capacity and increase access for residents – captures and updates the listing of community partners and related organizations. Various supports are provided to individuals and organizations focused on access and capacity building. Direct programming efforts provide free or low-cost access. This unit seeks external funding opportunities. Provide opportunity for social service organizations to increase community access.

By enhancing community capacity, the Recreation and Culture department and its partners will aim to provide effective programming and services for all populations while taking into consideration the barriers that may restrict access through collaborative community development work. The town's efforts in recreation and culture serviced delivery are supplemented by Halton Region's responsibilities relating to social services. The community development model requires an understanding of what exists in terms of community-led organizations, an identification of gaps, assistance in forming and administering new groups, as well as funding for new and important initiatives.

Table 8: Target Outcomes for Community Development in Oakville

| Target Outcomes in Increasing Access through Community Groups | Target Outcomes in Enhancing Community Capacity |
|---|--|
| <ul style="list-style-type: none"> • All Oakville residents can get involved in community programs; • Everyone knows how to get involved and participate; • Affordability is not a barrier to participation; • Increased percentage of low-income households are participating; • Increased percentage of new immigrants and new residents are participating; • All community assets are effectively utilized by CORE groups; • Community groups can access appropriate facilities for their needs; • Programming is available for the whole family; and, • No physical restrictions to participation are present. | <ul style="list-style-type: none"> • Community groups are sustainable and more self-sufficient; • New working groups are established and supported based on community need (to support strategic initiatives, such as women in sport); • Groups are enabled to deliver accessible quality programming in an accountable manner; • Increased collaborative partnerships among community groups and the town’s Recreation and Culture department; • Increased awareness of recreation and culture community groups; and, • Improved understanding of community needs and roles played by different groups. |

Source: Our Oakville – Community Development Report (2019 Update)

Community Groups in Recreation and Education (CORE)

Community Groups in Recreation and Education (CORE) is a town of Oakville membership-based program that offers recreational and cultural non-profit, volunteer community groups, and organizations support in delivering services to the community. CORE members are offered access to Oakville-based school board facilities and receive priority status for accessing town of Oakville facilities as outlined in the Facility Allocation Policy.

Community Use of Schools

The community use of schools for recreation and culture activities through the Halton District School Board and the Halton Catholic District School Board is an integral part of the delivery system. The most recent data finds that approximately 50 community groups (including the town of Oakville) utilize around 18,000 hours within gymnasiums, classrooms, and sports fields in over 50 schools each year. At an estimated average of 15 users per hour, approximately 270,000 visits are accommodated through the community use of schools annually. This is an excellent use of existing community spaces and any opportunity to garner more time in schools is recommended.

Community Grants

The town has a new Community Activation Grant program that assists groups in meeting community needs and increasing capacity within community organizations through small-scale events, activities, and programs.

Partnerships

Partnerships enable opportunities beyond the capacity of the town's resource base. Partnered delivery is also a big part of the Oakville's service delivery system – many organizations offer introductory recreational and cultural programming (using town spaces) allowing the town to support and increase participation in other ways.

Partnerships are becoming more critical in sustaining a fulsome level of service within municipalities to reduce duplication, increase participation, share resources, and reduce costs. Efforts are made to increase partnerships and broaden recreation and sport experiences to Oakville residents. The question to be addressed is what and when services should be delivered directly and what and when services can be delivered through partnerships.

Oakville is progressive with its use of partnerships and alternatives to direct delivery. There are several dozen partners that the town collaborates with, including program providers, community organizations, lease holders, funders, and more.

Some partnership examples include:

- Oakville Soccer Club (one of Canada's largest organized soccer clubs) is a leaseholder, in that they organize and manage all the soccer programs and manage and lease the Pine Glen Soccer Centre while the town provides and maintains the physical facilities (indoor building systems and outdoor fields).
- Skate Oakville is a partner that provides the learn to skate programs and summer camps.
- The town collaborates with the Canadian Caribbean Association of Halton through summer camp programs, black history month programs, etc.
- The Lifesaving Society is a funder. An agreement is in place for offering Swim to Survive lessons to school students (grades 3, 4, and 7). This represents approximately \$40,000 of funding annually.
- Artworks of Oakville is a partner that works the town on art exhibitions.
- All food service within town recreation facilities is operated by third-party providers.
- The Halton Environmental Network works with the town to offer care centres in extreme weather events, food banks, and more.

While the Recreation and Culture department has been progressive in its use of partnerships, it does not have a consistent department-wide framework for guiding staff on identifying when to engage partners and assessing the type of partnerships that would be most beneficial for the town and residents.

Partnership vs. Direct Delivery Framework

Recreation departments in Ontario have a focused goal to provide meaningful programs and services to all residents within their jurisdiction efficiently. These services enhance resident's experiences and create a sense of accomplishment through skill development. There are often opportunities to work with other service providers to broaden choices and the range of

services. Discussions are ongoing as to whether to provide services directly or to turn to a partner or a third-party provider.

A general rule embraced by municipalities in Ontario is to provide core services internally and specialized services through third party provision – where often expertise and alternate equipment is provided. One key consideration is to whether the financial gain in either cost avoidance or revenue enhancement can be realized without affecting quality assurance, high levels of customer satisfaction, and legislative compliance.

Municipalities believe that investing in recreation is a sound investment in building strong individuals, family, and community. Seeking out partners serves to share resources, reduce duplication, and address costs to the taxbase.

Table 9: Considerations for Third-party Program and Service Providers in Recreation

| 1. Conditions whereby the town may continue to provide programs and services directly |
|---|
| a) The program or service is considered core to the community such as learn to swim lessons in preventing water incidents or in older adult services where trust and a strong relationship is critical to the success of the program and service. |
| b) The program meets a sustainable resourcing need such as youth leadership development to enable future skilled staffing in program and service delivery. |
| c) The program development and delivery meet strong priorities and requires town-centric coordination such as in better serving marginalized populations. |
| 2. Conditions whereby the town may seek a third-party provider |
| a) The program is specific to a diverse and underrepresented population which would be most appropriately provided by a community partner where the expertise lies. |
| b) The program or service requires specialized knowledge and equipment that is not considered part of the town’s introductory and developmental approach to program provision. |
| c) The program or service meets a required need of the residents and cost-sharing of space, and instructions provides cost efficiency to both parties. |
| d) The program has a focus on instruction, learn to, fit for life principles, and maximizing facility utilization. |
| e) Adherence to quality assurance measures and compliance with legislation requirements and industry standards is readily met as a condition of the partnership. |

3. Conditions in seeking out and implementing strong partnerships

- a) There is an identified need for the service.
- b) The terms and conditions are very clear as to what service needs to be provided and when and how the service provider will intersect with town staff.
- c) There are labour conditions that allow open procurement of the service.
- d) A comparison is developed as to which provider will deliver the service most effectively – the town or the other provider(s).
- e) A thorough investigation of past performance in partnership with other municipalities is undertaken.
- f) The merits outweigh the current service delivery model – public engagement is sought where appropriate.
- g) A contract is developed with the successful third-party provider complete with detailed performance expectations, legislative compliance, quality assurance, levels of service, targets, and performance.
- h) A regularly scheduled evaluation of the third-party arrangement, complete with satisfaction levels of the patrons and participants and other performance metrics.

Actions – Community Development and Partnerships

8. Identify opportunities to work stronger together toward common goals in recreation and culture through use of **Collective Impact Models**.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

9. Continue to **strengthen coordination** between Town and OPL and other aligned partners such as school boards.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

10. Refine the draft **Partnership Framework** by gaining input from current partners in the delivery of service. Determine service gaps and apply the draft Partnership Framework to identify potential partnership opportunities.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|----------------------|
| Medium | Short-term (2024-33) | n/a |

11. Assess how **quality assurance, legislative compliance, and adherence to industry standards** are achieved within the current partnership arrangements and identify any gaps. Identify what **costs have been avoided and alternate revenues gained** through the use of partnerships in recreation and culture service delivery.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|----------------------|
| High | Short-term (2024-33) | n/a |

3.8 Inclusion, Diversity, Equity, and Access

In response to an increasingly diverse community, the town of Oakville has been proactive in reaching out and having conversations with underrepresented populations with respect to service delivery and barriers to participation. For example, the Staff Inclusion Advisory Team conducted focus groups with over 60 community groups representing the diverse needs. The Advisory Team also conducted extensive consultations with residents where they conduct daily activities such as the GO station. General findings were that there was recognition of Oakville’s efforts to study, educate, and communicate and there was need for continued dialogue. Oakville has also worked with external consultants to audit policies, practices, and staff members.

Table 10: A Profile of Potentially Under-represented Populations in Oakville

| Population | % of the Population | Approximate Number of Oakville Residents |
|---|---------------------|--|
| Persons Experiencing Low Income | 8.6% | 18,383 |
| Visible Minorities/Racialized Populations | 42% | 90,130 |
| Persons with Disabilities | 23% | 49,165 |
| Indigenous Peoples | 0.7% | 1,415 |
| 2SLGBTQ+ Population | 4-13%* | 8,550 to 27,789 |

Source: Statistics Canada Census Data (2021).

*Statistics Canada indicates that through self-reporting, 4% of the population indicated that they identify as part of the 2SLGBTQ+ population. A subsequent study completed by the Jasmin Roy Foundation completed in 2019 entitled “LGBT Realities” found that 14% of the Canadian population identify as part of this community.

A sampling of diversity, equity, and inclusion initiatives undertaken by the town include:

- The town is in the process of developing an inclusion, diversity, equity, and accessibility (IDEA) multi-year plan. Oakville completed a Diversity and Inclusion Action Plan in 2022 which outlined eight key deliverables to complete to develop the IDEA multi-year plan.
- The town has endorsed the Halton Equity, Diversity, and Inclusion Charter, committing them to understanding diversity through the lens of allyship, recognition of intersectionality as a critical component of equity, and embracing inclusion through acceptance of all residents in Halton.
- The town gathers workplace demographics and captures all levels of diversity and inclusion in the town’s workforce.
- The town’s 2022 Diversity and Inclusion Current State Inclusivity Report contains a list of 2021/22 diversity and inclusion initiatives by department.

Supporting Inclusion, Diversity, Equity, and Accessible Programs and Initiatives in Recreation and Culture

Recreation and culture services are closely tied to community partners and deliver services at the neighborhood level. Very seldom do programs get initiated without consulting potential participants or without the direct involvement of the community or representative organizations.

During the master plan's engagement process, residents and community stakeholders identified feelings of inclusiveness when participating in services provided by the town. Additionally, many recognized the social relationships that occurred while attending programs, which developed their social capital and sense of belonging.

Some residents responded during the community consultation that they do not feel welcome in community centres when staff don't typically represent the community.

Principles for Increasing Participation within Diverse Communities

Recreation and Culture staff embrace these key approaches to service delivery and in developing partnerships within a diverse community.

1) Start with a Policy Platform

The town's commitment to inclusion, diversity, equity, and accessibility is quite clear as highlighted in strategic priority, policy, and planning documents. The direction to staff is also clear and indicates how the town will support these initiatives and further staff are required to be accountable for results.

2) Multi-interventions at Multi-levels will Create Results over Time

Municipalities in Ontario have been dedicated to the principles of equity and inclusion for many decades; this is not new work. There is not one formula or a linear approach to representing the recreational needs of the municipality. Identifying who may be underrepresented, understanding the current state, and working collectively with community partners to introduce various initiatives with respect to inclusion will see results overtime. Interventions must be well informed and delivered with intention.

3) Create a Sense of Belonging

With Oakville's increasingly diverse population, staff have clear target markets to engage and jointly create a greater sense of belonging. Initial discussions should centre on what is in place to support recreation and culture needs. What are the barriers to participation and how the parties can work together to increase participation? There are options to discuss with diverse groups as to whether:

- a) they need assistance accessing and feeling welcomed into the current program and service mix;
- b) they need access to space to offer preferred activities;
- c) they would like to learn some skills to participate; and
- d) the fulsome service mix should include some more diverse program offerings.

4) Nothing About Us Without Us

The principle about engaging those who are affected by policy and program decision is a standard practice in municipal governance and administration. Council often requires information on what consultative efforts have been undertaken while underrepresented groups make it clear that only they can determine what barriers exist and what measures can be taken to create welcoming environments for them. Staff cannot make any assumptions about service delivery and engagement of diverse populations.

5) Regular and Meaningful Conversations

The approach to being more inclusive was traditionally organic; meaning that staff responded as barriers were identified. Municipal staff have been more successful in the last 20 years including persons experiencing low income and those residents with disabilities taking this approach. Municipalities play a strong role in facilitating community discussions and identifying and prioritizing approaches to meet the mandate of increasing participation. Many successful conversations and resulting initiatives have been generated through annual community forums (at a minimum) with representatives from varying underrepresented populations.

Understanding Intersectionality

Intersectionality is a more recent concept being applied to diversity initiatives to ensure that there is an understanding as to how residents define themselves and how that might affect how welcomed residents feel in public spaces. Residents do not typically define themselves as a singular identity and staff and volunteers must understand that to provide welcoming environments overall. One might define themselves as Indigenous, Two-Spirited and with a physical disability, or one might define themselves as Non-Binary and experiencing low income. Needs will not often be met in a linear fashion and, therefore, all programs and services must be welcoming and consider varying potential barriers to participation.

Persons Experiencing Low Income

Statistics Canada indicates that there are approximately 18,400 residents experiencing low income in Oakville, accounting for 8.6% of the population. Various interventions to reduce barriers in recreation and culture include:

[Free and Low-Cost Programs and Leisure Pursuits](#)

Oakville provides a wide range of free and low-cost opportunities in recreation and culture that are universal opportunities. These provide access without financial barriers for all residents and are highly utilized. Examples include access to parks and playgrounds and trails, special events, community play nights, youth drop-in, summer playground program, public swims and public skating programs, etc.

[The Affordable Access Guide](#)

The town has developed an Affordable Access Guide to inform residents experiencing low income how they can access free, low cost, and subsidized programs and services within Oakville. The guide also describes how to access the Recreation Connection Subsidy,

through meeting eligibility requirements and a confidential and seamless approval process. Volunteer and part-time employment opportunities are also described in the guide. This is a resource that can be used by other service providers to increase access to recreation and culture services.

Recreation Connection

The Recreation Connection subsidy program extends the benefits of municipal recreation and culture programs to an increased number of individuals who live in low-income conditions and are, therefore, less likely to afford current user fees. Residents are provided with \$300 subsidy credit that is available for them to utilize in program registration and memberships. In 2019, 2,176 residents enrolled into the program. This accounted for a 34% increase from the previous year. Of the \$304,000 that was utilized, \$172,000 was used for programs and \$132,000 was applied to memberships.

The following table shows how the Recreation Connection funds are allocated based on program registrations.

Table 11: Recreation Connection Funding – Program Allocation (2019)

| Program | Percentage |
|--------------|-------------|
| Aquatics | 50% |
| Children | 19% |
| Camps | 10% |
| Adult | 10% |
| Youth | 5% |
| Pre-school | 4% |
| Seniors | 2% |
| Total | 100% |

The two most popular community centres where residents used their subsidy were Iroquois Ridge (\$79,000) and Glen Abbey (\$67,000). Collectively, they account for 48% of all Recreation Connection funds utilized.

The town also facilitates access to funding through Halton Region Childcare, Ontario Works/Ontario Disability Support, and Jumpstart Charities.

Community Development staff worked diligently in 2019 to engage residents experiencing low income to get them approved and engaged in recreation and culture services. Shortly after the pandemic interrupted this proactive outreach, participation declined; however, the funding commitment from the town has increased.

Currently (2023), approximately 5% of low-income residents are accessing funds through the Recreation Connection program. This is compared to 10% of the population engaged in directly offered programs in Oakville.

Table 12: Recreation Connection Participation, 2019 to 2023

| Year | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-------|-------------|------|------|-----------------|
| Participation in Recreation Connection | 2,176 | 268 (COVID) | 583 | 812 | 1,000 projected |
| % of Residents receiving a subsidy as compared to the number of residents living at the Lower Income measure – After Tax (LIM- AT)* | 12% | 1.5% | 3% | 4% | 5% |

* The percentage is based on 18,383 residents living at LIM-AT and was applied to all years.

Continued outreach and promotion of the Recreation Connection subsidy program is required to reach a similar participation rate in direct programming and memberships as the general population. Possibly seeking a partnership with the Region of Halton to promote the subsidy program to the Ontario Works clients and provide seamless approval of participants may see an increase in participation.

It is noted that as fees for programs and services increase each year, the number of programs that a Recreation Connection participant can use for their annual allotment decreases. A review of the \$300 funding allocation should be undertaken as program and service fees increase.

Other Initiatives for Low-Income Residents

Some additional initiatives led by Oakville include (not a complete list):

- Work with Halton Region to deliver a childcare subsidy for eligible programming such as camps.
- Developed information package of regional services to provide at rec centres (for vulnerable residents).
- Collaborated with Food for Life during COVID-19 pandemic to provide over 200 children living in low-income households with recreational items such as skipping ropes, bicycles bells, and more.
- Collaborated with Halton Environmental Network for a Planter Partnership where summer students build 20 garden planters for the older adult’s luncheon program.
- Participate on the Halton Poverty Roundtable supporting organizations and initiatives to raise awareness for low income and marginalized residents.
- Provide supervised summer playgrounds program which offers residents the opportunity to participate in low-cost half-day summer camps at several outdoor park sites.
- Offer free community play nights (monthly programming at community centres) and movies in the park.
- Offer free community sports league for youth such as the Oakville Girls Community Soccer League and Oakville Community Basketball League which provide free recreational access to over 180 participants and employ over 15 staff through intentional employment initiative since 2019.

- Piloted the facilitation of the Oakville community cricket and fitness program which provide free recreational physical literacy program to youth with varying abilities.
- Continue to subsidize 100% of the training and certification programs as part of the Aquatic Leadership Assistance program to become a lifeguard for low-income youth. This program is facilitated with the support of Life Saving Society and in partnership with community organizations who provide participant referrals.

Visible Minorities – Racialized Populations

There are approximately 90,000 residents who are identified as visible minorities by Statistics Canada living in Oakville. Staff have responded to some needs by supporting special events, providing training to staff, and the supply of specific sport fields such as cricket. Staff are eager to understand if there are barriers to participation or if existing groups are supported in their endeavours.

Recreation and Culture has implemented many initiatives and service interventions to better include residents who are facing barriers to participation. Some examples include:

- Trained staff on unconscious bias.
- Hosted Oakville’s Black Heritage Bike and Walking tours, three time slots for each Bronte bike tour and Kerr walking tour (partnership with Oakville Museum, OPL, and Canadian Caribbean Association of Halton – CCAH).
- Hosted Emancipation Day Celebration, 200 free drive-thru BBQ meals from CCAH at QEPCCC.
- Developed a free program that incorporates anti-racism and anti-oppression training in recreation and culture activities. The program leverages physical activities as a tool to increase awareness of the systemic barriers Black, Indigenous Peoples, and People of Colour experience as ways to increase civic engagement and to remove barriers for social participation.
- Implemented an anti-racism training for all frontline camp and aquatics staff to ensure we are creating a safe, supportive environment for campers and co-workers.
- Celebrations of diverse cultures through public art and gallery space, as well as museum and performing arts centre programs.

During the staff consultations to support the development of this plan, staff asked to know what the exact goal is in terms of inclusion, diversity, equity, and accessibility as it would be deemed helpful to them in their work. Further staff felt that a tool kit of resources, contacts, and best practice processes would be helpful in reaching diverse communities at the local level to discuss barriers and program development would be helpful to them.

Persons with Exceptionalities

There are approximately 49,000 residents with exceptionalities/disabilities in Oakville. Many may participate in recreation and sport with few to no barriers, while others require assistance to access and participate in programs and services.

Oakville offers integrated programming for those with exceptionalities and provides support to registrants with intellectual, physical, behavioural challenges, hearing and visual impairments

and other medical conditions. Participants fill out a form indicating the required supports to ensure that the registrant enjoys learning and the recreational experience.

Other initiatives in Oakville for persons with exceptionalities include (but are not limited to):

- Piloted the facilitation of the Oakville community cricket and fitness program, which provides free recreational physical literacy program to youth with varying abilities.
- Hired two youth staff with developmental diagnosis through collaborating with Project Autism.
- Trained full-time and part-time camp staff in behavioral management to ensure we can approach behaviour management in a positive manner and support children of all abilities in programs.
- Member of regional inclusion group with recreation representatives from Halton, Peel, and Guelph. This group is advocating for inclusion services on a provincial platform (through Parks and Recreation Ontario) and collaborating to increase training and learning opportunities within the region.
- Provided one-on-one support to approximately 20 children on a weekly basis for summer camp programs. Also provided one-on-one support for school break programs.
- Received a Gold rating for accessibility under the Rick Hansen Foundation Accessibility Certification program for the Oakville Trafalgar Community Centre – the facility is only one of two community centres in Ontario to achieve this rating.
- Offered Aquadapt, a flexible one-on-one swimming lesson program for swimmers with exceptionalities.
- Offered many therapeutic and aqua therapeutic program, such as:
 - Parkinson’s program focusing on improving strength, flexibility, posture, and balance.
 - Gentle Osteo for participants with physical limitations due to varying degrees of arthritis and osteoporosis.
 - Chronic Obstructive Lung Disease (COPD) program focusing on strengthening cardiovascular and muscular systems.
 - TIME program for stroke survivors with balance and mobility challenges caused by chronic conditions such as stroke, brain injury or multiple sclerosis.
 - Minds in Motion program in collaboration with Alzheimer’s Society of Ontario. Program incorporates physical activity with mental stimulation for people with early to mid-stage signs of Alzheimer’s disease or other dementias and their care partners.
 - Healing Waters swims for participants with mobility challenges or those looking for a quiet time to work on aquatic therapy exercises.
- Partnered with Oak Park Neighbourhood Centre, who received a grant from the Oakville Community Foundation, to pay for participants to participate in a program.
- Partnered with Community Living for their Teen Adventure program, providing program space in exchange for experienced staff to help run town summer camp program. This is an excellent practice in that partners with specific expertise can provide programs to meet specific needs.

Indigenous Peoples

There are approximately 1,500 residents who identify as Indigenous in Oakville. A recent initiative for this community in Oakville is the Planting Our Seed program, which includes virtual and in-person sessions encouraging critical discussions about historical and contemporary issues facing Indigenous people.

Many other initiatives have been built by including the thoughts of Indigenous People in Oakville, such as:

- The development of the First Nations History Wall to promote a cultural and historical site as well as the ancestral presence of First Nations, and Indigenous Peoples in Oakville;
- Celebrating September 30th as the National Truth and Reconciliation Day in Oakville;
- Encouraging Orange Shirt Society donations to commemorate Indigenous school experiences and in fostering reconciliation;
- Indigenous performance at the Oakville Centre of the Arts;
- Oakville introduced its first orange sidewalk at Thomas and Church Streets; and
- The introduction of the Moccasin Trail on Bronte Creek Heritage Trail and Sixteen Mile Creek.

Some additional supports for recreation and sport services with respect to listening to and working collectively with Indigenous Peoples in developing rounded recreational and sport opportunities are identified below.

[The Aboriginal Sport Circle](#)

The Aboriginal Sport Circle is a not-for-profit organization that was founded in 1995. It is designated as Canada's governing body and voice for Aboriginal sport throughout the country. Each Province and Territory is represented, and this is an excellent resource for recreation providers. It advocates for the Aboriginal community to engage in healthy and active lifestyles. The Regional Coordinators in Ontario work to better engage the community and offer grants to fund programs and activities through the Power to Play Program.

[IndigenACTION](#)

The Assembly of First Nations (AFN) is a national organization representing First Nations peoples in Canada. The AFN has developed an IndigenACTION Strategy which serves to develop partnerships with community level sport and recreation leaders to ensure that First Nations youth can live healthier lifestyles and overall wellbeing through recreation and sport.

[Indigenous Cultural Competency Training](#)

The Indigenous Cultural Competency program is provided by Indigenous organizations and businesses. The program provides organizations that work with Indigenous peoples and groups to obtain the skills, knowledge, and respect for the history, terminology, values, and

behaviours of Indigenous peoples. It is invaluable as communities begin to develop strong relationships built on respect.

The 2SLGBTQ+ Community

The town of Oakville supports the 2SLGBTQ+ community through recognizing days of significance (e.g., Pride Week). Recreation staff also utilized Oakville’s Inclusion Lens in designing their recreation software and, as a result, removed gender as a mandatory field within the online registration form.

As noted earlier, the 2SLGBTQ+ community often feel unwelcome in community centres and feel isolated as a result. Proactive measures have been undertaken to develop safe spaces (e.g., universal change rooms at OTCC, etc.) and develop programs that are centric to their recreation and sport needs.

Safe Spaces

The introduction of “Safe Spaces’ is one way of welcoming the 2SLGBTQ+ community to public places. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front entrance of a community space indicates that staff have been trained in reducing homophobic and transphobic gestures and slurs and in creating welcoming environments.

Greater discussions with representatives of this community are required to discuss barriers to participation, utilization of space, program design, and the designation of community centres as safe spaces at a minimum.

| Actions – Inclusion, Diversity, Equity, and Access | | |
|--|-------------------------|--|
| <p>12. Regularly review Recreation Connection (financial assistance) fee allowances and work with aligned agencies to promote the program and enhance access to recreation for all residents.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | Updates may be required to address inflationary factors. |
| <p>13. Work with OPL and other departments to offer orientation sessions for newcomers (e.g., registering in programs, services offered, how to, etc.).</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Ongoing (best practice) | n/a |
| <p>14. Engage with representatives of diverse groups and organizations to discuss inclusion, diversity, equity, and accessible (IDEA) goals and objectives, supports available, gaps, and collective impact opportunities.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |

Actions – Inclusion, Diversity, Equity, and Access

15. Engage representatives of **under-served groups** – such as the 2SLGBTQ+ community and Indigenous Peoples – to identify barriers to participation and specific program needs. Develop a **tool kit** of resources for all Recreation and Culture staff that supports inclusion, diversity, equity, and accessibility in Oakville.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|---|
| High | Short-term (2024-33) | Ensure that community centre, facility, and program staff receive training in Safe Spaces and other opportunities to support participation in recreation and sport opportunities for all. Ensure that staff regularly observe public spaces and places to better perceive who is using public spaces and, more importantly, who is not. |

16. Where possible, quantify the participation of **persons with exceptionalities/ disabilities** in town and partnered programs (as well as one to one supported patrons) and strive to remove barriers to ensure an appropriate level of participation.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

3.9 Use of Technology and Data Management in Recreation

Oakville is proactive in the use of technology in creating efficiencies and has implemented strategies and plans to this end. Technology continues to rapidly evolve, and the town has adopted a pilot-based approach to improvements that can be tested and modified based on user feedback. The Digital Oakville Plan articulates improvements and achievements under the following pillars:

- Online Enhancements
- Partnerships and Data
- Digital Infrastructure
- Continuous Improvement

Both the Recreation and Culture Department and the Oakville Public Library are leaders in the collection and analysis of data within the corporation.

The Service Delivery Review for Recreation and Culture completed in 2019 had the following comments on the use of technology and the recommendation for a digital strategy.

- A digital strategy should challenge organizations to consider how to make digital the preferred choice by making it easier, simpler, and more convenient for residents and more efficient internally. With the move to digital comes an exponential increase in data and the ability to usefully analyze it. This provides insights that inform better decision making.
- Digital enablement will only happen when organizations bring technology to the forefront of their priorities. If organizations do not have a plan to adopt new technology,

then it will be done to them instead of with them, as vendors will advance, and residents will want more. This will likely result in a fragmented technology architecture: ineffective, costly, and difficult to use.

- In a study by McKinsey, digital strategies need to look at the complete process end to end (outside in). Failure to do so can increase customer frustration or create operational bottlenecks internally. For example, implementing online registration for programs improves the resident experience, but not integrating it with the systems staff use might mean printing out the registration and rekeying into another system for processing.

The use of technology has influenced both the way that residents recreate and created efficiencies in the backdrop of operations. The disadvantages of technology have affected the delivery of services as it has increased resident’s screen time and decreased activity levels in all age groups. Increasing residents’ physical activity levels is a continual challenge for recreation practitioners. Residents are also showing increasing interest in virtual reality and e-games, again in sedentary activities.

From an operational perspective, technology has assisted in creating efficiencies through reducing staff time and costs which has allowed staff to focus greater energies on community development and program delivery.

Table 13: Some Potential Advantages in the use of Technology in Recreation Service Delivery

| Advantage | Considerations for Recreation Service Delivery |
|---|---|
| Efficiencies | <ul style="list-style-type: none"> • Reduction of staff time to register participants and arrange for rental agreements • Mass mailings to like groups and participants • Reduction of costs to produce and mail out the recreation and culture guide • Online training for staff • Facility efficiencies • Interpretation of public spaces and outdoor activities • Energy management in security and reduction of energy consumption |
| Promotion of Programs and Services | <ul style="list-style-type: none"> • Virtual opportunities (especially during the pandemic) • Online Recreation Guide • Online registration and rental of facilities • Increased communications and information flow |
| Assists in Creating a Sense of Belonging | <ul style="list-style-type: none"> • Inclusion of pictures of diverse populations participating in activities may influence participation and increase a sense of belonging through social media channels • Technology serves to reduces social isolation |
| Collaboration | <ul style="list-style-type: none"> • Shared files on collaborative efforts • Reduced travel time through virtual meetings |

| Advantage | Considerations for Recreation Service Delivery |
|--|--|
| Data Management and Decision-Making | <ul style="list-style-type: none"> • Market segmentation analytics assist staff in developing programs and services to appeal to a local population • Data assists in evidenced-based decision-making • Data also assists in preparing for future service delivery requirements |

One challenge is that major digital system transformation is costly and the return on investment must be demonstrated to justify development and implementation costs. This may leave smaller operating departments to wait longer in creating efficiencies and better systems for their users. Operational requirements are continually changing (e.g., maintenance management system legislative requirements) and changes to technology must be forward-thinking.

The Recreation and Culture department embraces technology and is seeking ways to expand that further within the context of the Digital Plan. Currently, the department has a platform for data and analytics (Qlik Sense). The department also has moved to a new software provider which has greater online functionality and self-serve options. Newer developments included last minute ice bookings and the ability to make picnic bookings online.

Digital Challenges in Recreation and Culture

Data management goals in the Recreation and Culture department include ways and means of increasing participation (both registered and spontaneous users), maximizing utilization of public spaces and non-booked spaces, and utilization of data to this end. During the master plan consultation process, some specific digital and data management gaps were highlighted:

- scheduling software for part-time staff which is a repeatable task and is done manually at this point;
- understanding the full process in the delivery of each service to map the process and use technology to create efficiencies around repeatable tasks;
- tracking community requests/complaints and closure of cases;
- tracking meeting/exceeding performance targets;
- tracking meeting/exceeding articulated levels of service;
- addressing the current lack of demographic and participation data with CORE groups, which would serve to provide a fuller picture of participation in recreation and culture within town facilities and public spaces.

Data Integration

The Recreation and Culture department collects meaningful data to enable staff to understand participation, satisfaction levels and the utilization of facilities and leisure opportunities. These metrics allow staff to make timely and evidenced-based decisions in serving the community. This data also allows staff to set targets and hold staff accountable for their work in terms of participation and utilization levels. Staff discussions centred around better understanding the value of their work within the community – could specific outcomes be attributed to the services they provide. Recreation and culture services are provided by many organizations, institutions and not-for-profit groups in Oakville and therefore it would not be feasible to attribute perceptions about outcomes to any one organization. Other

elements contribute to the notion of access for all including abilities, education levels and income. There is a significant body of work that identifies the benefits of participation in recreation and leisure. Decreased levels of healthcare spending, higher levels of education, better incomes etc., are prime outcomes and benefits.

Understanding the perceived value of participating in recreation and culture in concert with other providers is a worthwhile exercise in such an advanced delivery system as Oakville and may point to gaps in perceived values and point to future educational efforts – especially in an increasingly diverse community. This undertaking could be completed with all service providers (both private and public) to survey the public and follow up with focus groups.

Artificial Intelligence

With the rapid growth of artificial intelligence (AI) in today's world, this technology should not be overlooked in how it can be used in today's world of Parks and Recreation. This technology will no doubt have an impact on how recreation and leisure activities will be delivered to enhance the overall operations of this industry.

The following benefits may come from the use of AI.

- Enhancing the individual user or patron experience through AI technologies can be used to tailor the users' experience through interactive elements such as Virtual or Augmented Reality.
- Analyzing customer data and preferences through AI-powered algorithms that can predict user behavior.
- Utilize AI to collect, store, and analyze data sets within the asset management profile.
- Streamline operations and maintenance through algorithms that monitor facility systems and allow for predictive maintenance.

Technology and Modernization of Facility Operations

Below is a summary of basic and recurring themes for technology and modernization opportunities that can be considered when capital improvements are planned and executed or as part of intensive maintenance improvements at many or all facilities. All improvements should be guided and designed with a resiliency and sustainability lens, both from a financial and environmental perspective.

1. A review of new and emerging software surrounding work order and asset management should continue to be explored. There is added value in having a 'service ticket' or 'work order' solution integrated with a comprehensive asset management system to assist in this regard.
2. Consider exploring 'visitor management technology' with the implementation of smart lighting in areas that allow for reduced lighting and HVAC systems that can be adjusted based on occupancy. All systems should have remote access through internet accessible devices or the Internet of Things (IOT) allowing for a more efficient use and scheduling of various facility components such as lighting, heating, cooling, refrigeration, pool filtration and security to name a few.

3. Continue implementing LED lighting retrofits for all interior and exterior lighting including arenas, sports fields, pools, and gymnasiums as budgets allow. The utilization of the 'Save on Energy' program will allow for rebates to offset the costs of these installs.
4. On-site energy production using solar and geothermal energy and battery storage systems to promote renewable energy along with rainwater collection and filtration for use in the facilities (grey water).
5. Implement energy management software such as 'Intellimeter' that will allow facility managers to manage hydro use and collect data that is useful for monitoring and reporting.
6. Consider the use of drones for improved efficiency in facility management. Especially in the realm of safety and automation. For example, roof inspections due to weather damage.
7. Standardize all coming events electronic display screens in all facilities with a central data input for updating. Incorporate dressing room assignment software system as part of the digital screens upgrades.

With arena refrigeration plants having a high energy demand, updating refrigeration controls and systems has never been more important and needs to be top of mind for facility managers. Examples that can be incorporated include:

- Floating head pressure controls to reduce compressor run hours and improve efficiency of the plant.
- Implementation of 'Sub-Zero' ice management software to reduce staff hours and improve ice monitoring.
- With technology improving through lithium-ion batteries, explore 'greening' of the ice resurfer and ice edgers with electric options.
- 'Level Ice' and 'Fast Ice' technology added to all ice resurfaces as units are replaced.
- Infrared cameras added to control all ice surface controllers.
- There is a great opportunity for heat recovery in refrigeration systems through heat recovery systems such as 'Thermastore' tanks or 'Doucette' desuperheaters. This heat recovery can be used to heat domestic water, pool water, and ice resurfer snow pits etc. Advancement in the past few years has the waste heat from rinks being used to heat multi home developments.

| Actions – Use of Technology and Data Management in Recreation | | |
|---|----------------------|---|
| <p>17. Implement Oakville's Digital Plan and continue to address gaps in data and technology to improve internal processes and performance.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Short-term (2024-33) | Potential areas of focus include scheduling software for part-time staff, process mapping, tracking community requests and complaints, level of service and performance target tracking, participation data for CORE groups, etc. |

Actions – Use of Technology and Data Management in Recreation

18. Expand **digital infrastructure and investments** that leverage data-driven decision-making and the efficient use of technology in facility design and operations.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|---|
| Medium | Ongoing (best practice) | Continue to improve data collection and the development of digital tools that improve community access to information and services, enhance user experiences, and advance facility design and operations. |

3.10 Pricing and User Fees

Oakville has followed industry best practices in determining fees for programs and services by first determining the cost to provide the service. This approach is called the User Fee Policy and includes a user fee procedure and includes a cost-recovery strategy. These corporate policies and procedures provide consistent guidance to all departments as they develop user fees for programs and services. This is completed by allocating a portion of support costs (e.g., promotion, registration etc.) as well as the direct costs of staffing, supplies, and training. The costing methodology follows a standard formula which ensures a level of fairness across all disciplines.

In setting the fee structure, staff determine the value of the service by determining of the program or service contributes to the community good or individual good. Programs and services contributing to the community good accommodate more people in the experience such as special events, public skate, public swim, use of parks, trails, and park amenities. These services add to the health and wellness of the general population and tend to be free or are set at a low fee.

Programs and services that are introductory in nature and encourage lifelong engagement in recreation pursuits have lower rates of cost recovery pending on the age of the participant. Older adults, children, and youth tend to have lower cost recovery rates than adults. The ability to pay by age grouping also comes into consideration.

Programs and services that are geared to a higher level of skill and/or geared toward an individual's skill level (private lessons) are considered as contributing to the individual good and require fuller cost recovery.

A comparison to the market including local and adjacent service providers is undertaken as part of the process to set fees.

The challenge becomes in maintaining adequate participation levels and recovering costs in an environment of high inflation, where the average household may have to be making choices about non-essential spending. Pricing and allocation policies for arenas and pools prioritize access for youth and the town provides a greater subsidy so as to maximize participation and reduce cost barriers. The department should consider extending this approach to other facility types that youth use such as room and gymnasium rentals. It is

suggested that the department refine its pricing methodology based on current costs and utilization/participation levels. The refined pricing methodology must also consider the overall fiscal impacts that each refinement brings – any increases/decreases may have to be phased-in over multiple years .

| Actions – Pricing and User Fees | | |
|--|-------------------------|---|
| <p>19. Refine Recreation and Culture’s pricing policy to reflect appropriate cost recovery levels, age and ability to pay, and the overall goal of increasing participation while achieving revenue targets.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | Undertake a review of user fees to reflect inflationary and cost of living increases, wage adjustments, and indirect costs and compare these draft rates to the market. Examine allocation approaches for facility types without specific policies. |

3.11 Measuring Performance and Setting Targets

A 2023 study “The Price of Inactivity: Measuring the Powerful Impact of Sport, Physical Activity and Recreation (SPAR) in Canada” undertaken and released in partnership by the Canadian Parks and Recreation Association and the Canadian and Fitness Lifestyle Research Institute. This data and the respective impacts on Canadian society are compelling and can assist all levels of government and related organizations make evidenced-based decisions on investments in recreation and culture.

The following table is presented utilizing four pillars in the report and highlights some key findings.

Table 14: Summary of the Impact of Sport, Physical Activity, and Recreation in Canada

| Social | Health |
|--|--|
| <ul style="list-style-type: none"> • SPAR contributes \$13.6 billion in volunteerism • 27% of Canadian adults actively volunteer in SPAR related activities • 76% of Canadians feel welcomed and included through SPAR activities • Programs, especially engaging older adults have the potential to reduce isolation and loneliness and improve social cohesion • 69% of Canadians agreed that SPAR contributes to reduction in harmful behaviours such as suicide ideation | <ul style="list-style-type: none"> • Physical Inactivity accounts for \$3.9 billion of annual healthcare expenditures • Certain conditions like heart disease, diabetes, obesity, anxiety, and depression disproportionately affect equity-seeking populations, such as women, older adults, Indigenous persons, those with disabilities and individuals from the LGBTQ2S+ community • Physical inactivity is a risk factor for mental illness; the cost associated with treating depression in Canada is approximately \$409 million annually. A 10% decrease in physical inactivity can reduce this cost by 17.3% • SPAR has the potential to enhance cognitive function and overall mental health, crucial for quality of life and community prosperity |
| Economy | Environment |
| <ul style="list-style-type: none"> • SPAR contributes \$37.2 billion to Canada’s economy • Retail sales of SPAR products reached \$23.3 billion in 2022, a 7% increase from the previous year, contributing \$21.5 billion to GDP • The amusement, recreation, and sport sector added 42,728 jobs in 2022 compared to 2021 (not including the public sector) • Canadian governments invested \$2 billion in SPAR infrastructure in 2022, with \$1.5 billion coming from municipalities. Some municipal investment could be from federal or provincial/territorial funding (e.g., through grants and contributions) | <ul style="list-style-type: none"> • The replacement value of replacing SPAR infrastructure is estimated at \$42.5 billion annually • If 1% of Canadians switched from car use to active transportation, \$564 million could be saved in greenhouse gas emissions • A 2% increase in bicycle infrastructure investment can prevent up to 18 premature deaths and reduce carbon emissions by up to 142,000 tonnes over 10 years |

Understanding the local impacts may be even more beneficial and meaningful to Oakville. The Canadian Index of Wellbeing (developed by the University of Waterloo) has assisted regional and local governments to assess their standing in 8 distinct domains including:

1. Community Vitality
2. Democratic Engagement
3. Education
4. Environment
5. Healthy Populations
6. Leisure and Culture
7. Living Standards
8. Time Use

Within each domain there are specific metrics that can assist municipalities assess their strengths and gaps and collaborate with community partners to address identified priorities.

The recreation and culture domain includes measures surrounding participation, such as:

- a) Percentage of the population engaged to moderate to active physical activity
- b) Average percentage of time spent on previous day in social leisure activities
- c) Average percentage of time spent on previous day in arts and culture activities
- d) Average number of hours spent in the last year volunteering for culture and recreation organizations

Perceptions and experiences are also measures within the domain that can be custom developed to the municipality in terms of satisfaction, the quality of experiences, and resident perceptions about impacts.

Understanding this quantified data will assist Oakville in focusing and measuring changes from year to year. Understanding the value of participating in recreation and culture undertaken in concert with other providers is a worthwhile exercise in such an advanced delivery system as Oakville. This exercise will point to gaps in perceived value and to future educational and programmatic efforts – especially in an increasingly diverse community. This undertaking could be completed with both private and public service providers to survey the community and collectively follow up to address perceived gaps and priorities.

| Actions – Measuring Performance and Setting Targets | | |
|--|-------------------------|----------------------|
| <p>20. Expand existing performance measures by working with other service providers to identify the impact of recreation and culture in Oakville, ensuring that diverse voices are included.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Ongoing (best practice) | n/a |

3.12 Levels of Service

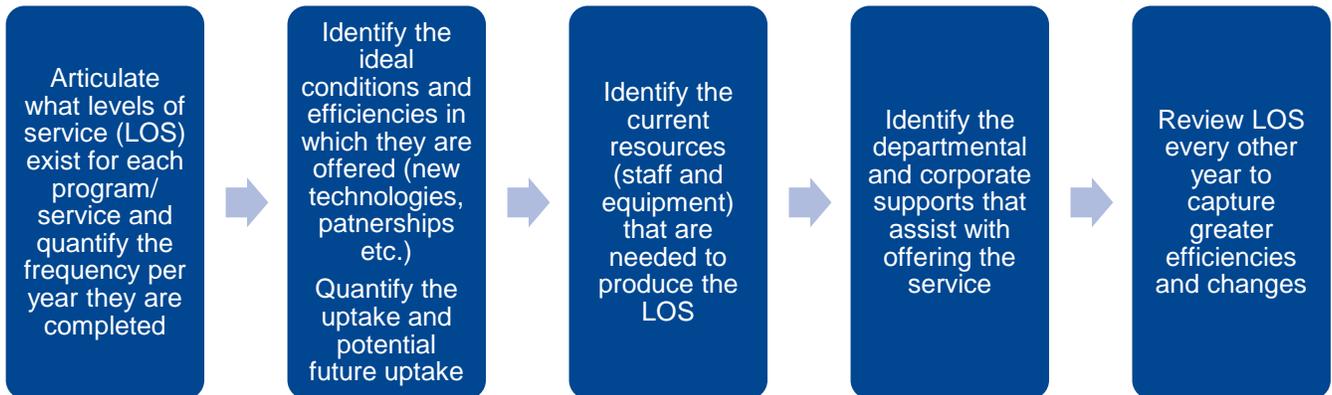
Considering the current and future population growth in Oakville, it is important not only to determine facility and service requirements from a planning perspective, but also to know the operational requirements (e.g., staffing, equipment, etc.) as well.

The initial step in this process includes determining the current level of service in each discipline and projecting that standard to a greater population base. Many factors will come into consideration including volunteer capacity and determining the core services that the town should deliver directly. For example, aquatics may offer seven lesson sets per year and require the capacity to deliver enough lessons to accommodate 20% of the population each year. This allows staff to project aquatic lesson sets for the future based on these assumptions.

The next step is to quantify the costs to deliver this level of service including but not, limited to the number of staff, training and supervisory hours, volunteer recruitment training and

supervision, as well as developing and promoting lessons, registration, etc. Identifying and costing the process prompts staff to look for greater efficiencies. The point of the exercise is to encourage the administration to plan and identify operational costs of providing the same level of service to a greater population as efficiently as possible. Further, this approach allows Council to approve the levels of service and understand the costs associated with opening new facilities as a result of the increasing population.

Figure 6: Identifying Levels of Service



| Actions – Levels of Service | | |
|---|----------------------|----------------------|
| <p>21. Review and articulate levels of service in each recreation discipline and complete a process mapping exercise to look for greater efficiencies to plan for a growing population and the use of additional facility spaces.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

4. Recreation Facilities

This section contains an examination of recreation facility needs based on the approach identified in Section 1.4. Supporting inventory, condition and usage data, recommendations from related studies (and their current status), and public and stakeholder input can be found in the Stage 1 and 2 Reports.

4.1 Overview

From community centres to indoor pools, arenas to fitness centres, and seniors centres to arts-focused spaces, Oakville's recreation facilities are critical community spaces that inspire people to get active, connect, and create a shared sense of belonging. They are places where Oakville comes together to participate, develop skills, create friendships, and build the kind of community in which we all want to live. Our community centres are the foundation for an array of activities, programs, and spaces that have become vital to supporting our diverse needs and offering affordable, accessible, and high-quality recreation opportunities that are vital to Oakville's health and prosperity.

The following **objectives** have emerged from the research and consultation phases:

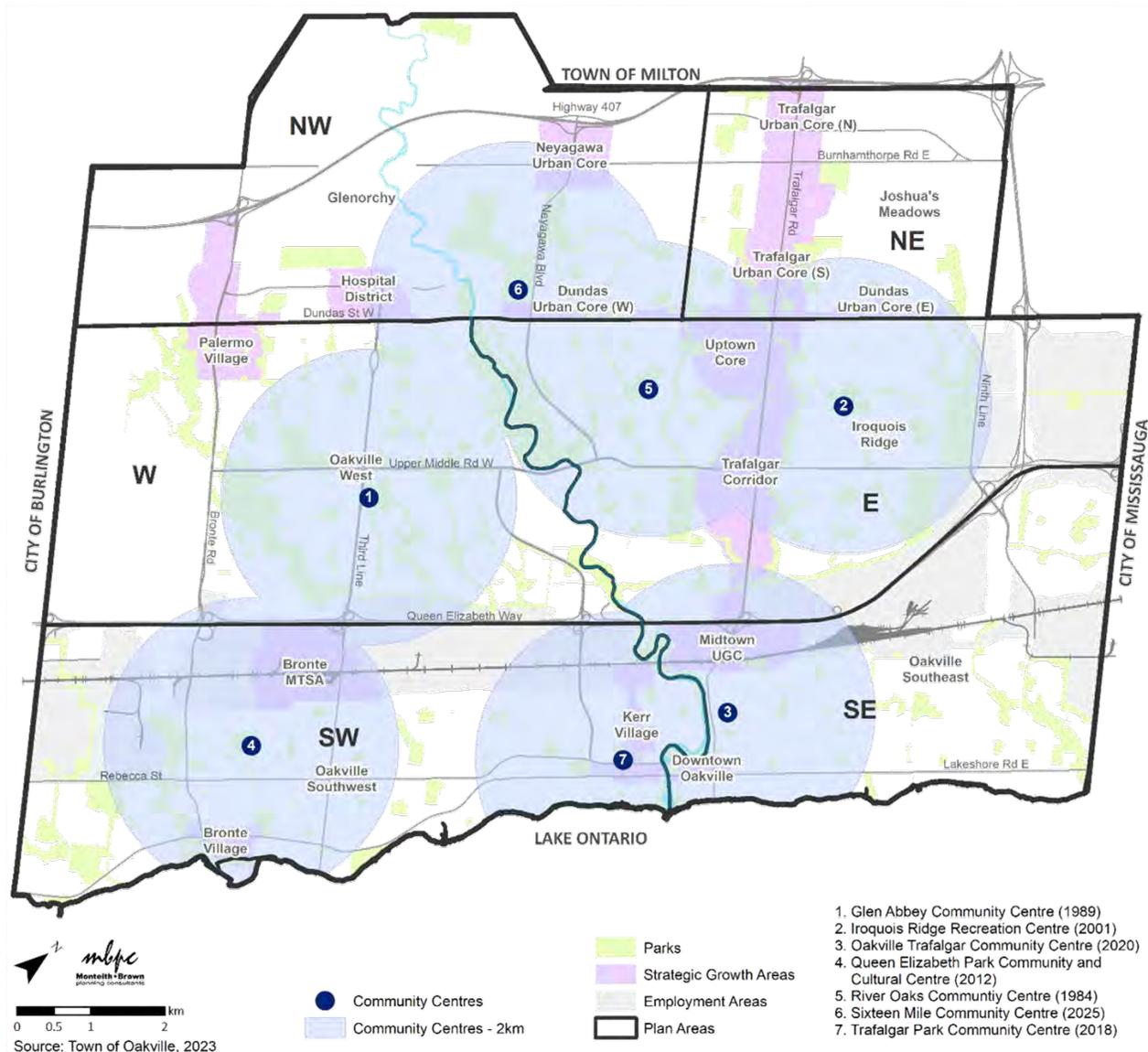
- A. **Prioritize Facility Expansion and Revitalization:** Updating and expanding existing community centres is needed to better optimize space considering growing and emerging needs. Key sites include Glen Abbey Recreation Centre and River Oaks Community Centre. Opportunities to extend hours and space at the Sir John Colborne Recreation Centre should also be evaluated, as well as expanding seniors' programming at other centres.
- B. **Consider New Models for Community Space:** Additional community centres and facilities will be needed in strategic growth areas to support new residents. Many of these will be on partnered sites and may involve condominium arrangements. They will be smaller and more intensely programmed than many existing facilities, with different focuses based on location. Creative financial arrangements will be required, such as the sale of air rights above town facilities. The indoor aquatics system will also be evaluated to respond to pent-up demands, the need for more instructional and drop-in opportunities, and staffing shortages.
- C. **Re-imagine Single Pad Arenas:** Evaluate opportunities to repurpose selected single-pad arena facilities and sites to in-demand uses. These facilities could be re-imagined as year-round community activity hubs (e.g., gymnasiums, turf fields, etc.), sport-specific hubs (e.g., racquet sports, etc.), or parks with needed neighbourhood amenities.
- D. **Modernize Outdoor Pools:** Rationalize the continued provision of outdoor pools. Consider opportunities to rebuild an existing site as a modern destination for outdoor community aquatics, while removing selected sites from operation (replacing with other in-demand infrastructure).
- E. **Support Sport Tourism and Sport-Friendly Facilities:** Plan major sports facilities through a regional lens, in partnership with sport tourism bodies and in alignment with economic development strategies. Create a regional sport working group to address the planning, design, permitting, and joint use of municipal and school facilities. Develop a Sport Tourism Strategy to address sport-specific priorities, hosting requirements, and non-core aspects of the Long-term Development continuum.

4.2 Community Centres

Overview

The town is a trusted provider of recreation services and community centres are hubs that offer a wide range of drop-in and registered programming and rental spaces for the community. Oakville currently operates six (6) community centres³, including Glen Abbey (GACC), Iroquois Ridge (IRCC), Oakville Trafalgar (OTCC), River Oaks (ROCC), Queen Elizabeth Park (QEPCCC), and Trafalgar Park (TPCC). A seventh (7th) facility – Sixteen Mile Community Centre (SMCC) is currently under construction in North Oakville.

Figure 7: Town of Oakville Community Centres and Other Recreation Facilities, including General Catchment Areas



³ Facilities that are designed or function primarily for a single type of recreational activity (e.g., ice sports, aquatics, seniors' programming) are not defined as community centres and are assessed separately within this plan.

Community centres are for everyone. They are safe and welcoming places that support personal wellness, social connections, and community activities. Infrastructure equity and spatial distribution of community centres is a strength in Oakville – all of Oakville’s community centres have been designed to serve numerous uses and support multiple neighbourhoods. The centres are all multi-use, inclusive, and high-quality spaces – OTCC recently received a Parks and Recreation Ontario Aquatics Award for Excellence in Facility Design. Each of these facilities offer fitness centres, program rooms, and access to parks and outdoor amenities, while most also contain gymnasiums, pools, arenas, seniors spaces, and libraries.

Facility Needs

Community centres are planned based on geographic accessibility and population. A town-wide provision target of one multi-use community centre per 45,000 population was established in the 2012 Master Plan, with catchment areas of up to 2.5 km. With one-half of the town’s community centres opening since this time (QEPCCC, TPCC, and OTCC), Oakville has been on an accelerated building schedule and is currently providing one facility per 37,500 residents.

Looking ahead, the master planning target of **one community centre per 45,000 residents** remains appropriate based on current service levels both locally and in comparator municipalities, coupled with strategies to enhance and improve existing facilities. With a forecast of nearly 443,000 persons by 2051, application of this target supports a long-range town-wide provision level of 10 locations – **three more than are currently provided** (not including SMCC which is counted in the inventory as it is under construction).

Note: As not all community centres are similarly designed, these targets are not intended to indicate overall capacity and demand for programming or facility components, but rather to serve as long-term indicators for provision; the needs assessments for specific facility components provided in subsequent sections of this report provide additional detail in this regard.

Table 15: Projection of Community Centre Needs based on Recommended Provision Target

| Forecasted Population | Community Centre Needs (1:45,000 pop.) | Deviation from Current Supply (7 centres)* |
|--------------------------|--|--|
| 225,000 (current) | 5.0 | -2.0 (surplus) |
| 250,000 (2026) | 5.6 | -1.4 (surplus) |
| 300,000 (2032) | 6.7 | -0.3 (deficit) |
| 350,000 (2038) | 7.8 | 0.8 (deficit) |
| 400,000 (2045) | 8.9 | 1.9 (deficit) |
| 442,941 (2051) | 9.8 | 2.8 (deficit) |

* includes the Sixteen Mile Community Centre which is currently under construction

While the ongoing SMCC project (the town’s seventh community centre) is intended to serve new communities in the north, it will not be enough to address all growth-related needs north of Dundas Street – North Oakville should be the focus of future community centre

development. The town's most recent community centre projects have all been in South Oakville and were brought about by facility-renewal opportunities and broader community revitalization projects. Each of these facilities (QEPCCC, TPCC, and OTCC) have capacity to accommodate some localized demand from future growth (e.g., Midtown Oakville, Bronte, etc.).

Community Centre Models

While some future community centres may look a lot like the facilities recently built by the town, a new model for community centre provision is needed to reflect the evolving urban structure in strategic growth areas, which will offer fewer opportunities for traditional facility development.

Higher growth rates within strategic growth areas will have a number of impacts on community centre planning, design and delivery, necessitating renewal, expansion, and new forms of facility provision.

For example, growth in strategic growth areas will:

- result in smaller housing units, placing greater demand on the public realm and public amenities;
- create a greater need to invest in the expansion and revitalization of facilities within proximity to strategic growth areas;
- require adjustments to programming and hours to accommodate growing demand at existing community centres; wait lists may increase and access may need to be reallocated to priority groups;
- impact the complexity and cost of facility provision and development (due partially to higher land values);
- necessitate a greater focus on innovative facility provision strategies within high density areas, such as those involving partnerships and leased space within integrated multi-partner developments;
- allow for improved pedestrian, cycling, and transit access;
- lead to expanded options for private amenity space (e.g., condo pools, fitness centres, etc.); municipal programming within these spaces will likely be restricted, therefore their ability to serve a broader population may be quite limited.

Community centres located in areas of higher density will be an important part of Oakville's facility provision strategy moving forward. Residents living in higher density areas rely on public facilities to offer safe and inclusive spaces for respite, interaction, and wellness. However, the provision of community centres within denser areas faces unique challenges and opportunities. Most notably, land costs will be greater, resulting in a smaller footprint and likelihood of a multi-storey community centre within a mixed-use building. To help keep costs down and to leverage synergies, partnerships with schools, libraries, non-profit providers, residential complexes, and others are more likely to be pursued – these projects can be much more complex and may take longer to realize.

With nearly three-quarters (73%) of Oakville’s future growth allocated to strategic growth areas such as Trafalgar Urban Core, Midtown Oakville, and Palermo Village, large land-intensive community centres may not be feasible. Further, mobility in these areas will be different, with an emphasis on active transportation (walking, cycling, etc.) and public transit.

Based on these considerations, a two-tiered community centre provision model is recommended (see below):

- **“Multi-use community centres”** refer to the town’s traditional approach to building design, whereby the centre is a stand-alone building (or possibly co-located with another public use), but on a larger plot of land that is in public ownership.
- **“Local community centres”** are smaller, possibly multi-storey centres that are within shared building models with other government services or incorporated within the podium of mixed-use or high-rise residential buildings; they will be more common in strategic growth areas where land is at a premium and may be part of a condominium or leased ownership structure.

Table 16: Planning Guidelines for New Community Centres

| Description | Multi-use Community Centres | Local Community Centres |
|--------------------------------|--|---|
| Location | <ul style="list-style-type: none"> • may be provided anywhere, though less likely in strategic growth areas | <ul style="list-style-type: none"> • higher density strategic growth areas |
| Building Considerations | <ul style="list-style-type: none"> • larger – generally 50,000+ sf • more horizontal – commonly co-located with a community park and outdoor space • more likely to be a stand-alone building | <ul style="list-style-type: none"> • smaller – generally 20,000 to 40,000 sf (excluding library space) • more vertical (or stacked) – may be part of a multi-storey mixed-use building (in the podium, with ground level access) or shared space with other service providers (e.g., transit, housing, social services, etc.) • lease arrangements may be considered |
| Catchment and Travel | <ul style="list-style-type: none"> • generally serving a population of 45,000+ residents • up to 2.5 km • users are more likely to travel by private vehicle (but transit access is required) • substantial off-street parking is required | <ul style="list-style-type: none"> • generally serving a population of 25,000+ residents • 1.25 km (15-minute walk) • users are more likely to travel by foot, bike, or public transit • minimal off-street parking is required |
| Partnership Potential | <ul style="list-style-type: none"> • likely to be delivered, funded, and operated by the town • not typically co-located with schools (unless local community centre model) | <ul style="list-style-type: none"> • likely to be operated by the town, but may be delivered and/or partially funded by developer • may be co-located with schools or other civic uses • model is conducive to a broader variety of non-recreational service partners |

| Description | Multi-use Community Centres | Local Community Centres |
|--------------------------------|--|---|
| Core Program Components | <ul style="list-style-type: none"> core components generally include indoor pool, gymnasium, library branch, multi-use program space, common areas other potential components include arenas, youth and/or seniors' space, etc. centres will provide a "one-stop shop" experience for residents of all ages | <ul style="list-style-type: none"> core components include gymnasium, library branch, multi-use program space, common areas other potential components include youth and/or seniors' space, etc. programs will be locally-driven and may vary considerably from other nearby centres |
| Potential Locations | <ul style="list-style-type: none"> Sixteen Mile Community Centre Trafalgar Urban Core South | <ul style="list-style-type: none"> Palermo Village Trafalgar Urban Core North |
| Existing Examples | <ul style="list-style-type: none"> Glen Abbey Community Centre Oakville Trafalgar Community Centre | <ul style="list-style-type: none"> none in Oakville One Yonge Community Recreation Centre (City of Toronto) David Braley Vaughan Metropolitan Centre of Community (City of Vaughan) |

Proposed Capital Program

A series of capital projects are recommended to address these needs, with consideration being given to the location and timing of population growth, existing locations, and geographic equity. Recommended projects aimed at revitalizing existing community centres (discussed further in the next section) and addressing gap areas and growing communities are listed in the following table. Sites will need to be secured for many of these projects and should be made a priority in the short-term. As is the case with any major building project, feasibility studies will be prepared to define and confirm design, sizing, and financial implications of new or revitalized/expanded facilities.

Table 17: Recommended Community Centre Development Program (listed in proposed order)

| Recommended Actions | Recommended Timing |
|--|----------------------------------|
| <p>1. Sixteen Mile Community Centre (under construction): Open the Sixteen Mile Community Centre, consisting of an indoor aquatic centre, fitness centre, gymnasium, library branch, etc.</p> | 2025 |
| <p>2. Glen Abbey Community Centre (expansion/revitalization): Potential changes include: replace existing pool with 6+ lane 25M tank and smaller warm-water tank; new change rooms and sauna facilities; enlarge gymnasium by swapping with fitness centre and expanding the building; add 2 squash courts; and renovate lobby, front desk, fitness centre, studio spaces, etc.</p> | initiate detailed planning ~2027 |
| <p>3. Palermo Village (new): Develop a local community centre as part of the transit hub proposed for north of Dundas Street. The site may be co-located with other civic uses (e.g., library, etc.) or be part of a condominium development. Potential components include: gymnasium, meeting and activity rooms, library branch, etc.</p> | ~325,000 population |

| Recommended Actions | Recommended Timing |
|--|--------------------------------|
| <p>4. River Oaks Community Centre (expansion/revitalization): Potential changes include: gymnasium expansion; new fitness centre and studio spaces through removal of squash and racquetball courts; renovation of change rooms; and create opportunity for library branch at front of building (in place of existing multi-purpose rooms).</p> | <p>Medium-term (2034-2041)</p> |
| <p>5. Trafalgar Urban Core South (new): Develop a multi-use community centre to serve residents in Trafalgar Urban Core South and the Dundas Urban Core Areas. Other potential components include: indoor pool (6-10 lanes, 25M), gymnasium, fitness centre, auditorium, meeting and activity rooms, etc.</p> | <p>~375,000 population</p> |
| <p>6. Trafalgar Urban Core North (new): Develop a local community centre to serve residents in Trafalgar Urban Core North. The site may be co-located with other civic uses (e.g., library) or be part of a condominium development. Potential components include: gymnasium, meeting and activity rooms, library branch, etc.</p> | <p>~425,000 population</p> |
| <p>7. Other Community Centre Expansion/Revitalization Projects: Locations and timing to be determined through further study.</p> | <p>As required</p> |

Areas not identified herein (e.g., Clearview, Joshua Meadows, etc.) do not meet the population thresholds to support the development of a new multi-use or local community centre and/or are within the catchment area of another existing or planned centre. In localized areas with higher needs, efforts should be made to leverage existing locations (e.g., parks, schools, partnered sites, etc.) to offer appropriate programming and activities inline with community needs.

It is important to recognize that planning and execution can take several years as many building projects are complex undertakings that involve multiple partners, funding sources, approvals, and site-specific considerations. Projects should only proceed when funding has been confirmed and should involve additional public consultation, followed by design and engineering, tendering and procurement, and construction. Funding approvals may be required at each stage.

Facility Expansion and Revitalization

Although most facilities are in good physical condition, many are becoming increasingly dated and outmoded due to their design, era of construction, functional barriers, and changing standards and expectations. Residents expressed a growing desire for large-scale facility revitalization initiatives that go beyond state of good repair by enhancing access to needed spaces and services. Where possible, the preferred approach would be to undertake one comprehensive renovation instead of multiple smaller-scale projects over a few years as this has potential for greater positive impacts and economies of scale.

Community centres have a typical lifespan in the range of 40 to 50 years, at which point significant reinvestment and/or rationalization is typically required. A focus must be placed on

expanding and revitalizing older centres to ensure they provide contemporary spaces that meet current and future needs, recognizing that quality can have a significant influence on facility use – people are known to travel past their closest community centre if another one has the programs, times, and overall experience that they are seeking. Reinvesting in existing community centres makes good economic sense, is supported by the public, and will be a priority for Oakville. Some of the best opportunities for meeting future needs are on lands controlled by the town.

Expansion and reinvestment can be transformative and high-quality spaces and services are critical. Projects should consider new amenities (supported by demonstrated needs) and comfort amenities that respond to a broad range of needs, such as flexible community and program spaces, natural light, barrier-free spaces, and more. Large-scale capital projects may also present opportunities to install more energy-efficient building systems.

The table above also includes the revitalization of two existing centres in the short- to medium-term – Glen Abbey Community Centre (detailed planning to begin in 2027) and River Oaks Community Centre (between 2034 and 2041). Each of these community centres are in areas that are growing and are in proximity to strategic growth areas. They both offer great locations to accommodate some of this growth, especially if construction of new facilities is delayed.

Input from residents, stakeholders, and municipal officials, coupled with condition and usage reports and the consulting team’s observations, have led to the identification of potential opportunities that may be considered as part of a larger-scale expansion and revitalization of Glen Abbey Community Centre (1st priority, short-term) and River Oaks Community Centre (2nd priority, medium-term).

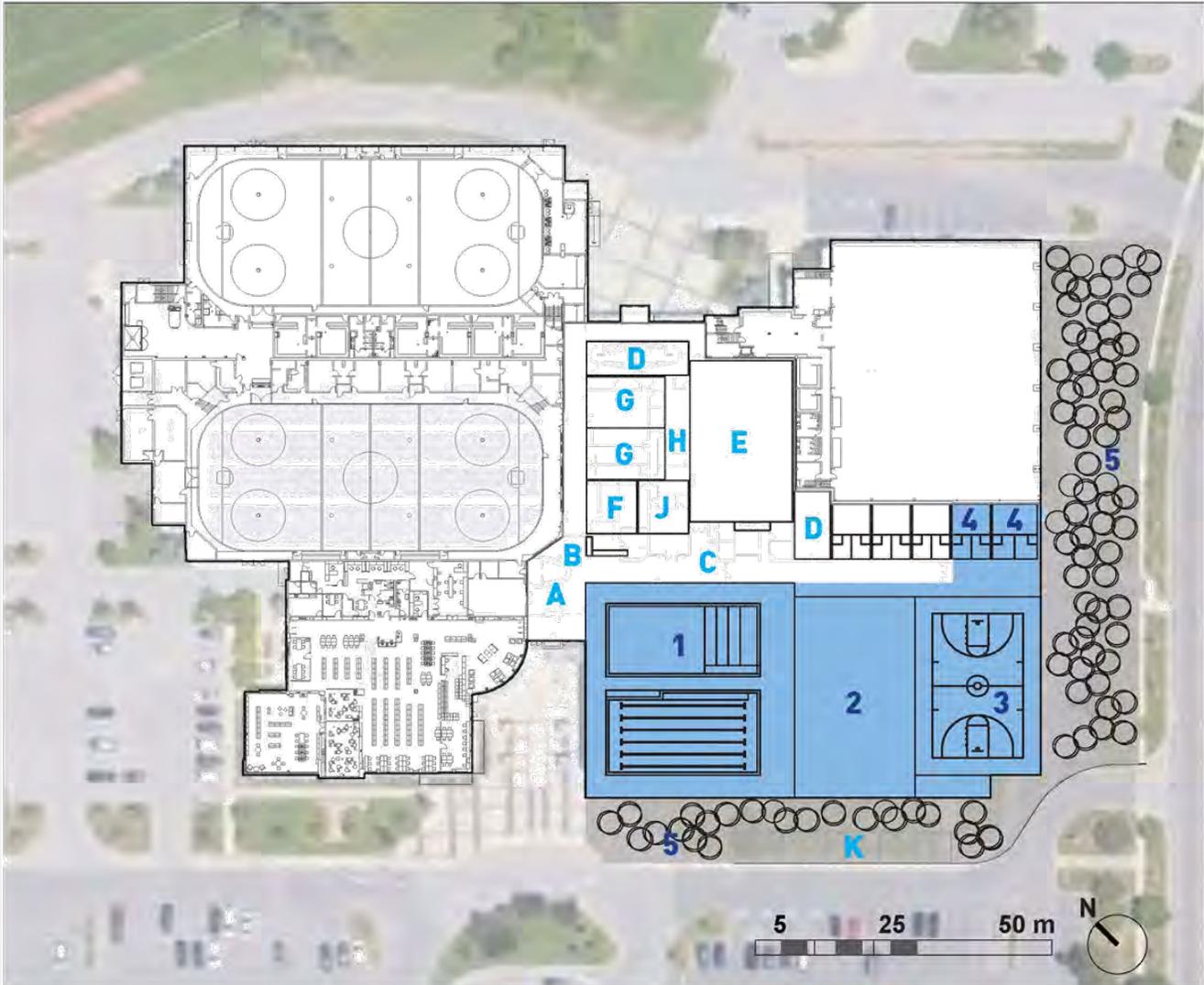
These ideas – which are documented in the following tables and conceptual plans – go beyond lifecycle renewal by recommending the repurposing of spaces and/or facility expansions that will help to elevate existing community centres to current Oakville standards (e.g., full size gymnasiums, multi-tank aquatic centres, etc.). These suggestions may be used to inform the development of feasibility studies for each facility that would involve more detailed investigations, costing, and public engagement. Additional analysis is required to determine potential funding sources for these projects (e.g., reserves, DC funds, etc.), which may impact overall project timing.

Table 18: Preliminary Expansion and Revitalization Considerations for Glen Abbey Community Centre (subject to feasibility analysis)

| Glen Abbey Community Centre | |
|-----------------------------|---|
| Addition Area | 32,000 sf (approximate) |
| Renovation Area | 21,000 sf (approximate) |
| Notes | <p>Demolishing the existing aquatic hall and fitness wing of the community centre will provide the necessary flexibility and make space for a 6-lane lap pool, a separate leisure pool, a gymnasium and larger change rooms to accommodate adequate family change rooms.</p> <p>The addition will also update the facility with a new entrance and front building face.</p> <p>Moving the reception desk to the NE corner of the lobby allows better staff control to membership program areas.</p> <p>Viewing areas to the pool, the gymnasium and the squash courts can be created by widening the corridor to make space for seating.</p> <p>Moving the fitness space into the existing gymnasium space allows program expansion from 3,300 sf to 5,300 sf. Natural light to improve the quality of the space could be brought in from the roof.</p> <p>The organization of the auxiliary spaces between the existing arena and gymnasium do not optimize the available space and complicate controlled access requirements. Reconfiguring the layout will make room for administration spaces, a spin class and multi-purpose rooms.</p> <p>Extending the building footprint may eliminate the driveway to the east.</p> <p>There is room to add a World Squash Federation singles and doubles Court.</p> <p>The net parking spaces on the site should remain the same if some spaces are relocated south of the proposed addition.</p> |

Notes: All comments and concepts are based on high level reviews and will require confirmation based on engineered, detailed assessments of existing conditions. Renovations of existing facilities should always consider interim use during construction and seek minimal disruption by isolating areas of work to the greatest extent possible.

Figure 8: Preliminary Concept Plan for Glen Abbey Community Centre (subject to feasibility analysis)



ADDITION

- 1 AQUATIC HALL
- 2 CHANGE ROOMS with SAUNAS
- 3 GYMNASIUM
- 4 SQUASH COURT
- 5 LANDSCAPE AREA

RENOVATION

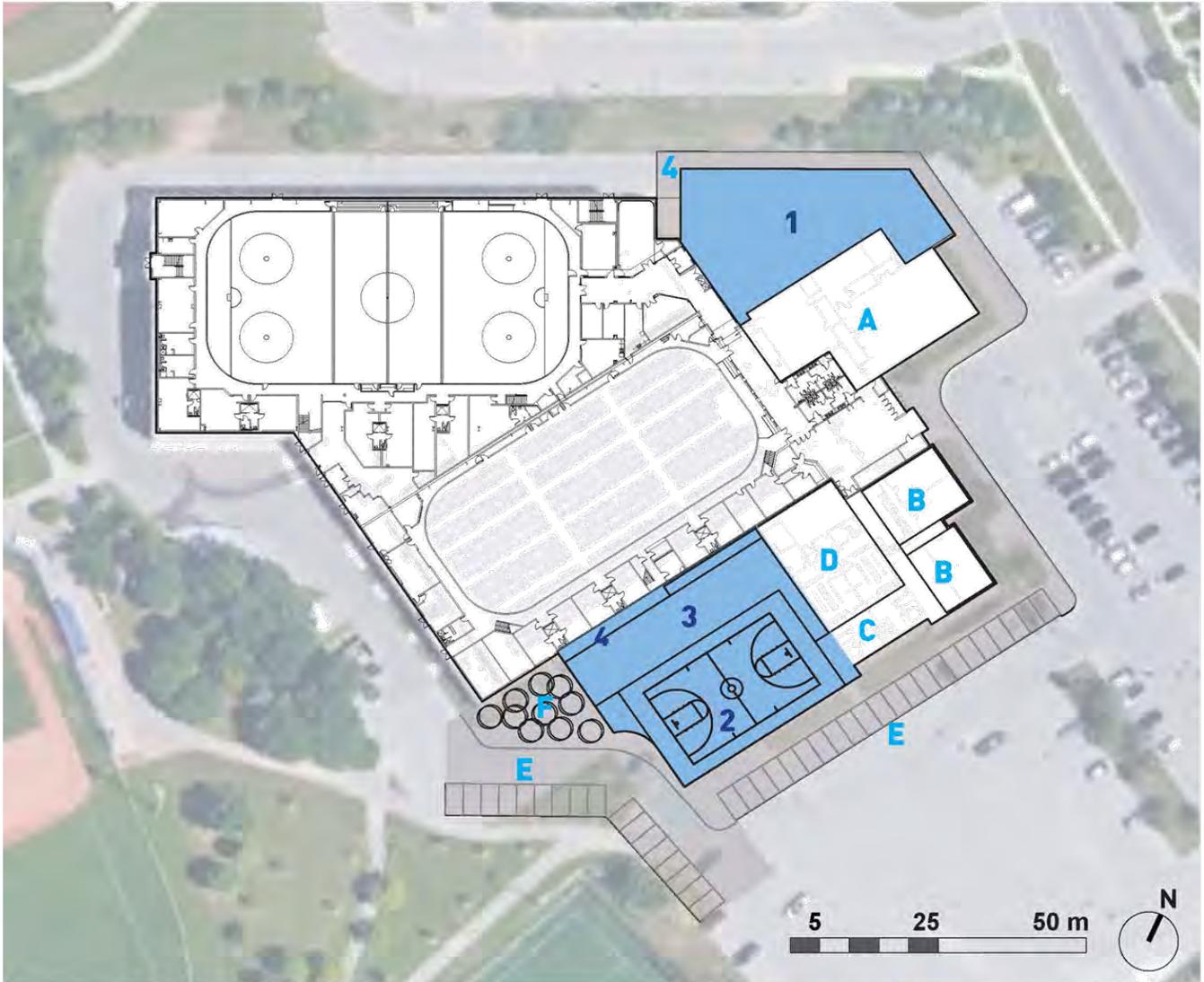
- A LOBBY
- B FRONT DESK
- C VIEWING AREA
- D WASHROOMS
- E FITNESS CENTRE
- F ADMINISTRATION
- G MULTI-PURPOSE ROOM
- H STORAGE
- J SPIN STUDIO
- K NEW PARKING

Table 19: Preliminary Expansion and Revitalization Considerations for River Oaks Community Centre (subject to feasibility analysis)

| River Oaks Community Centre | |
|------------------------------------|--|
| Addition Area | Fitness – 11,200 sf (approximate) Library – 7,000 sf (approximate) |
| Renovation Area | Fitness – 9,700 sf (approximate) Library – 8,840 sf (approximate) |
| Notes | <p>The proposed concept wraps around the front of the building and has great potential to bring a renewed identity to the entire facility.</p> <p>The existing lobby and reception desk area can be maintained.</p> <p>The current squash courts and viewing areas require a lowered floor to achieve the necessary ceiling clearances. This configuration creates accessibility issues. Moving the squash program to another facility and raising the finished floor to the lobby level eliminates this issue, amounting to more flexible fitness studio space.</p> <p>The existing fitness space is limited by the clearances of its structural system. Demolishing this area clears space for a new gymnasium and a relocated fitness space.</p> <p>The site does limit the potential fitness space. The new program area is slightly reduced from 5,000 sf to 4,385 sf. However, the new space has a width of 9m which can accommodate efficient fitness equipment layout.</p> <p>Emergency exit doors along the south side of the arena must be maintained as part of the addition.</p> <p>There is room for the library to have an independent entrance.</p> <p>The existing structural system of the facility will limit the potential organization of the library spaces and the available space for the required program. The demolition scope will need to be balanced with the effectiveness of adapting the existing building to new uses.</p> <p>The addition for the library will encroach on the existing driveway that currently surrounds the building.</p> <p>There is a potential loss of 5 parking spaces.</p> |

Notes: All comments and concepts are based on high level reviews and will require confirmation based on engineered, detailed assessments of existing conditions. Renovations of existing facilities should always consider interim use during construction and seek minimal disruption by isolating areas of work to the greatest extent possible.

Figure 9: Preliminary Concept Plan for River Oaks Community Centre (subject to feasibility analysis)



ADDITION

- 1 LIBRARY BRANCH
- 2 GYMNASIUM
- 3 FITNESS CENTRE
- 4 PROTECT EMERGENCY EXIT

RENOVATION

- A LIBRARY SPACES
- B FITNESS STUDIOS
- C LOUNGE SPACE
- D CHANGE ROOMS
- E RECONFIGURED PARKING
- F NEW LANDSCAPING

Longer-term revitalization priorities to be considered through future master plans include Iroquois Ridge Community Centre and Queen Elizabeth Park Community and Cultural Centre. Both of these facilities which will reach an age during the timeframe of this plan where strategic renewal and upgrades are likely to be required. This master plan recommends a capital renovation and replacement strategy for recreation and cultural facilities to assess the cost/benefit of renovating, upgrading, or repurposing and and/or underperforming assets (see section 8.1).

Design and Programming (see also Section 3.4)

Community centre design and operation must recognize that different areas of Oakville have different needs influenced by their demographic, lifestyle, and behavioural traits. For example, recent growth in North Oakville has included a higher proportion of middle-aged families with younger children, as well as people who identify as a visible minority and recent immigrants. Conversely, more stable communities are likely to witness an aging of the population.

Design of spaces and services must be sensitive to these characteristics and reflective of the needs of emerging cultures. Recreation can play a unique role in the integration of new immigrants into their chosen community, breaking down social barriers and building connections within diverse communities. Trends suggest that newcomers to Canada tend to be attracted to activities that are classified as “active leisure”, such as walking/running, swimming, and fitness, but are less likely to play organized sports.

Additionally, technology-based programs represent a growing area of focus for recreation departments across North America. STEAM programming, robotics, content creation, Esports, and more are a great way to attract youth and build skills that will be needed in the future. More resources will be required to support these and other emerging areas, perhaps in collaboration with OPL and other partners. Offering more tech-based programming could represent an opportunity for the QEPCCC (alignment with current mandate) or a future local community centre in the north (proximity to younger families and newcomers). Some case studies of technology-oriented community centres are presented on the next page.

Oakville will continue to strive to design safe, welcoming, and inclusive spaces that invite people to participate, learn new things, and connect with one another. With community centres serving as hubs for both activities and community life, this means creating opportunities for underserved populations as well as finding space and resources for emerging activities. Oakville is encouraged to develop a program model that offers a suite of core services across all community centres (space permitting), supplemented by other opportunities that are respond to the unique needs of the community. Additional resources for research, outreach, and partnerships will be required to ensure that programs are effectively designed to address localized needs.

CASE STUDIES – TECHNOLOGY AND STEM-FOCUSED COMMUNITY CENTRES

[Becker Technology Centre and Recreation Park \(Las Vegas\)](#)

The Becker Technology Centre and Recreation Park was developed in 2023 in Las Vegas, Nevada. The 5,800 square foot community centre is located in a park and focuses on providing technology and STEM recreation opportunities over the traditional sports and recreation activities. The building contains a STEM lab, flex classroom, E-sports room and theatre, and a multimedia room. These spaces allow for innovative programming such as smart phone classes for seniors, coding workshops, DJ music lessons, 3D printing, drone soccer, and more.



Becker Technology Centre⁴



Becker Technology Centre⁵



Becker Technology Centre⁶



Becker Technology Centre⁷

⁴ Source: <https://registration.lasvegasnevada.gov>

⁵ Source: <https://www.reviewjournal.com/local/local-las-vegas/drone-soccer-aims-to-teach-kids-more-than-a-fun-esport-2804834/>

⁶ Ibid.

⁷ Ibid.

[Brampton Collaborative Learning and Technology Centre](#)

The Brampton Collaborative Learning and Technology Centre opened in 2023 within a 7,000 square foot satellite building of the Central Peel Secondary School. This location features five classrooms (including a computer lab), and two collaboration spaces focused on innovative technology. Programs and spaces are designed to be used for STEM-related programming for students and youth from across Brampton. There are plans to expand offerings to include STEM-related adult learning and family programming. The development and use of this centre is provided through a collaboration between the City and Peel District School Board.



Brampton Technology Centre, Photo⁸

[City of Coquitlam Community Centre in Town Centre Park](#)

The Coquitlam Community Centre is located in Town Centre Park in the City of Coquitlam, British Columbia. The existing innovation hub was transformed into a new community centre to increase public access. The 11,250 sq. ft. community centre includes a living room, concession area, multi-purpose rooms, studio/maker's space, lounge, meeting rooms, and exterior plaza. Programming focuses on STEM programming and lifelong learning opportunities such as talks, lectures, language classes, and demonstrations. Large open space that will function as a community living room. Construction of the project is scheduled for completion in 2024.



Coquitlam Community Centre, Photo⁹

⁸ Source: <https://www.brampton.ca/EN/residents/Recreation/Community-Centres/Pages/The-Collaborative-Learning-and-Technology-Centre.aspx>

⁹ Source: <https://www.tricitynews.com/local-news/upgrades-set-to-turn-coquitlam-innovation-hub-into-new-community-centre-6528466>

Actions – Community Centres

- 22.** Take immediate and sustained steps to implement the recommended **community centre development and expansion/revitalization program**. This includes (in general order of priority):
- development of the Sixteen Mile Community Centre (ongoing)
 - expansion/revitalization of Glen Abbey Community Centre
 - development of local community centre in Palermo (with OPL)
 - expansion/revitalization of River Oaks Community Centre
 - development of a multi-use community centre in Trafalgar Urban Core South
 - development of local community centre in Trafalgar Urban Core North (with OPL)

| Priority | Proposed Timing | Implementation Notes |
|--|--|---|
| Growth-related (new builds) | a) under construction (2025) | Planning target is one community centre per 45,000 residents. Some centres may be part of multi-stakeholder sites or condominium buildings. Sites and/or partnership agreements will need to be secured for many of these proposed projects to proceed and should be made a priority many years ahead of construction. |
| High (expansion/revitalization projects) | b) detailed planning to begin in ~2027 | |
| | c) 325,000 population | |
| | d) medium-term (2034-41) | |
| | e) 375,000 population | |
| | f) 425,000 population | |

4.3 Indoor Pools

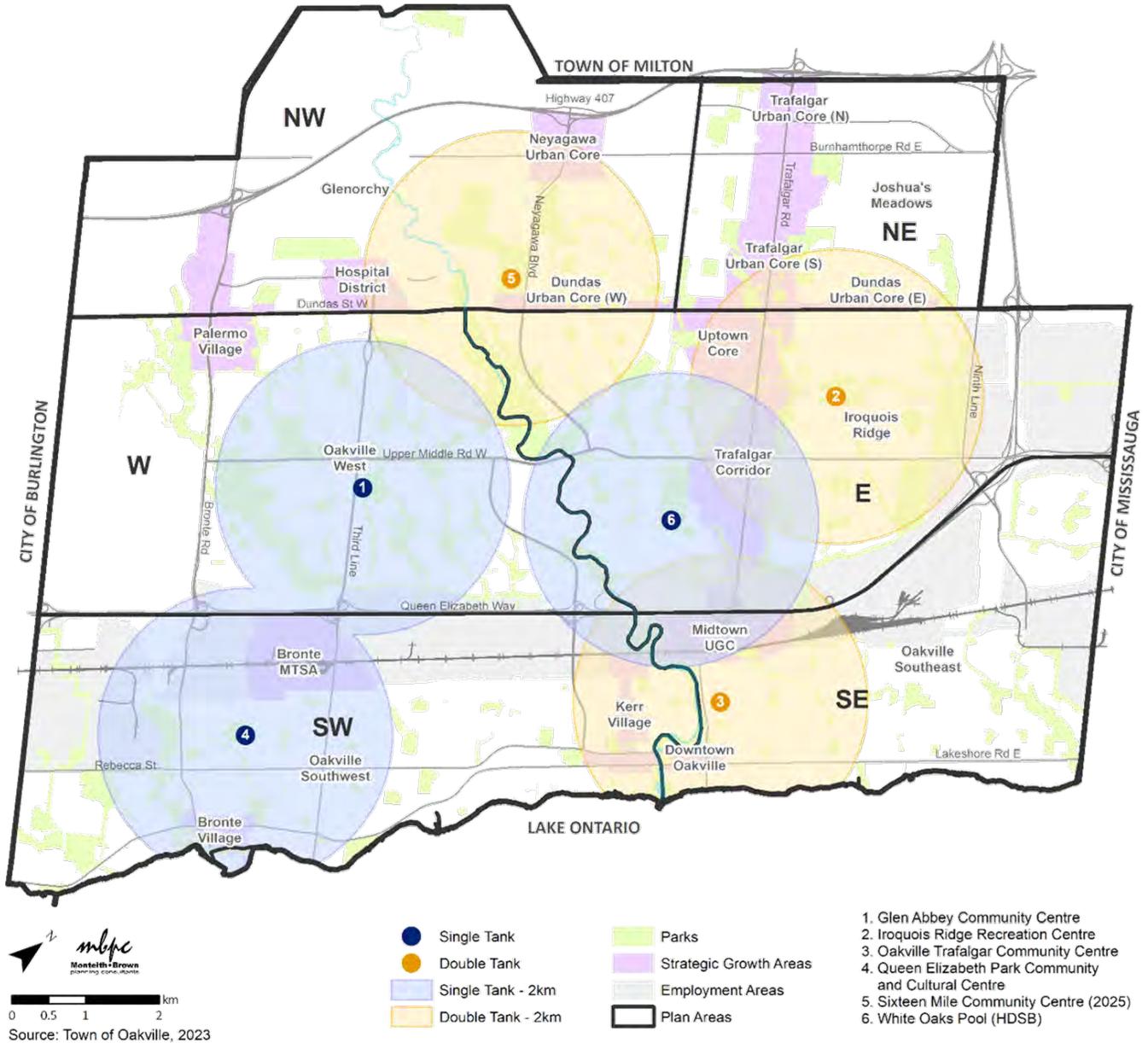
The town currently provides indoor pools at five (5) locations (GACC, IRCC, OTCC, QEPCCC, and White Oaks Pool); the aquatic centres at IRCC and OTCC contain two pools with different water temperatures. A sixth (6th) indoor pool location is currently under construction at SMCC; this facility will include a traditional 25-metre lap pool as well a smaller warm water pool. The YMCA of Oakville and Appleby College also operate indoor pools, but these facilities are excluded from the supply calculation as they do not offer the same level of affordable public access and programs as municipal pools.

Table 20: Town of Oakville Indoor Pools and Features

| Indoor Pool | Year Opened | Size (m ²) | Key Features |
|----------------------------------|-------------|------------------------|---|
| Glen Abbey (GACC) | 1990 | 292 | 25m, 4 lane leisure pool, water slide, ramp access, sauna |
| Iroquois Ridge (IRCC) | 2001 | 511 | 25m, 8 lanes, water slide, ramp access, separate leisure pool |
| Oakville Trafalgar (OTCC) | 2020 | 470 | 25m, 6 lanes, separate warm water leisure pool, ramp access |
| Queen Elizabeth (QEPCCC) | 1975 | 362 | 25m, 6 lanes, stair access |

| Indoor Pool | Year Opened | Size (m ²) | Key Features |
|---------------------------------|-------------|------------------------|---|
| White Oaks Pool (owned by HDSB) | 1972 | 292 | 25m, 6 lanes, 1m diving board, stair access |

Figure 10: Town of Oakville Indoor Pools (plus outdoor pools and splash pads), including General Catchment Areas



Swimming is excellent exercise and is one of the most popular recreation activities for all age groups nationwide. Lessons are an important source of revenue for municipal pools and are often a function of the number of children in a community. Many municipalities have seen a rise in demand for private lessons as children (and adults) are seeking greater one-on-one instruction as we emerge from the pandemic. Oakville residents expressed strong interest in

more swimming opportunities with 69% to 74% of survey respondents indicating support for additional indoor pools.

Swimming is also a very important life skill. Newcomers to Canada are many times less likely to be able to swim than people born in Canada, so it is important the town continue to expand instructional swimming opportunities within its growing communities. Additionally, while gender gaps remain significant in some sports, swimming is one of the top choices for female participants. Privacy swims (female-only swim times with privacy curtains) are necessary for some newcomer populations. Aquatic programming is continually evolving to capture growing segments in the population.

Oakville's most utilized aquatic facilities offer both lane and leisure pools and are co-located with other activity spaces within multi-use community centres. Pool design and water temperature have a significant impact on the type of activities that can be offered. The most successful indoor aquatic centres include a variety of features that are designed to accommodate all ages and abilities with increasing emphasis on warmer-water pools that address the needs of both young children and an aging population.

The analysis in this section has been updated from past approaches by using water surface area to examine pool supply and forecast future needs. As noted, the town has been working to ensure that new builds include larger, multi-tank venues that allow for multi-level learn to swim, family swim, fitness programming, and rentals. As pools come in different shapes and sizes, pool area (water surface) analysis provides a more granular look at how the town is keeping pace with community growth. It should be noted that this method does not provide insight into capacity or demand, but rather focuses on supply.

The following table shows past and current pool area figures (square metres). Going back to the 2012 Master Plan, the town was providing an average of one square metre of water area for every 101 residents at that time. Currently, this level of service is at one square metre per 114 persons, but will soon improve to one square metre per 99 residents when the new Sixteen Mile Sports Centre pools are open in 2025.

Given that pool demand is strongly linked to population growth as swimming is enjoyed by most ages and cultures, past and sustained service levels are a good indicator of future demand. **On this basis, one square metre of pool area (water surface) per 100 to 115 residents has been used to calculate indoor pool needs moving forward. Using this formula, approximately 1,350 to 1,930 square metres of additional pool area would be required to meet growth-related needs by 2051.**

Comparing this to the size of the SMCC aquatic centre (529 square metres), this would equate to a need for 2.6 to 3.6 additional pool locations by 2051. However, this figure could be higher or lower depending on factors such as:

- adjustments to existing pool inventories;
- sizing of future facilities;
- programming and allocation decisions;
- the role and capacity of outdoor pools; and
- changes in participation trends.

Table 21: Current and Future Needs based on Pool Area (Water Surface)

| Year | Existing Pool Area (m ²) | Population | Persons per m ² | Additional m ² required to achieve guideline range (1 m ² per 100 to 115 persons) |
|---------|--------------------------------------|------------|----------------------------|---|
| 2012 | 1,827 | 184,060 | 101 | n/a |
| Current | 1,971* | 225,000 | 114 | 0 to 279 |
| 2025 | 2,500** | 247,522 | 99 | n/a |
| 2034 | 2,500 | 318,278 | 127 | 268 to 683 |
| 2043 | 2,500 | 389,735 | 156 | 889 to 1,398 |
| 2051 | 2,500 | 442,914 | 177 | 1,352 to 1,930 |

* Centennial Pool closed and OTCC Pool opened in 2020 (+144 m² net)

** SMCC Pool opening in 2025 (+529 m²)

There are many ways that the town can achieve this level of provision, including expansion to existing pools and development of new facilities. The table below shows illustrates the primary strategies advanced through this master plan – which is sufficient to meet a target of one square metre per 115 persons – including projects that are aligned with community centre building or redevelopment projects and others that are longer-term and will require further study. This table is not intended to show precise sizing or timing – new or expanded facilities may be brought online prior to reaching a deficit state for reasons such as improved geographic equity, rising programmatic needs, capital project coordination, etc.

Table 22: Potential Future Capital Indoor Pool Projects

| Potential Projects | Preliminary Estimated Timing | Preliminary Estimated Pool Area (m ²) | Notes |
|--------------------------------------|------------------------------|---|--|
| Glen Abbey CC Pool Expansion | TBD (Short- to medium-term) | 180 m ² (net) | Assumes expansion to ~470 m ² . Timing is to be determined through detailed planning recommended to begin in ~2027. |
| Trafalgar Urban Core South CC | 375,000 population (2040/41) | 690 m ² | Assumes 10-lane 25-m pool and separate teaching pool. Timing to align with CC construction. |
| Future Pool – location TBD | TBD | 530 m ² | Assumes 8-lane 25-m pool and teaching pool (similar to SMCC). Location and timing to be determined. |
| Total | | 1,400 m² | |

Note: timing and size of new and expanded pools to be confirmed through future study and design

Prior to deciding where on the range of provision the town wishes to be in the long-term (one square metre per 100 or 115 population), it is necessary to evaluate the capacity of the indoor aquatics system as recommended in Section 3.5 of this plan. If the town determines that a long-term provision target of one square metre of pool/water area per 100 persons is

appropriate, then it may be necessary to consider one additional pool location than is shown in the table above.

One new multi-tank indoor aquatic facility is recommended within the multi-use community centre proposed for the **Trafalgar Urban Core South** area (when the town reaches a population of +/- 375,000 residents). Consideration should be given to designing the aquatic complex at the Trafalgar Urban Core South community centre as a sport-friendly 8- to 10-lane 25-metre pool with a smaller warm-water pool (the survey found higher demand for indoor warm-water pools in Northeast Oakville), which would be equivalent to at least 1.5 pools. A 10-lane 25-metre pool offers a similar capacity to a 50-metre pool for community recreation programming (e.g., swim lessons, aqua fitness, recreational swimming) without the added space and cost, while also accommodating growing demand for training and competition from swim clubs that are renting pools outside of Oakville. With fewer new indoor pool sites being recommended in the future, this added capacity will help the town achieve its provision target.

Demand for additional indoor pool locations should be reassessed when Oakville approaches a population of 400,000 people, or earlier if necessary. By this time, it is possible that one or more existing pools (e.g., White Oaks, QEPCCC, etc.) will reach the end of its functional life, which would necessitate the preparation of a more detailed rationalization exercise. In the interim, the town should maximize usage and performance of these facilities through alternate programming strategies, such as optimizing stand-alone pool sites like **White Oaks Pool** for athletic training and rentals. Section 3.4 includes a recommendation to evaluate the capacity of the indoor aquatics system to respond to pent-up demands, the need for more instructional and drop-in opportunities, staffing shortages, and hours of operation.

Older pools do not provide the range of amenities offered by new facilities and many are not able to accommodate the full mix of recreational swims, lessons, aquatic exercise, and therapeutic programming. Multi-tank pools with universal change areas and enhanced accessibility features have become Oakville's standard and should be considered through future capital planning.

For example, the redevelopment of the pool at **Glen Abbey Community Centre** is recommended, which will increase swim capacity in the short-term (0.5 pools if a smaller tank is added). The current GACC pool is undersized (4 lanes) and is unable to fully accommodate the needs of the surrounding community. Options for revitalizing this facility were identified in the previous section, including the possibility of redeveloping the facility as a 6+ lane pool with warm-water tank. Furthermore, as the town's only community centre with a **sauna**, it will be important to maintain this service at the GACC through an updated sauna facility that meets current public health guidelines, Ontario Building Code, Oakville Universal Design Standards, etc. A renovated sauna at GACC will be sufficient for addressing community-wide needs and no additional sauna locations are recommended at this time.

For several years, the Oakville Aquatic Club (OAK) has expressed interest in the development of a **50-metre long-course training and competition pool** in Oakville. There are approximately nineteen 50-metre indoor pools in Ontario, about half of which are owned by municipalities and half that are owned by universities. Of this, three 50-metre pools have been built since 2000, all with the help of senior government funding to support international

games bids. The town has studied this proposal in the past and has not supported the provision of a 50-metre tank, but rather has sought to expand the availability of 25-metre pools and warmer-water pool tanks through new community centre development. This model continues to be the preferred approach for addressing community recreation needs. Municipal participation in a larger-scale project (e.g., 50-metre pool) may be considered further through the preparation of the proposed Sport Tourism Strategy which would involve regional partners and outside funding.

Actions – Indoor Pools

23. Indoor aquatic centres will be part of new multi-use community centre development, including the Sixteen Mile Community Centre and the proposed centre in Trafalgar Urban Core South. These models will include 25-metre lap pools (6- to 10-lanes, depending on location), warm water pools, and universal accessibility features. Opportunities to enhance existing indoor pools should be considered through future capital planning, including the expansion/revitalization of the Glen Abbey Community Centre. Additional indoor pool development may be required to meet long-term provision targets, informed by the recommended pool capacity review and availability of outdoor pools to support core services.

| Priority | Proposed Timing | Implementation Notes |
|---|---|---|
| Growth-related (new builds) High (expansion/revitalization projects) | Generally linked to community centre development and expansion/revitalization projects. | Planning target of one square metre of pool area (water surface) per 100 to 115 residents. Demand for future indoor pool locations should be reassessed following the completion of a capacity review (see recommendation 5, short-term). |

24. A 50-metre indoor pool cannot be supported by community-level needs alone and would require significant non-municipal funding and a business plan acceptable to the town and/or partners. Opportunities to accommodate long-course training and competition activities may be considered further through the recommended Sport Tourism Strategy.

| Priority | Proposed Timing | Implementation Notes |
|----------|------------------------|---|
| Low | Short-term (2024-2033) | To be considered through Sport Tourism Strategy or external initiative. |

25. Undertake a study to confirm the function, capacity, and long-term viability of the White Oaks Pool in meeting community aquatic needs.

| Priority | Proposed Timing | Implementation Notes |
|----------|------------------------|---|
| Medium | Short-term (2024-2033) | This study should be initiated following a minimum of two years of Sixteen Mile Community Centre pools being in continuous operation. |

4.4 Outdoor Pools

The town provides five (5) outdoor pools, including four (4) that are south of the QEW. All of the pools are in established communities and over time are becoming less relevant to today's design and participation trends. Oakville's outdoor pools offer a variety of programs and recreational swims across a 10-week season. A large beach-entry pool is also available at Bronte Creek Provincial Park (park admission rates apply).

Figure 11: Town of Oakville Outdoor Pools (plus outdoor pools and splash pads), including General Catchment Areas

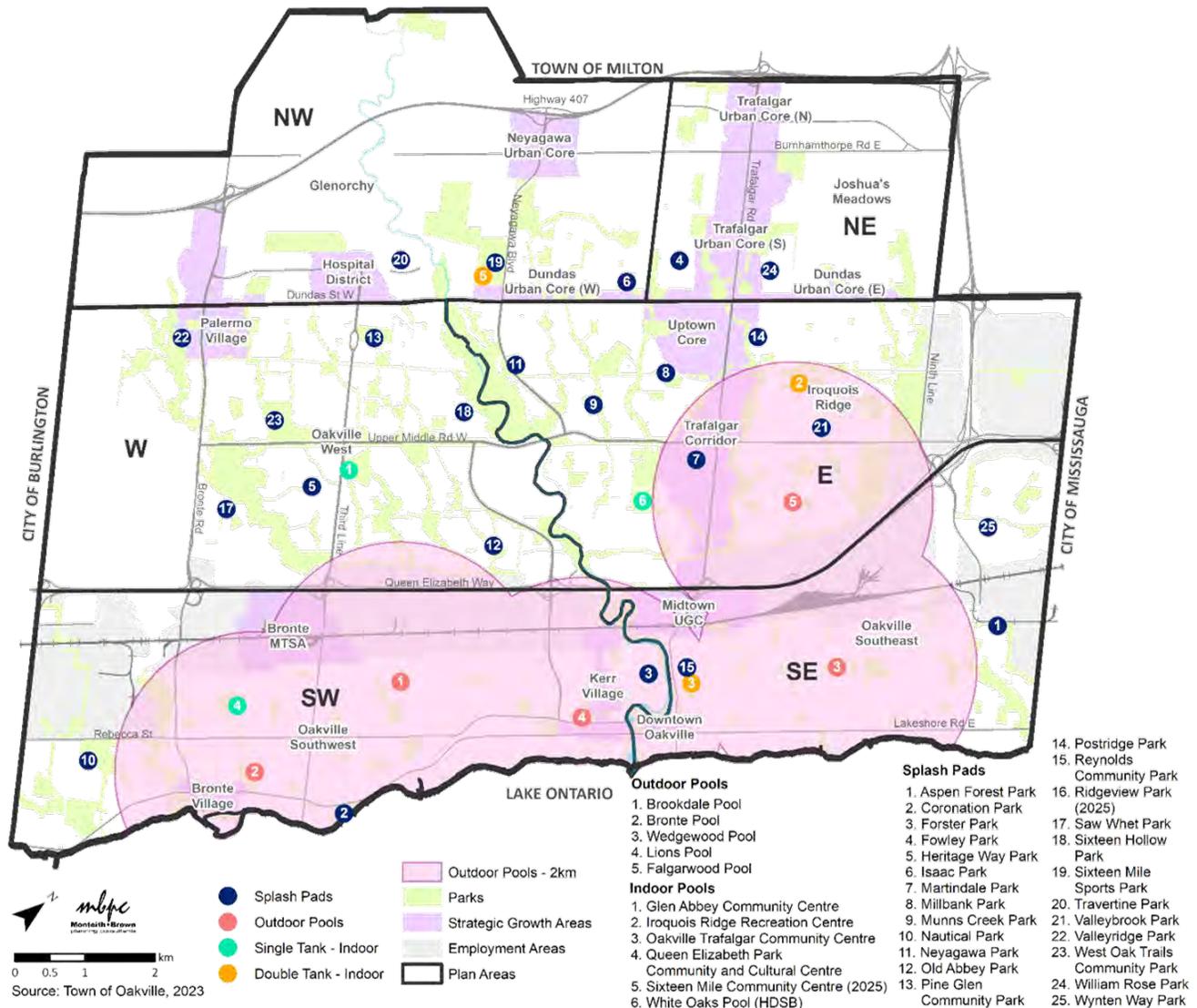


Table 23: Town of Oakville Outdoor Pools

| Outdoor Pool | Year Opened | Features |
|---------------------|--------------------|---|
| Bronte | 1973 | 25m, 6 lanes, dry slide, stair access |
| Brookdale | 1971 | 25m, 6 lanes, dry slide, stair access accessibility improvements made in 2023 |
| Falgarwood | 1972 | 25m, 6 lanes, dry slide, stair access |
| Lions | 1959 | 30m, 6 lanes, dry slide, stair access large changerooms, classroom space |
| Wedgewood | 1970 | 25m, 6 lanes, dry slide, stair access accessibility and mechanical improvements made in 2023 |

Oakville’s existing outdoor pools were designed to meet the swimming and leisure needs of the past and are now attracting fewer attendees on a per capita basis, are costing more to maintain, and do not meet current accessibility standards. The pools are considered “walk-to” facilities with limited changeroom space and parking. Furthermore, most are located in mature communities in Southeast and Southwest Oakville which are home to an older demographic and larger lots with a higher density of private backyard pools.

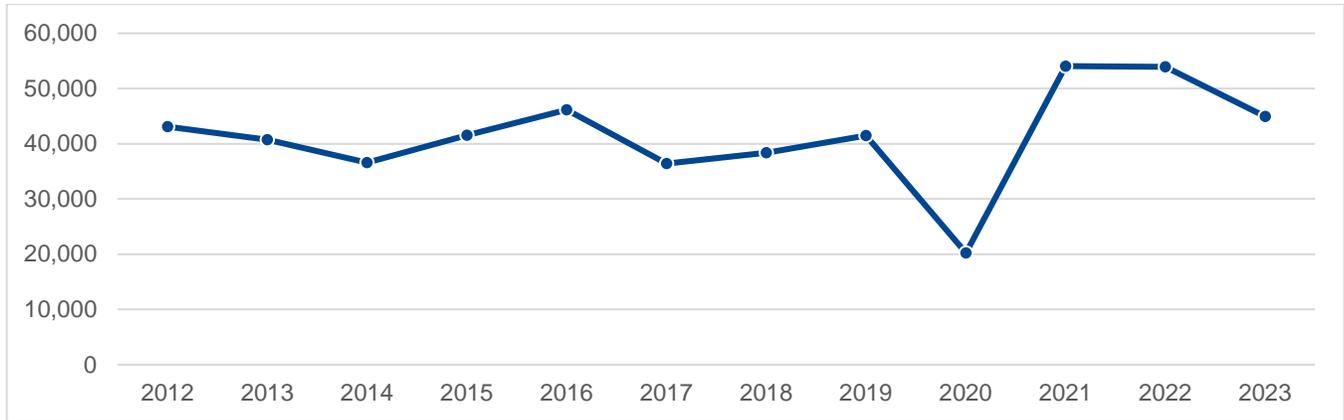
With the average age of the town’s outdoor pools at 54 years, it is prudent to review current trends, service levels, asset condition, and utilization.

Participation and Trends

The town’s outdoor public pools were each built in 1973 or earlier and initially served as the primary locations for learn-to-swim opportunities as there were few indoor pool facilities at that time. Over the years, usage has been shifting and gradually declining in relation to population growth, indicating waning demand for the aquatic opportunities afforded at these locations. The rise in backyard pool options has also influenced demand. The town has previously estimated that there were 18,000 private residential pools in Oakville and this figure has likely increased in recent years with the pandemic and proliferation of cost-effective above-ground pool options.

There were approximately 44,916 swims recorded at the town’s five pools in 2023. This marks a 13% increase over rates experienced prior to the pandemic, but also represents a 17% decline from 2022 when usage spiked, partially due to greater use by organized swim clubs in response to restricted access to indoor pools. Assuming an operating season of approximately 75 days per year, the average daily attendance in 2023 was 120 people per location. There remains capacity for greater use of existing pools.

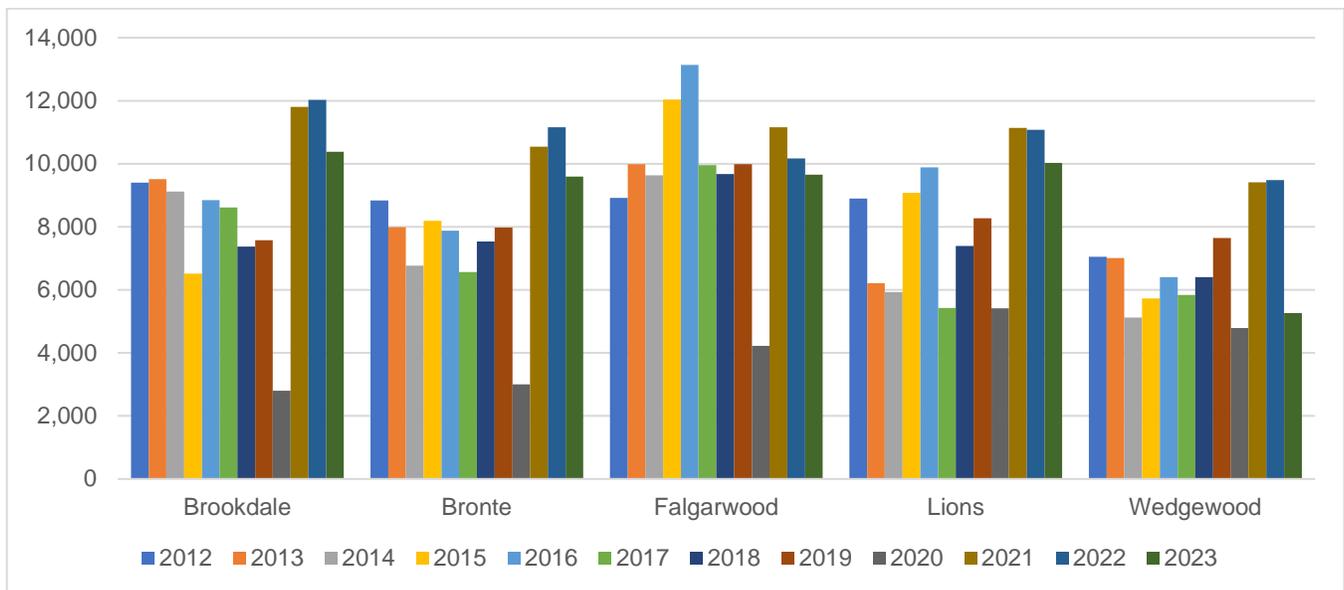
Figure 12: Total Swims at Town Oakville Outdoor Pools, 2012-2022 (all pools)



Note: Access was limited in 2020 due to the COVID-19 pandemic.

Between 2012-2023, the town’s busiest pool has been Falgarwood (accounting for 24% of all outdoor swims) and the least used pool has been Wedgewood (accounting for 16% of all outdoor swims). Profiles for the pools suggest that significant usage comes from residents living nearby.

Figure 13: Total Swims at Town Oakville Outdoor Pools, 2012-2022 (by location)



Note: Access was limited in 2020 due to the COVID-19 pandemic.

The large majority (approximately 85%) of outdoor pool usage is through drop-in programming (e.g., recreational swimming). Outdoor pools account for less than 5% of overall swim lesson registrations, with indoor pools by far being the preferred facilities for year-round swimming instruction, training, and competition. The town’s indoor pools have sufficient capacity to accommodate outdoor pool users during the summer months.

Pool Design and Condition

Oakville's outdoor pools are requiring increased levels of capital reinvestment due to their age. Although the pools remain operational, they have all far exceeded their anticipated lifespan – the average expected useful life of public outdoor pools in Canada is 34 years¹⁰.

Many municipalities are experiencing similar challenges with older outdoor pools, with most reducing or maintaining their level of service over time due to increasing capital costs, short operating season and annual volatility of use, high operating costs, and the availability of indoor pools. Some are choosing to replace aging pools through attrition with other amenities (e.g., splash pads) and some are deciding to replace them with more modern pool designs. Contemporary design trends include a greater emphasis on accessibility (e.g., ramps and zero depth entries, universal change rooms, etc.), fun play features (e.g., waterslides, spray features, etc.), warmer water, and more efficient mechanical systems.

All of the town's pools are traditional 25+ metre rectangular tanks, supported by limited parking. Compared to newer pools, these designs are dated and limited in their ability to accommodate all ages, abilities, and programs, resulting in lower appeal. Specifically, they are lacking features such as beach-entry (which improves accessibility and is also popular with toddlers, young children, and older adults), barrier-free washrooms, universal change rooms, extended deck space and grassed areas, sprayers and splash features, etc. These features are commonly found in newer outdoor pools and appeal to entire families, making the pools more of a "destination" where people extend their stay beyond just a short visit. Newer pools with more shallow water areas are also able to accommodate more bathers at one time, thereby enhancing their capacity and financial performance. Furthermore, somewhat extended seasons are possible with modern heated pools, as are new programming opportunities (such as outdoor aquafit) that promote active choices for all residents.

Although there is some public interest in retaining outdoor pools, the master plan survey found that support for more outdoor pools ranked well below support for indoor pools and splash pads. These findings suggest that a reduction to the number of outdoor pools could be considered, combined with strategic investment (or complete redevelopment) in selected pools to modernize and extend their appeal.

Facility Needs

There is a strong belief that everyone should have an opportunity to swim. This important life skill is particularly magnified in waterfront communities where the danger of drowning is increased. Oakville's outdoor pools have provided affordable swimming opportunities for decades; however, overall outdoor pool attendance is not forecasted to grow with the current stock of facilities. A case can be made for fewer (but improved and enhanced) outdoor pool locations.

¹⁰ Statistics Canada. Table 34-10-0182-01. Average expected useful life of new publicly owned culture, recreation and sport facilities, Infrastructure Canada.
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3410018201>

Given the age and functionality of the town’s five outdoor pools, a strategy is needed for the rationalization and renewal. This includes a combination of tactics to balance community interests and financial sustainability, such as maintaining selected pools, undertaking strategic enhancements, closing or re-purposing pools to other uses, or replacing pools with modern facilities.

The following objectives have been established to provide direction on future outdoor pool provision and investment. They were developed with consideration of current usage patterns, trends, demographics, and public input. They are largely complementary and should be read and interpreted as a set.

- a) **Prioritize service to high needs areas.** Invest in pool locations that enhance access to children, youth, and neighbourhoods with lower-incomes and fewer backyard swimming opportunities.
- b) **Enhance the aquatic “experience”.** Improve the experience for all pool users through designs that are accessible, inclusive, robust, modern, variable, and safe. The town has a responsibility to make its outdoor aquatic facilities accessible to people of all ages and abilities, to the greatest degree possible.
- c) **Maintain affordable recreational swimming opportunities.** Continue to place a focus on low-cost opportunities for recreational swimming at outdoor and indoor pool locations. As a waterfront community, it is of particular importance that residents are provided an opportunity to learn to swim.
- d) **Consider fiscal and environmental sustainability.** Examine opportunities to retain existing infrastructure, employ resilient materials, and respond to changing climatic conditions.

The current rate of provision is one outdoor pool per 45,000 Oakville residents. The average from the comparator group is one outdoor pool per 130,000 persons, which reflects the lack of pool development in communities that have experienced high levels of population growth in recent years. There are very few municipalities across the GTA and Ontario that are building new outdoor pools, thus this ratio will decline further over time. It is recommended that Oakville bring its level of service more in line with that of other communities in Halton Region (e.g., the City of Burlington has two outdoor pools) and Ontario.

As a starting point, a long-term target of **one outdoor pool per 150,000 residents** is recommended for Oakville. Based on a 2051 population forecast of 442,941, there is a long-term need for three (3) municipal outdoor pool locations, ideally distributed equitably across Oakville. It is recognized that it may take many years for the town to align its inventory with this figure as pool rationalization will be linked to capital requirements and modernization initiatives.

Proposed Capital Program

The following table illustrates key considerations for the town in implementing this recommended direction (Option A) as compared to the status quo (Option B) – these options should be considered further through an **Outdoor Pool Modernization Strategy** involving public input.

Table 24: Key Considerations Regarding Long-term Outdoor Pool Provision Model

| Options/ Considerations | Option A (Recommended): Provide 3 New Larger Pools to Replace 5 Existing Pools Over Time | Option B (Status Quo): Maintain and/or Replace All 5 Existing Pools |
|---|---|--|
| Description | Under this option, the town's 5 existing pools will eventually be retired and replaced with 3 new outdoor pool complexes. | Under this option, the town's 5 existing pools will be maintained as long as possible and replaced through attrition. |
| Outdoor Pool Characteristics | Attributes of contemporary pool designs: <ul style="list-style-type: none"> • Modern design with lane/leisure tank and zero-depth entry • Waterplay features (e.g., sprayers, bucket dumps) • Shade areas • Large deck space and picnic/grassy area separate from pool • Good condition • Fully accessible • Improved capacity for programming • Gender-inclusive changerooms with updated fittings and fixtures • Newer and more efficient technologies | Attributes of older pool designs: <ul style="list-style-type: none"> • Single, rectangular tank, often deep with ladder entry • No waterplay features • Limited deck space, grassy areas, and/or shade • Poor facility condition • Poor accessibility • Limited capacity for programming • Poorly vented, gender-specific changerooms |
| Potential Advantages | <ul style="list-style-type: none"> • Creates new and modern pool complexes that will serve as destinations and attract more users per site • Extends service to other areas of town with growing youth populations • Fully barrier-free facilities • Greater capacity for programming • More operationally efficient model | <ul style="list-style-type: none"> • Maintain existing level of service • More locations, with enhanced access to neighbourhoods in South Oakville |
| Potential Disadvantages | <ul style="list-style-type: none"> • Fewer service locations, requiring more people to drive or take public transit • Potential public concern over removal of selected pools (perceived elimination of service, community attachment) | <ul style="list-style-type: none"> • Does not extend service to other areas of town with growing youth populations • Some sites are not fully barrier-free • More limited program capacity |
| Estimated Capital Costs | \$22.5 million (\$6 to \$9 million per pool and building), plus demolition and conversion to other uses at selected sites. Existing town-owned lands should be considered where possible, otherwise additional land acquisition costs may apply. | 10-year forecast includes \$1.2 million in capital replacement projects. Full replacement of pools can be anticipated over time, representing a long-term cost of \$37.5 million (\$6 to \$9 million per pool and building), depending on design. |
| Estimated Annual Operational Costs | Anticipated cost to be \$300,000 per year (\$100,000 per pool). | Current net cost to operate and program 5 pools is approximately \$500,000 per year (\$100,000 per pool). |

Figure 14: Selected Images of Contemporary Outdoor Pool Complexes



Halifax Common Aquatics Facility, Halifax Regional Municipality



Fair Grounds Aquatic Park, Municipality of Strathroy-Caradoc



Halifax Common Aquatics Facility, Halifax Regional Municipality



Alex Duff Memorial Pool, City of Toronto

Strategic decisions and capital investment are required to enable the town to deliver high-quality outdoor aquatic services and facilities to Oakville residents. The following strategies are recommended to allow the town to meet the recommended provision model (Option A) and to better serve the community as a whole for the long-term:

- 1) **Support a long-term provision level of three (3) outdoor pool sites, to be achieved through attrition and new capital initiatives.** New pools should be larger and offer multi-functional designs, with consideration of features such as beach entry, waterplay features, accessible changerooms, more deck space, shade, heated water, modern mechanical systems, off-street parking, etc. The community should be consulted further regarding future outdoor pool locations, designs, and programming.

Consideration should be given to geographic equity, including maintaining access to residents in South Oakville and enhancing access for residents across the town, including North Oakville. Affordable opportunities for public swimming will be increasingly important to a growing community, especially in higher density residential areas in the north where there will be dramatically fewer backyard pools and many young families. Locations within community parks that have access to shared parking and other supporting amenities are preferred.

- 2) **Most existing outdoor pools should eventually be removed from service at such time that they require significant capital repairs and/or when a new pool is built and subsequently replaced with other park amenities. One or two locations may be candidates for redevelopment.** Timing will be dependent on regular assessments of condition and use and related capital initiatives. Outdoor pools should be repurposed to other park-based uses when applicable, informed by community input.

Existing outdoor pool locations have been assessed using the following criteria (weighted to account for varying levels of importance). Candidates for **conversion to other park amenities** include those outdoor pools that:

- a. are underutilized;
- b. require considerable reinvestment;
- c. are not associated with park amenities or uses;
- d. have overlapping service areas;
- e. are in areas with smaller youth populations;
- f. are in stable to low growth communities; and/or
- g. are proximate to indoor pools and alternatives such as splash pads.

Based on this analysis, only Falgarwood Pool is identified as a potential candidate for retention. Once it reaches its expected service life and begins to show widespread signs of advanced deterioration, it should be reviewed with the possibility of replacing it with a modestly-sized neighbourhood-serving outdoor pool. The four remaining pools are all candidates for conversion to other park amenities and should be evaluated further. On the basis of its location in a prominent community park (Trafalgar Park) and its proximity to growth areas, Lions Pool is recommended to be retained as long as operationally possible. Brookdale, Bronte, and Wedgewood Pools should be removed from service when a new modern outdoor pool is built in South Oakville (location tbd) and be replaced with other needed park amenities that are supported by the community (e.g., splash pad, etc.).

Table 25: Evaluation of Removal/Conversion Potential of Existing Outdoor Pools

| Evaluation Criteria | Bronte | Brookdale | Falgarwood | Lions | Wedgewood |
|--|---------------|------------------|-------------------|------------------|------------------|
| a. Pool Utilization | Moderate | High | High | Moderate | Low |
| b. Capital Needs | Moderate | Moderate | High | Moderate to High | Moderate to High |
| c. Associated Amenities | Moderate | Low | Moderate | High | Low |
| d. Service Area Overlap | Moderate | High | Low | High | Low |
| e. Youth Population | Moderate | Low | High | Low | Low |
| f. Growth Potential | Low | Low | Moderate | High | Moderate |
| g. Proximity to Alternatives | Moderate | Low | High | High | Moderate |
| Weighted Score (100% retain, 0% remove) | 43% | 36% | 64% | 39% | 43% |

| Evaluation Criteria | Bronte | Brookdale | Falgarwood | Lions | Wedgewood |
|------------------------------|---|---|----------------------------------|----------------------------|---|
| Recommended Direction | Replace with alternative park amenity and shift usage to proposed South Oakville pool | Replace with alternative park amenity and shift usage to proposed South Oakville pool | Retain and replace when required | Retain as long as feasible | Replace with alternative park amenity and shift usage to proposed South Oakville pool |

Notes:

- a. considers 2012-2023 usage data
- b. based on 2023-32 capital forecast
- c. amenities considered: Bronte (playground, open space, sports fields, lacks parking), Brookdale (schoolyard, limited parking), Falgarwood (playground, sports field, schoolyard, limited parking), Lions (community centre, sports fields, playground, sufficient parking), and Wedgewood (playground, open space, sports field, lacks parking)
- d. considers proximity to other municipal outdoor pools
- e. based on 2021 population (ages 0 to 14 years) within 2km catchment area
- f. growth areas considered: Bronte (Bronte Village, part of Bronte MTSA), Brookdale (part of Bronte MTSA), Falgarwood (Trafalgar Corridor), Lions (Kerr Village, Downtown Oakville, part of Midtown Oakville), and Wedgewood (part of Midtown Oakville)
- g. considers proximity to municipal indoor pools and splash pads

Table 26: Recommended Outdoor Pool Capital Program (listed in proposed order) – to be confirmed through Outdoor Pool Modernization Strategy

| Preliminary Actions | Timing |
|---|---------------------|
| <p>1. Develop a new, modern outdoor pool complex that serves as a destination in South Oakville: The facility should consist of an outdoor 25-metre lane pool with accessible leisure tank and interactive play elements (e.g., diving boards, climbing walls, spray features, etc.), large deck with shade/seating, and a new accessible bathhouse. Consider the redevelopment of the Kinoak Arena site for this development or identify and/or secure an alternate site in South Oakville. Construction of this pool should be contingent on the removal of Bronte, Brookdale, and Wedgewood Pools (replace these pools with other needed park amenities, such as splash pads, sport courts, etc. based on community input).</p> | ~300,000 population |
| <p>2. Provide a new, modern outdoor pool complex that serves as a destination in North Oakville: Undertake an evaluation to identify a preferred location, ideally within a community park north of Dundas Street.</p> | ~350,000 population |
| <p>3. Keep Lions and Falgarwood Pools operational as long as possible: Review Falgarwood Pool once it reaches its expected service life and begins to show widespread signs of advanced deterioration and consider redeveloping it with a modestly-sized neighbourhood-serving outdoor pool. Undertake community consultation to consider replacement of Lions Pool with other needed park amenities.</p> | Timing tbd |

Actions – Outdoor Pools

26. Undertake an **Outdoor Pool Modernization Strategy** to modernize the town’s outdoor pools and right-size the supply. This includes the following preliminary directions, to be confirmed through further study and public input (in general order of priority):

- a) Develop a new, modern outdoor pool complex that serves as a destination in **South Oakville**. Once the pool is built, **Bronte, Brookdale, and Wedgewood Pools** should be replaced with other needed park amenities as informed by community input.
- b) Provide a second new, modern outdoor pool complex that serves as a destination in **North Oakville**.
- c) Keep **Lions and Falgarwood Pools** operational as long as possible. Review Falgarwood Pool once it reaches its expected service life and begins to show widespread signs of advanced deterioration and consider redeveloping it with a modestly-sized neighbourhood-serving outdoor pool. Undertake community consultation to consider replacement of Lions Pool with other needed park amenities.

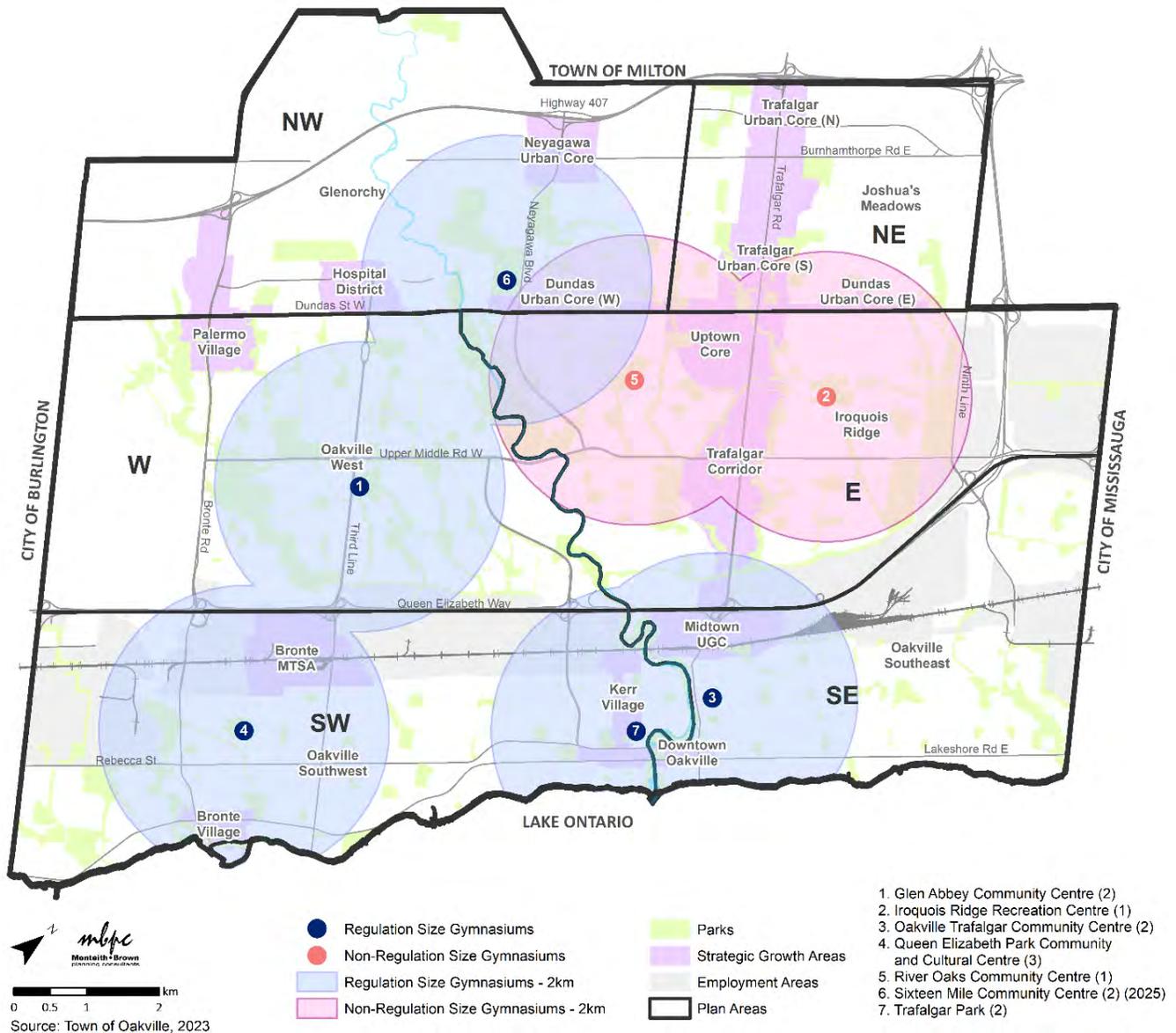
| Priority | Proposed Timing | Implementation Notes |
|--|---|---|
| Growth-related (excluding replacements, which are medium priorities) | a) 300,000 population b) 350,000 population c) TBD – based on lifecycle | A provision target of one outdoor pool per 150,000 residents is recommended. Site evaluations are necessary to confirm the preferred locations for new and replacement pools. |

4.5 Gymnasiums

Within five of its community centres, the town maintains 10 gymnasiums (GACC – 1, OTCC – 2, QEPCCC – 3, SMCC – 2 under construction, TPCC – 2) and two smaller spaces that are sometimes used for court-based activities (ROCC and IRCC). In addition, the town permits more than 50 HDSB/HCDSB gymnasiums, which increases the public supply of spaces for Oakville-led recreation drop-in and registered programs, leagues, and community rentals. Gymnasiums are also commonly provided by other non-profit organizations such as the YMCA, Appleby College, and some churches.

The town also administers the Community use of Schools agreement on behalf of area school boards. While this does not generate revenue for the town, it does vastly expand the activity spaces available to the community on weeknights and weekends and allows the town to offer an expanded suite of programs beyond its community centres. Around 18,000 hours were permitted by the town in 2023, the equivalent to approximately 15 municipal gymnasiums.

Figure 15: Town of Oakville Gymnasiums (municipal only), including General Catchment Areas



Gymnasiums are valued spaces due to their flexibility in accommodating a wide range of activities (e.g., seniors’ programming in the daytime, community programs in the evening, events and rentals weekends, camps in the summer, etc.). Oakville’s gymnasiums exhibit strong usage levels and demand is increasing as sports such as pickleball and basketball continue to grow. 73% of survey respondents indicating support for additional gymnasiums.

Gymnasiums should be part of every new community centre developed in Oakville (e.g., double gyms within multi-use community centres and single gyms within local community centres). Further, the potential to add gyms to existing centres and convert one or more single pad arenas (i.e., Kinoak and Maplegrove Arenas) to dryland court spaces for activities such as basketball, pickleball, volleyball, etc. should be explored. There is currently strong demand for daytime access to gymnasiums for older adults for activities such as pickleball (in 2022 there were over 1,500 pickleball registrants and approximately 19,000 visits to town programs); school gymnasiums are not accessible to the community during these times.

Community interest is also significant for sports such as basketball, badminton, volleyball, table tennis, and more – all of which could benefit from greater access to accessible spaces.

| Actions – Gymnasiums | | |
|---|---|----------------------|
| <p>27. Include gymnasiums within all new community centres (including multi-use and local community centres) and explore opportunities to add them to existing centres where needed (e.g., River Oaks Community Centre, Sir John Colborne Centre for Seniors). Further, evaluate the potential of converting under-utilized spaces (e.g., selected single pad arenas) to gymnasium-like spaces that can accommodate growing demand for indoor basketball, pickleball, volleyball, badminton, table tennis, etc.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related (new builds) | Tied to community centre development and expansion/revitalization projects. | n/a |
| Medium (expansion/revitalization projects) | | |

4.6 Fitness Centres

Each of the town’s seven (7) multi-use community centres (including SMCC, which is under construction) contains a fitness centre consisting of free weights, workout equipment, and fitness studios for group classes and programs. Many also offer access to indoor walking/running tracks. Members may use any locations within the town’s network.

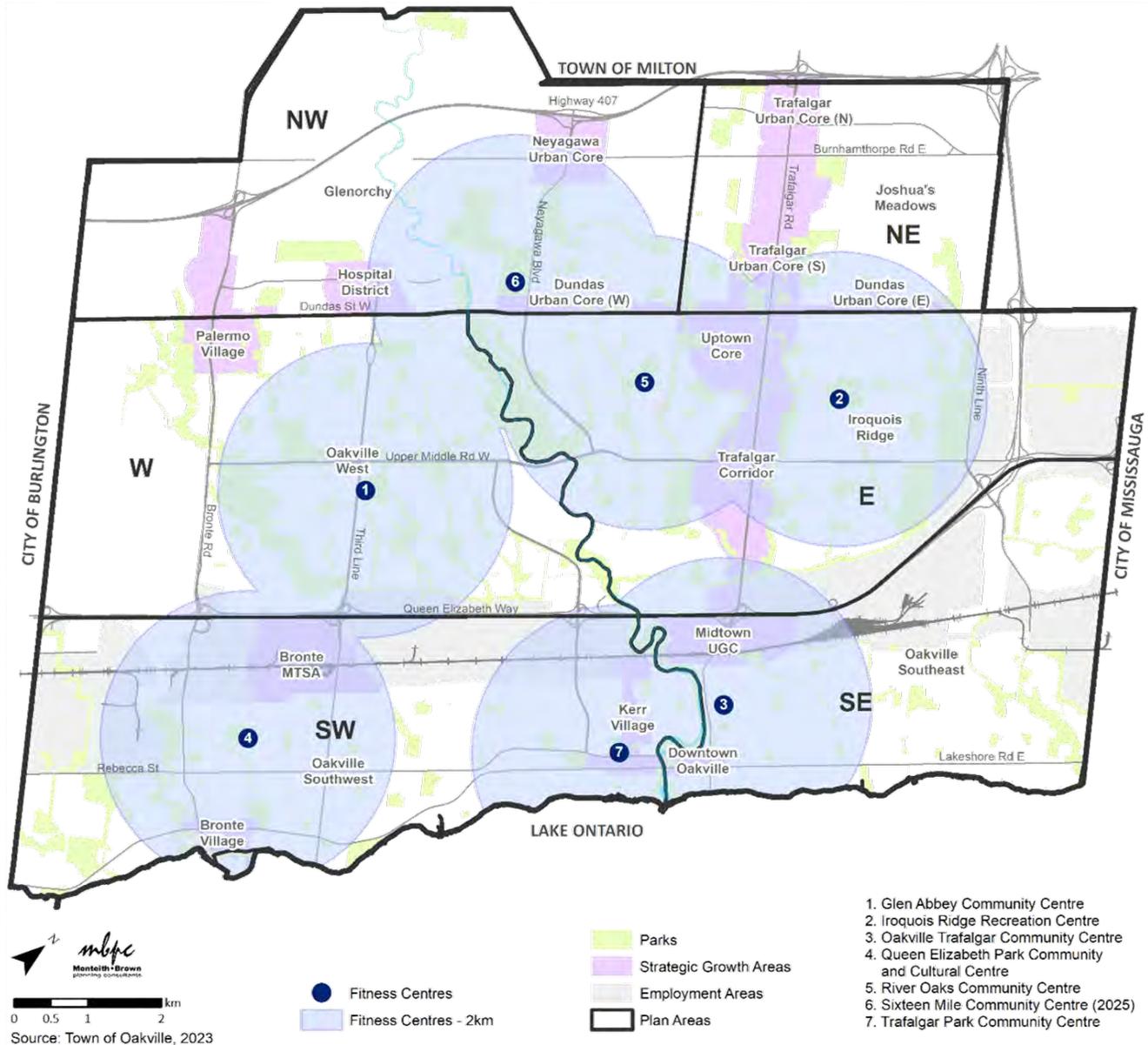
As of 2023, the town had approximately 3,542 active members at its fitness centres, but was still recovering from losses due to the pandemic. The town also offers a wide range of registered fitness programs (e.g., weight training, pilates, yoga, tai chi, 50+ fitness, etc.) that are not membership-based and are open to all.

Table 27: Fitness Membership by Types, 2023

| Membership Type* | Members |
|-------------------|--------------|
| Fitness | 3,085 |
| Premium | 344 |
| Personal Training | 113 |
| Total | 3,542 |

*Includes 1-year, 90-day, and 10-visit memberships

Figure 16: Town of Oakville Fitness Centres (municipal only), including General Catchment Areas



A growing emphasis on personal health and wellbeing is translating into increasing demand for private and public sector fitness services, including active living programming centred on general health and wellness, weight-training, cardiovascular training, and stretching activities. Group fitness programming has become one of the fastest growing segments of the fitness sector.

Trends and usage suggest that the town should continue to support fitness and wellness programming and drop-in opportunities – two-third (66%) of survey respondents indicating support for additional fitness centres. Similar to aquatic centres, fitness centres are a core component of multi-use community centres and should be considered within new builds, such as the centre proposed for the **Trafalgar Urban Core South** area (when the town reaches a population of +/- 375,000 residents).

Some of the town’s fitness centres are older designs and there is a growing gap in level of service compared to newer centres. Updates and possible expansion of fitness spaces at GACC and ROCC should be considered through the proposed **expansion/revitalization projects**. Furthermore, the fitness centre at TPCC experiences low utilization and is within relatively close proximity to the new OTCC, which is a full multi-use community centre with pool. Fitness centre usage should be tracked, and a review of service locations undertaken with a focus on the future viability of the fitness centre at TPCC.

| Actions – Fitness Centres | | | | | | | | |
|--|---|---|----------|-----------------|----------------------|---|---|---|
| <p>28. Fitness centres (equipment-based and studio space) and walking tracks will be part of new multi-use community centre development, including the Sixteen Mile Community Centre and the proposed multi-use community centre in Trafalgar Urban Core South. Additionally, improve the fitness programming areas at Glen Abbey Community Centre and River Oaks Community Centres through the proposed expansion/revitalization projects.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>Growth-related (new builds) Medium (expansion/revitalization projects)</td> <td>Tied to community centre development and expansion/revitalization projects.</td> <td>n/a</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | Growth-related (new builds) Medium (expansion/revitalization projects) | Tied to community centre development and expansion/revitalization projects. | n/a |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| Growth-related (new builds) Medium (expansion/revitalization projects) | Tied to community centre development and expansion/revitalization projects. | n/a | | | | | | |
| <p>29. Undertake a study to confirm the function, capacity, and long-term viability of the fitness centre at Trafalgar Park Community Centre.</p> <table border="1"> <thead> <tr> <th>Priority</th> <th>Proposed Timing</th> <th>Implementation Notes</th> </tr> </thead> <tbody> <tr> <td>Medium</td> <td>Short-term (2024-33)</td> <td>Should the study find insufficient demand for continued fitness services, consider options for converting this space to other uses.</td> </tr> </tbody> </table> | | | Priority | Proposed Timing | Implementation Notes | Medium | Short-term (2024-33) | Should the study find insufficient demand for continued fitness services, consider options for converting this space to other uses. |
| Priority | Proposed Timing | Implementation Notes | | | | | | |
| Medium | Short-term (2024-33) | Should the study find insufficient demand for continued fitness services, consider options for converting this space to other uses. | | | | | | |

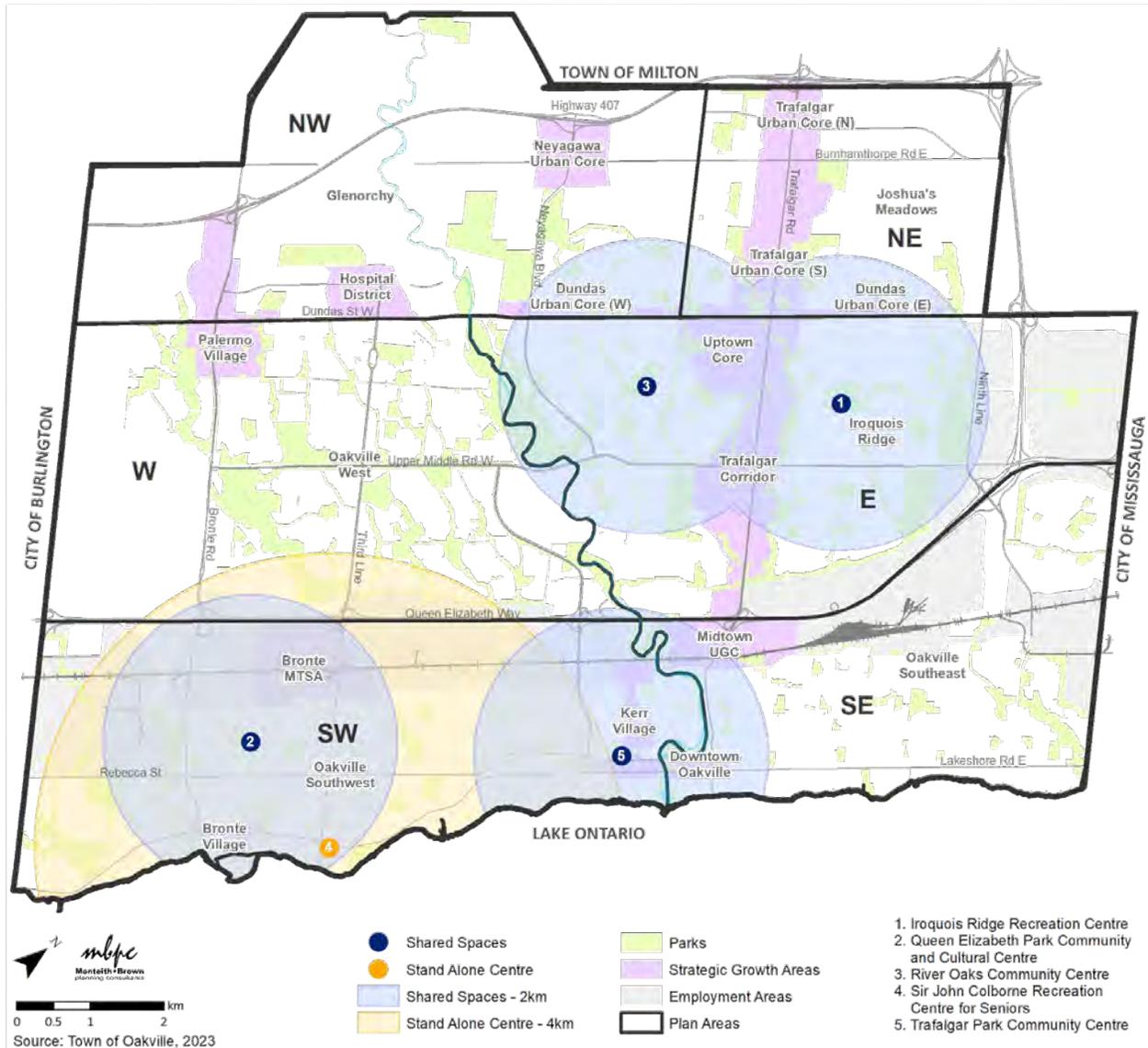
4.7 Seniors Recreation Spaces

Oakville operates one (1) seniors centre and four (4) older adult spaces within community centres through which recreation and culture programs and activities are offered. These spaces are heavily supported by volunteers and are governed by a Policy Review Board as well as elected boards that are responsible for finance, program, property, and volunteer management.

These facilities include:

- Sir John Colborne Recreation Centre for Seniors – stand-alone facility
- Iroquois Ridge Older Adults Centre – IRCC
- Queen Elizabeth Park Older Adults Centre – QEPCCC
- River Oaks Mature Adults Club – ROCC
- Trafalgar Park Older Adults Centre – TPCC

Figure 17: Town of Oakville Seniors Recreation Spaces, including General Catchment Areas



The town's approach to program development at its older adult centres involves an integrated model where participants (age 50+) are able to attend registered and drop-in programs at all of the seniors' facilities for a reduced fee under a membership model. All five facilities have a combined active membership of approximately 3,100 persons, representing nearly 4% of the town's older adult population (79,115 residents, 2021 Census). The pandemic had a significant impact on membership, but most seniors are returning and the town has nearly reached pre-pandemic levels. Additionally, many members are enjoying the town's Without Walls program and connecting to others using remote means (telephone, virtual programming, etc.).

The following tables provide more detail on current seniors centre members. For example, Sir John Colborne – the town's largest and only stand-alone seniors centre – is the most used facility, accounting for 42% of all drop-in visits in 2023, followed by Trafalgar Park (26% of drop-in visits). The highest attended drop-in programs are pickleball and snooker.

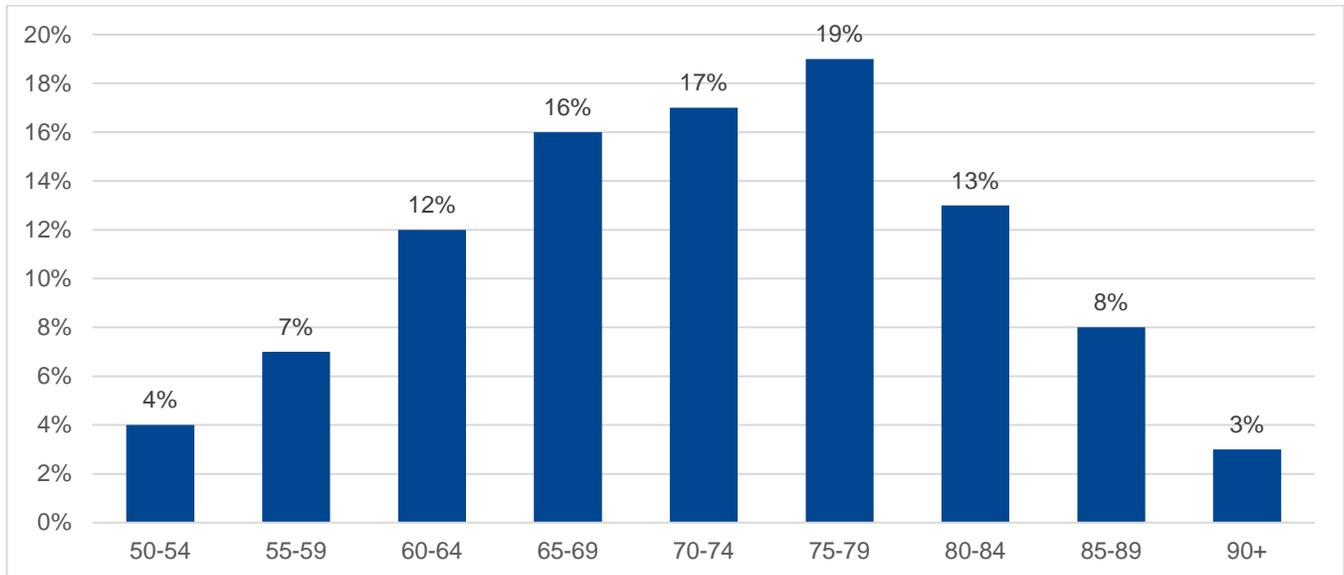
Additionally, more than one-half (52%) of members are aged 65 to 79 years and 75% are under 80 years.

Table 28: Seniors Services Membership by Location, 2023

| Location | Active Members | Drop-in Visits* |
|-------------------|----------------|-----------------|
| Iroquois Ridge | 525 | 3,603 |
| River Oaks | 147 | 3,696 |
| QEPCCC | 369 | 4,202 |
| Sir John Colborne | 1,300 | 14,821 |
| Trafalgar Park | 758 | 9,305 |
| Total | 3,099 | 35,627 |

* January to October 2023

Figure 18: Seniors Services Membership by Age, 2023



The town also offers a wide range of fitness, aquatic, and cultural programs through its community centres that are geared to the general population, yet increasingly attract older adults. The new Sixteen Mile Community Centre will include flexible multi-use space that can accommodate seniors and residents of all ages.

Nearly two out of every five (37%) Oakville residents are older adults (age 50+), and this proportion has been rising for years. With baby boomers now in the range of 60 to 80 years old, demand for seniors services is currently quite strong. Within the 30-year horizon of this plan, this percentage will eventually decline (as a proportion of the overall population) as the population ages and new younger residents are attracted to the town. However, sustained demand for seniors' services can be expected into the future.

The town's approach to space provision anticipates a shift in older adult recreation to shared spaces that support more active pursuits (e.g., pickleball in gymnasiums, etc.). To support existing members, the town should continue to maintain its existing supply of exclusive space

as older adults need age-appropriate services and opportunities to be with their peers. Given that greater proportions of older adults live in the more established areas in South Oakville, the existing service locations are well situated to provide convenient access to these residents. Expanding dedicated space for older adults into North Oakville is not recommended at this time, but can be reassessed through the design of new community centres (e.g., the proposed Palermo local community centre).

Going forward, a primary focus should be placed on expanding older adult and seniors programming through multi-use and activity rooms offered within libraries and community centres, as well as more active spaces such as gymnasiums, aquatic centres, and fitness centres. One-quarter (75%) of survey respondents indicating support for additional dedicated space for seniors within community centres. Spaces that appeal to people of all ages who may have different expectations of comfort and program interest will require designs that are flexible and easily adapted.

The **Sir John Colborne Recreation Centre for Seniors** serves a unique role in the town’s delivery of services. As a stand-alone seniors centre, it acts as a welcoming hub for the older adult community. Members told us how important this facility and its programs are to their mental and physical wellbeing. The centre and other older adult locations provide essential spaces where seniors can connect with each other and with critical services, while also participating in activities that are meaningful to them. Given the strong levels of use at this facility, an expansion of Sir John Colborne Recreation Centre for Seniors is recommended in the short-term to accommodate additional programming across the full older adult age spectrum as well as to allow for greater after-hours use of the facility by the broader community. Any future expansion should create the potential for multi-purpose spaces of different sizes to suit a variety of programs and participation levels, including consideration of a gymnasium space that would accommodate more active uses throughout the daytime, evening, and weekends.

| Actions – Seniors Recreation Spaces | | |
|--|--------------------|---|
| <p>30. Expand and renovate the Sir John Colborne Recreation Centre for Seniors to accommodate additional programming across the full older adult age spectrum, as well as to allow for greater after-hours use of the facility by the broader community.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth and non-growth related | 275,000 population | Partner consultation and detailed design should be initiated in the short-term. |

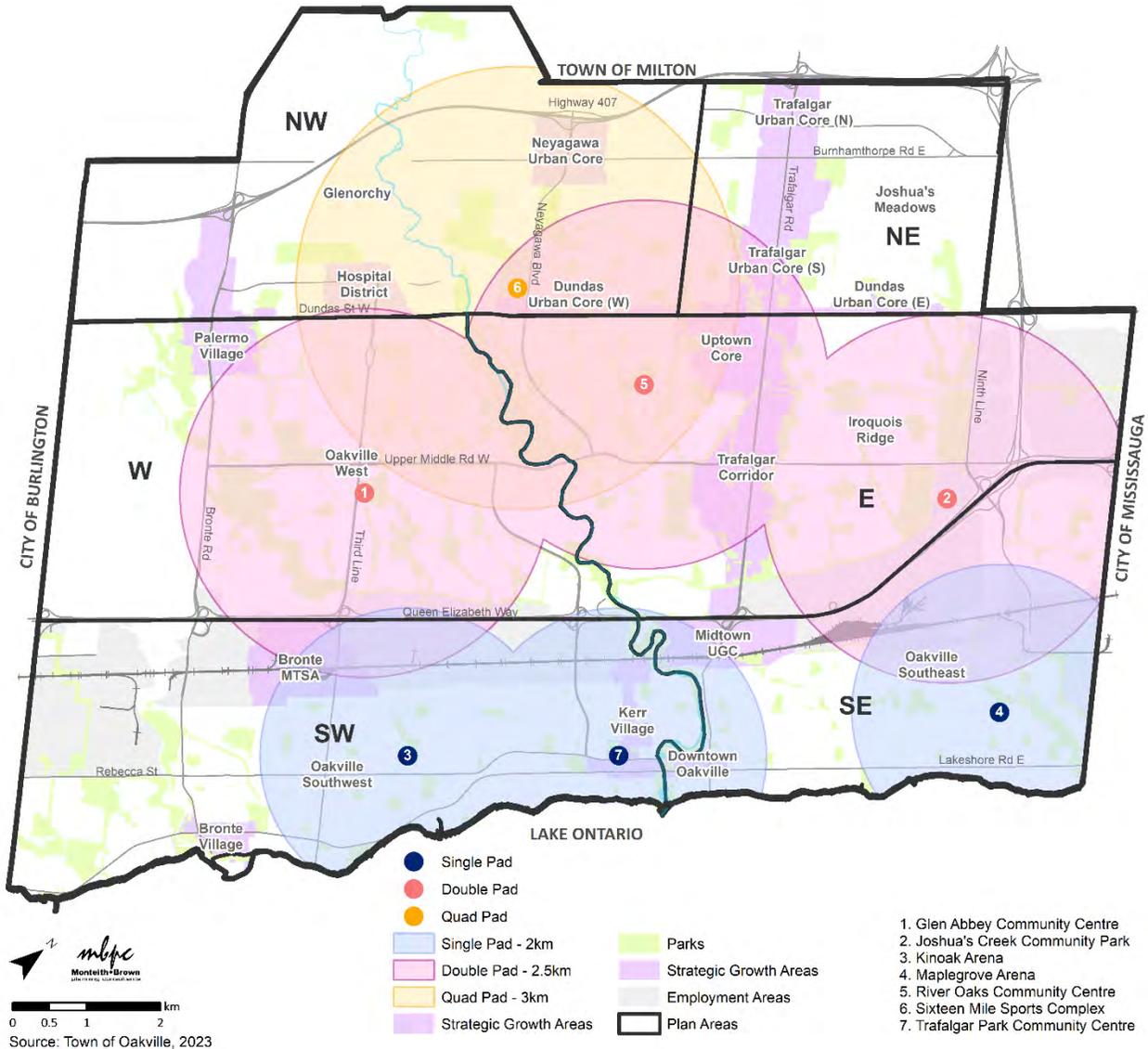
4.8 Arenas

The town currently provides thirteen (13) indoor ice rinks at five (5) locations, including:

- one quad-pad arena (Sixteen Mile Sports Complex – SMSC);
- three two-pad facilities (Joshua’s Creek Arenas – JCA, GACC, and ROCC); and
- three single-pad areas (Kinoak, Maple Grove, and TPCC).

Ice is maintained year-round at five (5) pads (SMSC and one pad at ROCC), while many other ice pads are used for camps, lacrosse, roller hockey, and other dry floor activities in the summer. Kinoak Arena and JCA receive very little summer use.

Figure 19: Town of Oakville Arenas and General Catchment Areas



In addition, there are two (2) private operations providing full-size indoor ice pads. Canlan Ice Sports offers four (4) ice pads that cater largely to the adult market but are also used for extra practice time by some youth organizations and Appleby College operates a single (1) pad arena. There are also several private off-ice training providers in Oakville.

Participation and Trends

In Oakville and many other urban communities, participation in organized ice sports is declining with registration in Hockey Canada affiliated minor programs peaking in 2008/09. Currently, about 8% of Ontario children and youth are registered with Hockey Canada, about one-third of the percentage that played twenty-five years ago.¹¹ Currently about four out of every five youth players are boys. Participation in other ice sports (e.g., figure skating, speed skating, etc.) can be cyclical, but does not drive demand for ice time nearly to the degree same degree as hockey.

This nation-wide decline in participation is most prevalent amongst boys and can be attributed to several factors:

- significant and escalating costs borne by households (for equipment, travel, ice rentals);
- lack of time for households to commit to sport, especially at competitive levels;
- difficulties in finding and/or compensating qualified coaches and volunteers;
- volunteer burnout leading to shortages at the executive level and among parent-coaches;
- declining post-pandemic participation, particularly amongst girls and women;
- changing demographics factors such as an aging of the population, immigration from countries that do not play ice sports, growing polarization between household incomes, etc.; and
- growing competition from other sports (e.g., indoor soccer, basketball, etc.) as well as unstructured, self-scheduled activities that are less expensive than ice sports.

As a result, many arenas across the nation are experiencing declining utilization, especially during less desirable hours. And most communities are slowing their construction of new arenas (even in the face of significant population growth) and are beginning to decommission or repurpose ice pads (particularly those that are older single pad templates). Modern arena design templates incorporate multiple ice pads to achieve economies of scale in operation, accommodate tournaments, and allow for groups to deliver simultaneous programming.

Despite population growth, rentals at Oakville arenas have declined by 20% since 2012; much of this change has been during prime-time hours, suggesting an overall eroding of demand. Rentals to youth-based organizations decreased by approximately 30% between 2012 and 2023, while permits to adult-serving groups decreased by 80%.

¹¹ Hockey Canada. Annual General Meeting Reports.

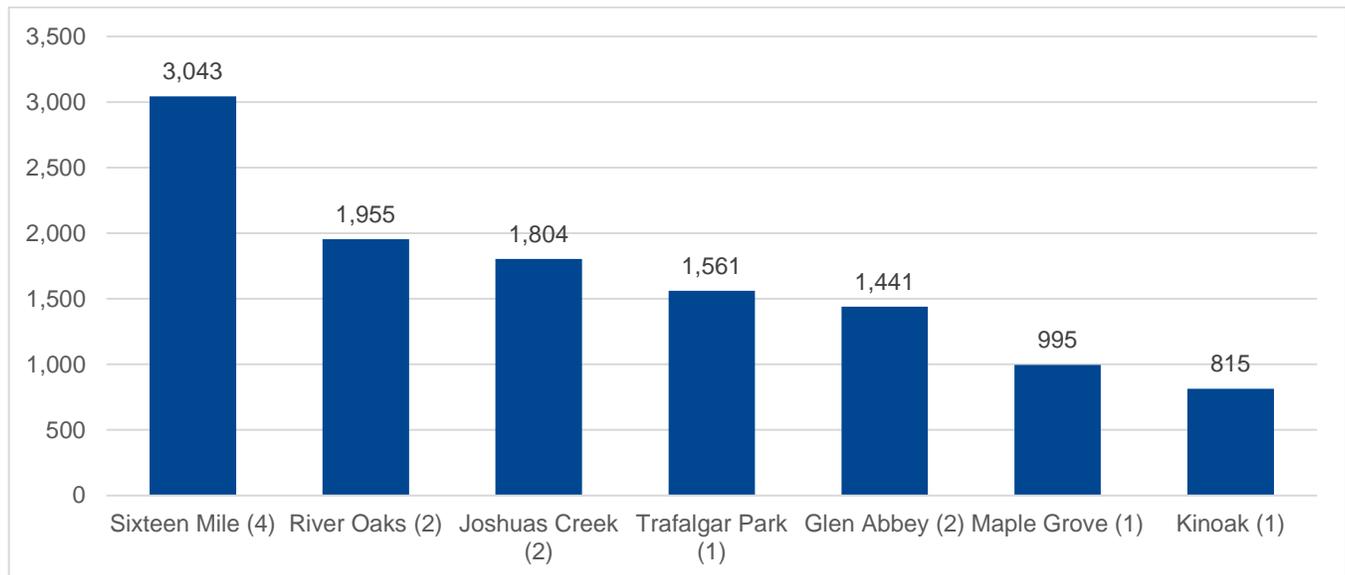
Table 29: Hours of use by Fee Permit Category, Town of Oakville Arenas, 2012-2023 (3-4 year intervals)

| Year | Hours Permitted | Type of Group | | | | Time of Day | | |
|---------------------------|-----------------|---------------|---------------|-------------|------------|---------------|----------------|------------|
| | | Youth | Adult | Commercial | Undefined | Prime Time | Non-Prime Time | Undefined |
| 2012 | 32,314 | 26,199 | 3,839 | 1,218 | 1,058 | 22,796 | 8,460 | 1,058 |
| 2015 | 31,598 | 25,070 | 5,182 | 299 | 1,047 | 21,765 | 8,786 | 1,047 |
| 2019 | 29,624 | 26,463 | 1,358 | 884 | 919 | 19,511 | 9,194 | 919 |
| 2023 | 25,940 | 22,679 | 785 | 786 | 1,586 | 17,141 | 7,213 | 1,586 |
| Change (2012-2023) | -6,374 | -3,520 | -3,054 | -432 | 528 | -5,655 | -1,247 | 528 |
| | -20% | -13% | -80% | -35% | 50% | -25% | -15% | 50% |

Source: Town of Oakville, 2016, 2023

In 2023, Oakville’s 13 arenas were permitted for approximately 25,940 hours (including summer ice at select locations) for an average of 1,995 hours per ice pads. The statistics show very low usage at Kinoak Arena (765 hours) and Maple Grove Arena (995 hours). Data is not available for privately-run rinks, but it is CORE youth groups (primarily boys and girls hockey) indicated that they rent approximately 130 hours per week at the Canlan areas, which would translate into nearly 3,400 hours across a 26-week season (representing 13% of usage at all Town of Oakville rinks, or equivalent to approximately two ice pads).

Figure 20: Permitted Hours per Ice Pad, 2023



Source: Town of Oakville, 2023

In Oakville, registration in minor ice sports has declined by 24% since 2011/12, largely due to decreasing participation in boys hockey (down 36%) and girls hockey (down 26%). These findings align with the rental data and suggest increased capacity within the town’s arena system to accommodate future demand.

Table 30: Historical Registration, Minor Ice Users, 2011/12 to present (four-year intervals)

| Organizations | 2011/12 | 2015/16 | 2019/20 | 2023/24 | Change (2011/12 to 2023/24) | |
|-------------------------------|--------------|--------------|--------------|--------------|--------------------------------|-------------|
| | | | | | | |
| Minor Oaks Hockey Association | 4,069 | 3,639 | 3,364 | 2,598 | -1,471 | -36% |
| Oakville Hornets | 1,219 | 1,165 | 1,137 | 900 | -319 | -26% |
| Oakville Skating Club | 2,400 | 2,611 | 2,602 | 2,348 | -52 | -2% |
| Speed Skating | 175 | 134 | 133 | 83 | -92 | -53% |
| Oakville Cruisers (Sledge) | n/a | n/a | n/a | 76 | n/a | n/a |
| TOTAL | 7,863 | 7,549 | 7,236 | 6,005 | -1,858 | -24% |

Note: Excludes adult participants.

Source: Town of Oakville, 2016, 2023

This data is supported by input from stakeholders that suggests that hockey participation peaked years ago and was accelerated due to the pandemic. Minor hockey has seen a notable erosion of house league players and – with rising costs and more newcomer families – the future outlook for the sport is uncertain. Figure skating has benefited from a bump in learn to skate activities coming out of the pandemic, and has largely seen stable registration over the years in Oakville. Neither the general public nor user groups identified new arenas as a priority, indicating that the current supply is sufficient for at least the short-term.

Reduced memberships have led some organizations to expand their program offerings and also to amalgamate with other associations to remain competitive. As a result, the demand for ice time is becoming more regional.

Trends and demographic factors suggest that further declines in ice hockey participation rates can be anticipated as Oakville grows and becomes more culturally diverse. Past master plans have recommended that the town maintain the existing arena inventory, while monitoring utilization.

Facility Needs

The town’s current level of provision is one rink per 17,300 residents. The benchmark average from the GTA comparator group is approximately one indoor ice pad per 27,000 persons, although there are fewer new arenas being built so this ratio is declining.

As arena use is largely participant-driven, a provision target that links to registration data is also considered. The current (2023/24) provision level is one pad per 462 registered youth (CORE) participants based on a municipal supply of 13 pads. In the past, the town has used a provision target in the range of one ice pad for every 650 youth participants to determine demand; however, this target should be updated to reflect current usage profiles. Most notably, the target should be adjusted to account for usage of private arenas by CORE groups (equivalent to approximately 2 private ice pads), as well as the declining of house league hockey.

A review of trends in minor sport registration and arena rentals supports a provision target of one municipal ice pad per 525 registered youth (CORE) participants. With 6,005 registrants

for the 2023/24 season and 13 municipal ice pads, this translates into a current demand for 11.4 ice pads or a surplus of 1.6 pads.

Without reliable age cohort forecasts, it is difficult to directly apply this provision target to future needs. An alternative is to convert this to a population-based figure. While the present demand (11.4 pads) equates to approximately one ice pad per 20,000 residents, per capita demand for arenas is likely to continue to decline into the future due to ice sport trends, an aging population, growing diversity, etc. For longer-term planning purposes (2051), a provision target **of one municipal ice pad per 20,000 to 30,000 residents (declining over time) is proposed**. The following table applies a blend of these provision targets over time to illustrate one version of evolving demand.

Table 31: Projection of Arena (ice rink) Needs based on Recommended Provision Target

| Forecasted Population | Ice Pad Needs (1:20,000 to 30,000 pop., declining over time) | Deviation from Current Supply (13 pads)* |
|--------------------------|--|--|
| 225,000 (current) | 11.4 (1:20,000) | -1.6 (surplus) |
| 250,000 (2026) | 11.4 (1:22,000) | -1.6 (surplus) |
| 300,000 (2032) | 12.5 (1:24,000) | -0.5 (surplus) |
| 350,000 (2038) | 13.5 (1:26,000) | 0.5 (deficit) |
| 400,000 (2045) | 14.3 (1:28,000) | 1.3 (deficit) |
| 442,941 (2051) | 14.8 (1:30,000) | 1.8 (deficit) |

Application of the provision target indicates that the existing arena supply should be sufficient to meet the needs of a town with a population of 300,000+ persons. **By 2051, the anticipated demand will growth to 14.8 ice pads, approximately 2 more than are currently provided by the town.** These figures assume that the private arenas used by CORE groups will continue to be available; should access to these non-municipal facilities become restricted, the town should re-examine local needs and provision approaches.

Proposed Capital Program

Over time, efforts are needed to optimize the supply and location of arenas to best suit the evolving needs of Oakville residents. First, the town should address aging infrastructure and changing needs through the repurposing of selected arenas (discussed below). New development will also be required to serve longer-term growth. Multi-pad arenas will be the preferred model for future development and replacement (co-located with other recreation spaces where possible) as they respond to user needs, support tournaments, and offer efficiencies in operation. Future arena investments should respond to a wider array of community needs (both ice and non-ice related) and find ways to extend usage throughout the entire year.

Projections support a long-term target of 15 municipal ice pads by 2051, two more than at present. As discussed below, there is also merit in removing two of the town's single pad arenas from service over time to address efficiencies and aging infrastructure concerns. This

would increase the capital requirement to 4 ice pads over the long-term (2 new and 2 replacement). It is recommended that these capital needs be addressed through two separate twin pad facilities, one in North Oakville (medium-term) and another in South Oakville (long-term). Partnerships with other providers and/or landowners may be required for new arena projects, particularly within established areas such as South Oakville.

Table 32: Recommended Arena Capital Program (listed in proposed order)

| Recommended Actions | Recommended Timing |
|--|----------------------|
| <p>1. Convert Kinoak Arena to alternative recreational and/or park uses: Remove Kinoak Arena from service in the short-term and convert to other in-demand recreation and/or park uses. Further study and public consultation will inform the uses and design.</p> | Short-term (2024-33) |
| <p>2. Twin Pad Arena in North Oakville (new): Develop a twin pad arena facility in North Oakville, with year-round usage potential (for ice and non-ice activities). A site and partnership assessment should be initiated in the short-term to evaluate the preferred location and operating model. The facility may be part of a community centre site, partnered site, or dedicated site.</p> | ~325,000 population |
| <p>3. Convert Maple Grove Arena to alternative recreational and/or park uses: Remove Maple Grove Arena from service at such time as a new twin pad facility comes on-line. Further study and public consultation will inform the uses and design.</p> | ~325,000 population |
| <p>4. Twin Pad Arena in South Oakville (replacement): Develop or partner to provide a twin pad arena facility to address future growth in South Oakville, with year-round usage potential (for ice and non-ice activities). A site and partnership assessment should be initiated in the short-term to evaluate the preferred location and operating model. The facility may be part of a community centre site, partnered site, or dedicated site. Opening of this facility should coincide with the prior or simultaneous removal of ice activities from Kinoak and Maple Grove Arenas.</p> | ~400,000 population |

Repurposing Options

With many ice sports on the decline, provision should be gradually brought into alignment with demand. Some of Oakville’s arenas are underperforming and aging and are unable to keep pace with the evolution of ice sports that prioritizes regulation-sizes multi-pad arenas as part of year-round multi-use complexes. Specifically, both Kinoak and Maple Grove Arenas are older stand-alone arena facilities that are under-utilized and have lower overall operational efficiency. Neither has sufficient space to be expanded or to offer a multi-pad arena that is the town’s standard within new or replacement arena facilities.

Over time, it is recommended that both Kinoak and Maple Grove Arenas be phased out as ice venues and be converted to other recreation and/or park uses. As arenas, these facilities received the lowest overall ratings through the community survey, with suggestions for updating/expanding and/or offering broader programming. The community has indicated that

they do not feel as welcomed or safe in these facilities and that they do not have the facilities or amenities that they are looking for. Further, these two arenas have accessibility challenges that may be difficult to overcome due to the original design. Significant investment would be required to bring them in line with current AODA requirements. Barrier-free access to ice level for all arenas needs to be prioritized if they are to remain in the active inventory.

Repurposing or conversion of surplus arenas to other in-demand uses makes the best use of sites in municipal ownership, while ensuring that these sites are transformed into locally appropriate uses that will serve residents in new ways. Repurposing can allow an existing facility to be used for a longer period if the building is structurally sound. Opportunities should be explored for repurposing Kinoak and/or Maple Grove Arenas to a dryland space (for activities such as ball hockey, soccer, court sports, etc.), park uses (e.g., outdoor pool, park amenities, green space, etc.), or another community use.

THINK BEYOND THE RINK

The two arenas being considered for repurposing share common attributes – they are both older, single pad facilities with accessibility challenges. Use of these facilities has also been declining with little to no usage during the warmer months. Neither arena would be considered successful in meeting the diverse needs of multiple age groups. Whether these facilities are maintained or repurposed, there is a growing need to “think beyond the rink” and expand the value of these facilities to a broader audience within their local neighbourhoods.

Across Ontario, municipalities are utilizing these assets as gathering places with welcoming spaces and facilitating self-driven community groups and associations. An arena facility should be more than an ice surface: it can be a community meeting place with indoor and outdoor public activity spaces. It should be part of the neighbourhood, a community asset, and can assist in strengthening local pride and cohesion.

Several Canadian communities have explored the adaptive re-use of their surplus arena facilities for a wide range of purposes, including (but not limited to):

- Community centre space – Kingsdale Community Centre, Kitchener
- Event space and floor activities – Queensmount Arena, Kitchener and Alliston Memorial Arena, Alliston
- Indoor soccer – Syl Apps Community Centre, Paris
- Gymnastics – Ken Giles Recreation Centre, Brampton
- Indoor playgrounds – Vancouver, BC
- Ball hockey/lacrosse facility – Silverwood Arena, London and Stephen Leacock Arena, Toronto
- Roller derby facility – New Hamburg Arena, Wilmot
- Indoor Skatepark – Zurich Arena, Zurich
- Movie Studio – Greater Sudbury
- Church – former Mount Forest Arena, Wellington North
- Storage (interim use) – AMA Arena, Amherstburg (since demolished)

Re-use options need not just be related to indoor recreation. Additional municipally-directed scenarios could include parks amenities, open space, and other civic uses.

Kinoak and Maple Grove Arenas have been assessed using the following criteria (weighted to account for varying levels of importance). Candidates for **removal or conversion to other park amenities** include those stand-alone single pad arenas that are:

- a. underutilized, particularly during prime time
- b. aging and in need of substantial capital renewal
- c. encumbered by notable design or functional challenges (e.g., small ice surface, insufficient change rooms, lack of barrier-free access, etc.)
- d. located in close proximity to another indoor arena and/or outdoor artificial ice rinks
- e. in areas with smaller youth populations;
- f. in stable to low growth communities
- g. able to accommodate an alternate use without considerable reinvestment

Table 33: Evaluation of Removal/Conversion Potential of Stand-alone Single Pad Arenas

| Evaluation Criteria | Kinoak | Maple Grove |
|--|--|--|
| a. Arena Utilization | Low | Moderate |
| b. Capital Needs | Moderate | High |
| c. Design/Functional Challenges | High | High |
| d. Service Area Overlap | Moderate | Moderate |
| e. Youth Population | Moderate | Low |
| f. Growth Potential | Moderate | Low |
| g. Proximity to Alternatives | Moderate | High |
| Weighted Score (100% retain, 0% remove) | 32% | 14% |
| Recommended Direction | Remove from service and replace through twin pad project | Remove from service and replace through twin pad project |

Notes:

- a. considers 2012-2023 usage data: Kinoak (45%), Maple Grove (55%)
- b. based on 2023-32 capital forecast: Kinoak (\$0.5k), Maple Grove (\$1.3M)
- c. functional challenges are documented in Stage 1 Report
- d. considers proximity to other municipal arenas
- e. based on 2021 population (ages 5 to 19 years) within 2km catchment area
- f. growth areas considered: Kinoak (part of Bronte MTSA), Maple Grove (none)
- g. considers proximity to non-municipal arenas and artificial skating rinks: Kinoak (Appleby College), Maple Grove (Canlan)

Based on this analysis, it is recommended that both Kinoak and Maple Grove Arenas be removed from service and converted to other in-demand recreation and/or park uses. Both arenas scored poorly based on the aforementioned criteria and – although Maple Grove scored slightly better – it is preferred that Kinoak Arena be converted first due to the ability for this site to meet other community needs (guided by future study). Subsequently, the conversion of Maple Grove Arena may be linked to the development of a new twin pad facility or the need for alternative uses on-site. Additional community consultation and study is required to define the proposed recreation and/or park uses for these two sites (e.g., non-ice sport facility, park uses, general community use, etc.).

Actions – Arenas

31. Assess the potential to remove **Kinoak Arena** from service in the short-term and convert to other in-demand recreation and/or park uses (e.g., non-ice sport facility, park uses, general community use, etc.). Subsequently, remove **Maple Grove Arena** from service at such time as a new twin pad facility comes on-line.

| Priority | Proposed Timing | Implementation Notes |
|----------|---|---|
| Medium | Kinoak: Short-term (2024-33) Maple Grove: 325,000 population | Additional community consultation and study is required to define the proposed recreation and/or park uses for these two sites. |

32. Monitor demand and explore options to provide **twin pad arena facilities in: (a) North Oakville; then (b) South Oakville** to serve future growth. Site and partnership assessments should be initiated in the short-term to evaluate the preferred locations and operating models.

| Priority | Proposed Timing | Implementation Notes |
|-------------------------------|--|--|
| Growth and non-growth related | a) 325,000 population b) 400,000 population | Planning target is one municipal ice pad per 525 registered youth (CORE) participants or 20,000 to 30,000 residents (declining over time). New facilities may be part of community centre sites, partnered sites, or dedicated sites and should have year-round usage potential for ice and non-ice activities. |

4.9 Indoor Sport Facilities

The town has helped to facilitate the development of sport-specific spaces for town-wide clubs such as gymnastics and soccer in the past. These arrangements offer a blend of land, financing, and/or shared delivery models within a partnership structure that leverages the strengths of all parties. In both the cases of soccer (Pine Glen Soccer Centre operated by the Oakville Soccer Club) and gymnastics (Glen Abbey facility operated by the Oakville Gymnastics Club), these buildings are municipal capital facilities that are operated under agreement.

The **Pine Glen Soccer Centre** consists of a full-size FIFA regulated indoor pitch that can be divided into four smaller fields. Built in 2008, this facility has allowed the club to expand its winter training and to offer additional programming to its members and the community. Prime time during the winter months is fully booked and the club has explored the feasibility of establishing a second indoor facility in the past. The consultation program also indicated strong demand for additional indoor turf facilities, especially from field sports other than soccer (e.g., football, rugby, baseball, etc.), with suggestions to establish a domed field at another location. It is understood that a high school planned for North Oakville will be installing a dome (operated by a third party), which may offer opportunities for community use.

The Oakville Soccer Club administers rentals at the Pine Glen Soccer Centre and generally receives the more favourable times – the club is not bound by municipal allocation policies and other users are less likely to receive access as a result. Additionally, the facility is seldom used during the daytime and the warmer months. While low usage is common during non-peak times, utilization of the field for a variety of recreation programs during off-peak times may be an opportunity to consider in the future. It is recommended that the town evaluate options for increasing public access to this facility and/or other indoor turf providers prior to the expiry of the Pine Glen agreement in 2028.

The public consultation program also yielded requests for **year-round tennis and pickleball courts** through the installation of an air-supported dome or other indoor structure. There are no public indoor venues for these sports in Oakville at present. Supported by Tennis Canada’s indoor court strategy and partnership framework, these facilities are becoming more common as interest in these sports grows. The lack of year-round opportunities is a barrier in Oakville and the demand for indoor courts to support community-based tennis and pickleball should be explored in more detail through further study, with the goal of expanding localized play opportunities. This objective should be included as part of the recommended Racquet Court Strategy, which is elaborated on in more detail in Section 6.5 (Tennis Courts).

The **Oakville Gymnastics Club** operates a 29,000 sf gymnastics centre at the GACC and also rents other spaces in the community. With around 4,000 members, the club is the largest in Ontario. As Oakville grows, the club anticipates greater demand and has expressed interest in additional space in North Oakville. Opportunities to expand the existing location may also be considered through the GACC’s expansion/revitalization process.

Any prospect for a new club-based facility (e.g., indoor turf field, gymnastics facility, court complex, table tennis, etc.) should be considered through the development of a detailed strategy and/or business plan (see section 4.11), with consideration of operating models, funding priorities, and community impacts.

| Actions – Indoor Sport Facilities | | |
|--|----------------------|--|
| 33. Explore options for increasing year-round programming and community access to the indoor turf fields. | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | The current agreement for operation of the Pine Glen Soccer Centres expires in 2028. |

4.10 Arts and Culture Facilities

The town is responsible for the management of three notable venues offering cultural programming, all in Southwest or Southeast Oakville: Oakville Centre for Performing Arts (OCPA); Oakville Museum; and Queen Elizabeth Park Community and Cultural Centre. Some cultural programming is also offered through municipal facilities such as community centres and Oakville Galleries, which is independently run. Additionally, the network of arts and cultural spaces and services extends to the non-profit and private sector, with some organizations being partially supported through municipal grants.

Oakville’s arts and cultural facilities and services are guided by a separate **Cultural Plan**, most recently updated in 2016 and currently undergoing a refresh. The Cultural Plan and **Downtown Cultural Hub** (DCH) studies support the replacement of the OCPA, noting that there is a gap in quality local performance space offering more than the existing 485 seats. Implementing the DCH has been identified as a key priority for the current term of Council.

Through this master plan’s consultation program, cultural organizations indicated that the sector was hard hit by the pandemic, with many facilities closing and audiences/participants staying away. Most groups are recovering, but the return has been slower than with some other sectors. Conversely, attendance at outdoor events has grown considerably, outpacing capacities at some sites.

With QEPCCC and a re-imagined OCPA addressing both localized needs in South Oakville and many town-wide functions, growth in North Oakville will require consideration of new cultural infrastructure in the longer-term. Consideration should be given to the development of an **auditorium space** for community theatre, rehearsals, events, etc. within the community centre or library proposed for Trafalgar Urban Core South. Many organizations expressed a need for additional rehearsal and storage space, recommending that future community centres be designed with arts and cultural needs in mind.

| Actions – Arts and Culture Facilities | | |
|--|---|---|
| <p>34. Continue to advance the Downtown Cultural Hub initiative, including the cultural components.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | This is an ongoing priority for this current term of Council. |
| <p>35. Consider the development of an auditorium space for community theatre, rehearsals, events, etc. within the library or community centre proposed for Trafalgar Urban Core South.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | Tied to library or community centre development | n/a |
| <p>36. Complete the Cultural Plan refresh and prepare a Public Art Master Plan. The Cultural Plan should include a cultural heritage landscape/tourism lens as well as a strategy for the delivery of cultural services and spaces in North Oakville.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |
| <p>37. Seek opportunities to integrate cultural programs and activities through shared spaces within existing and future community recreation facilities and parks.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Ongoing (best practice) | n/a |

4.11 Other Indoor Facilities

Future requests for municipal participation in capital projects not identified in this plan can be expected. There are several other types of facilities that fall outside of the traditional municipal scope of provision, but may offer significant benefit to area residents and contribute greatly to the range of local services (e.g., table tennis, squash, saunas, etc.).

A formal partnership framework should be used to evaluate unsolicited requests from community organizations, with consideration to the town’s long-term capital forecast and capacity to participate in such projects. The evaluation of potential capital partnerships should require the proponent to provide information such as (but not limited to):

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

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

| Actions – Other Indoor Facilities | | |
|--|-------------------------|----------------------|
| <p>38. Continue to utilize a formal partnership framework to evaluate capital proposals from community organizations, with consideration given to the town’s long-term capital forecast and the town’s capacity to participate in such projects.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |

5. Public Libraries

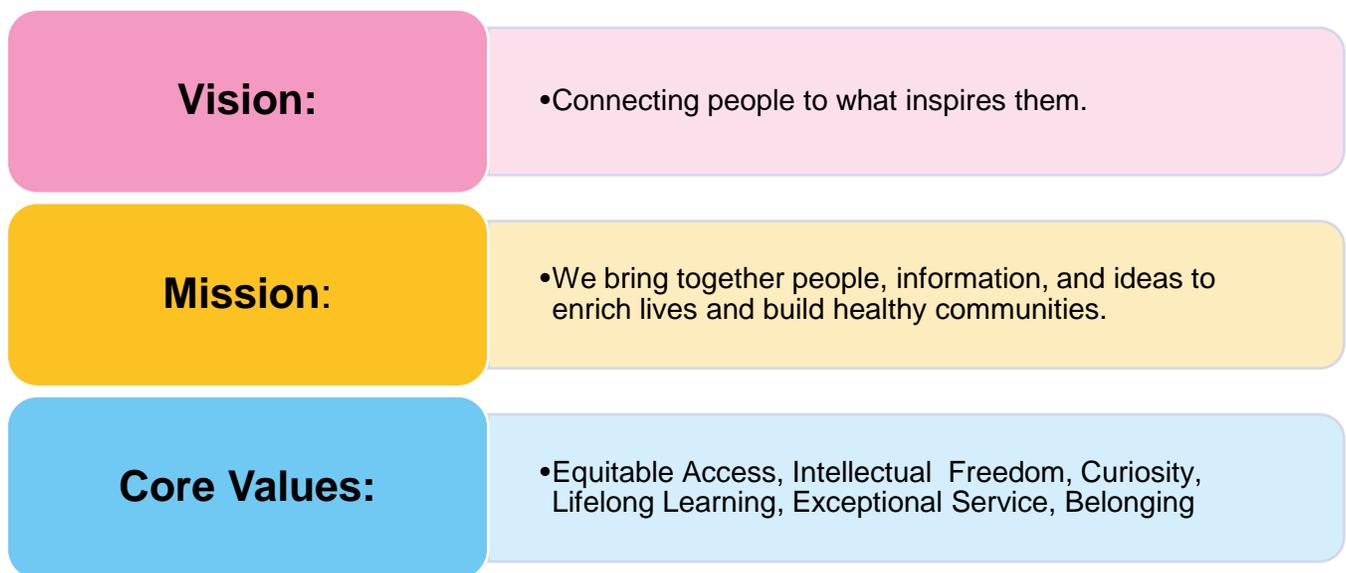
This section identifies public library facility needs and a preferred distribution model for the Oakville Public Library (OPL). Key service priorities are also reviewed, with strategic direction provided for the short-term.

5.1 Overview

Public library systems are the cornerstones of vibrant communities. With an emphasis on early and lifelong literacy, popular materials, digital resources, spaces for studying and gathering, and growing demand for new forms of creation and lending services, there is strong support for continued investment. The library is regarded as a welcoming place and a critical source for information and support for newcomers and long-time residents alike.

The Oakville Public Library’s Strategic Plan provides a solid foundation for the analysis of library services. OPL’s mission and vision speak to the aspirational role that OPL can play in the lives of its residents through core service elements such as programs, collections, technology, and space.

Figure 21: Oakville Public Library Strategic Plan 2022-2024 – Strategic Framework



The Oakville Public Library currently operates seven branches (including one central), and four OPL Express locations, providing a total of 108,301 ft² of space. Many spaces are combined with other public facilities such as community centres and schools.

Table 34: Oakville Public Library Branch and OPL Express Inventory

| Branch | Plan Area | Size (sf) |
|---|------------------|-------------------|
| Central Branch | Southeast | 43,920 sf |
| Clearview Branch | East | 4,057 sf |
| Glen Abbey Branch | West | 14,984 sf |
| Iroquois Ridge Branch | East | 12,141 sf |
| Sixteen Mile Branch (temporary) | Northwest | 5,048 sf |
| White Oaks Branch | East | 9,261 sf |
| Woodside Branch | Southwest | 18,890 sf |
| QEPCCC – OPL Express | Southwest | n/a |
| River Oaks CC – OPL Express | East | n/a |
| Sixteen Mile Sports Complex – OPL Express | Northwest | n/a |
| St. Luke’s Community Centre (church) – OPL Express | West | n/a |
| Total | | 108,301 sf |

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

The following **objectives** have emerged from the research and consultation phases:

- A. **Embrace Evolving Roles:** Demand is growing for unstructured space and community programming (e.g., STEAM, tech assistance, etc.). More and more, residents are viewing OPL as a “third place” – an inexpensive, accessible, welcoming, and comfortable space to study, work, hangout. This suggests a need for geographic equity and convenience in facility provision, as well as flexible spaces that can support evolving needs.
- B. **Enhance and Revitalize Existing Branches:** The community is excited for the Downtown Cultural Hub initiative to be advanced, including a new and revitalized Central Branch Library. There may also opportunities to reimagine and expand usage at existing locations to serve growth, as well as further animating outdoor library spaces. Innovative solutions may be sought to ensure that these spaces respond to evolving needs.
- C. **Provide New Branches in Strategic Locations:** Space needs are growing, and new libraries will be needed in several strategic growth areas to serve new residents. Future libraries should be integrated with other civic and community facilities, with strong coordination between service providers to optimize programming and avoid duplication.
- D. **Evaluate Alternative Service Models:** New ways of delivering service should continue to be explored and embraced, such as OPL Express locations, book bikes, community spaces with increased space for programs, activities and digital technologies and reduced footprint for collections. A continued focus on outreach will be important to create connections within emerging communities and expand OPL’s reach.
- E. **Maintain High Quality Services:** Quality service is a foundational requirement for public libraries – a continued focus on staff training and empowerment should be a leading priority for OPL. Oakville’s growth also means that a greater focus will need to be placed on services to newcomers including an expanded multilingual collection to respond to Oakville’s growing diversity.
- F. **Consider Extended Hours:** The community consultation program found considerable support for longer hours at busy library branches. In the longer-term, extending hours in strategic locations may offer an opportunity to expand services and impact without adding new space.
- G. **Support for At-Risk Populations:** Libraries are busier than ever and OPL plays a critical role in supporting programs and services for newcomers and equity-seeking populations. Thoughtful planning is needed to ensure that OPL can continue to serve important roles for all residents, including students, seniors struggling with isolation, people dealing with mental health challenges, under-housed residents, and other at-risk and vulnerable individuals.
- H. **Partner with the Town:** There is a strong level of collaboration between the Oakville Public Library and Town of Oakville, from communication and programming to joint facility planning. Oakville’s busiest community centres are those that also contain library branches and this co-location model is recommended within future building projects.

5.1 Analysis – Library Services

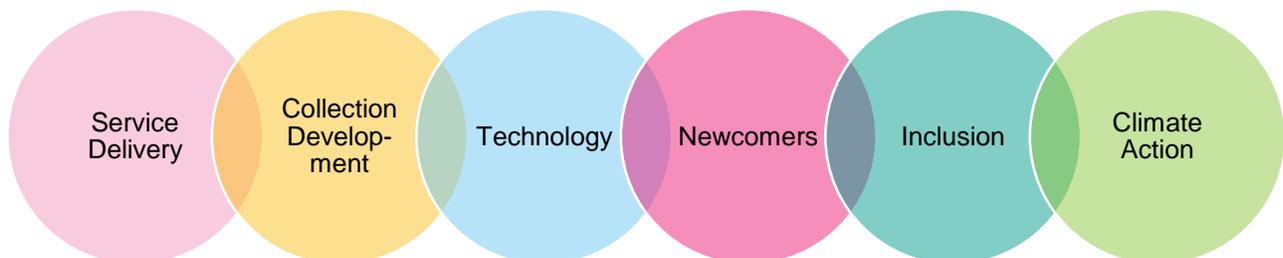
This section outlines in broad terms the areas of focus for future service delivery planning for Oakville Public Library. The themes outlined have been touched on both in professional literature and in consultations with OPL staff and customers.

OPL’s core values as articulated in its Strategic Plan underpin the core elements of library services and help create the linkages between each of the strategies outlined in this report. For example, growing and diverse collections can reduce barriers and promote equitable access. Technology plans not only increase technical skills, but they can be integrated into programming to develop digital literacy, inspire curiosity, and promote lifelong learning. Programs and their design can be leveraged to promote inclusion and a sense of belonging. The outcomes that can be achieved are numerous and made possible through strong core organizational values and strong library services components.

Oakville Public Library’s current Strategic Plan has been extended to 2026. It is hoped that the analysis and recommendations contained herein will support, enhance, and expand the strategic pillars in the Board’s current plan.

The general themes outlined in the analysis include a discussion, some recommendations, and questions for further consideration around service delivery, technology, collection development, inclusion, newcomers, and climate action.

Figure 23: Master Plan Strategies for Library Services



It is also hoped that this section acts as a springboard and framework for discussions around service delivery that will result in a living document created for and by the leadership and staff teams of Oakville Public Library.

Service Delivery Strategy

The population growth projected to 2051 combined with the strong and steady increases in usage of the library by the community (see Stage 1 Report) provides both compelling evidence and rationale for a significant expansion of OPL’s physical spaces. As referenced later in the report, this increase in space should comprise a mix of configurations beginning with a new Central Branch as part of the Downtown Cultural Hub plan. The next level of libraries represents library branches followed by OPL Express locations. What will this look like as the system expands and grows? This moment in time represents a valuable opportunity for OPL to identify and formulate direction for a future library service delivery plan to correspond to the expansion of space. The following are elements that are recommended for consideration.

Role and Structure

OPL has a solid foundation already in terms of the variety of facility types whether it be co-location in schools and community centres, stand-alone buildings, and alternative service delivery mechanisms such as OPL Express. The opportunity now exists to define and/or confirm the definition of the roles these facility types serve in OPL's system now and into the future. Not only does this ensure that financial, human, and capital resources are being deployed effectively and efficiently, but it also serves to provide parameters or a structure for OPL's service delivery model including service levels. The community profiles OPL has provided for each catchment area will be invaluable in this endeavour. What are the roles of OPL's different libraries and OPL Express locations? Will these roles change in the future? The establishment of community profiles for proposed locations would also be necessary and invaluable.

Figure 24: Sample Community Profile, Oakville Public Library



These profiles may also help in articulating a core level of service available at all locations at minimum while identifying customizable service elements to respond to each community in a catchment area or to identify “centres of expertise” or “centres of excellence” to foster experimentation and innovation. Guidelines from the Administrators of Rural and Urban Public Libraries of Ontario Systems (ARUPLO) may be useful tool in this regard¹².

Extending Access to Service

Extending access to service can be done in several ways. The most obvious way is to increase the number of physical buildings. However, other tactics include: an increase or reallocation of operating hours, the enhancement of the website, and partnerships, collaborations, and networks.

The library's operating hours have been reviewed recently by OPL leadership and the Board for the current service points. In the future as new libraries come on stream some examination will be required to confirm the efficacy of the status quo. An increase in overall operating hours is inevitable with new buildings but how does this align with existing hours of current facilities in adjacent catchment areas? The [ARUPLO Guidelines, 4th edition](#) states

¹² Administrators of Rural and Urban Public Libraries of Ontario Systems. [Guidelines for Rural/Urban Public Library Systems](#). 4th edition. June 2023.

that, “The single greatest barrier to library use as reported in community needs assessments is open hours of operation” (p. 9).

It is recommended that a future operating hours plan be developed for OPL in conjunction with role definition of each level of facility type and reviewed alongside ARUPLO Guidelines.

Programs

The significant value of programming in public libraries cannot be underestimated. Not only do public library programs augment collections, but they also provide huge benefits in terms of enhancing traditional literacy skills as well as digital literacy skills. The content developed by libraries for programming can often be seen as the ‘on ramp’ to topics and interests that might be otherwise unattainable to members of the community. Skills and interests such as photography or creative writing are introduced by library programs in a way that break down barriers and foster inclusion within a community.

Oakville’s growing population creates an opportunity for OPL to diversify its approach to programming. Currently, OPL has strong attendance for children’s programs; however, employing more place-based approaches could expand its reach to more segments of the community. This would entail building a framework for programming that focuses on local strengths while engaging the community on global, national, and local topics. The potential for enhanced collaboration and partnerships locally would also widen OPL’s audience while leveraging its programming activities to amplify inclusion efforts.

During the pandemic, public libraries adapted to lock downs and closures by offering programs online for all. Using online platforms, digital content was also created by library staff as an on-demand option for library users. Now that libraries have reopened, public libraries are assessing their experiences with virtual programming to identify any best practices that have emerged that can be applied to current program planning. The format – live versus virtual – will now need to be given a heightened level of consideration along with the content and age category. Online programming may be appropriate in some circumstances but may not be efficient or effective in other situations. The added value to adopting hybrid programming is the ability to expand access by offering online options alongside in person. This feature can also be seen to increase inclusion and break down geographic barriers.

Modern libraries are not only focused on literacy programs, but also support experiential activities that provide library users with opportunities to embrace their creativity through traditional means and modern technologies. A leading trend in the library sector is the emergence of makerspaces, which are shared, community spaces that foster creativity and innovation, support collaboration and interaction amongst peer and like-minded individuals, and facilitate skill development and lifelong learning. They provide access to low- and high-tech tools and equipment for free, teach people how to use tools, and introduce them to new techniques and skills through workshops, training, and educational programming. Newer draws such as makerspaces will be more important than ever before because they will act as a means of reducing barriers for those who do not have access to these skills or equipment. OPL’s Creation Zones are not only an integral part of its technology strategy but provide incredible opportunities through its digital programming.

A recent report¹³ estimates that investment in programming generates over 6 times more economic and social benefits: “That is, for every \$1 invested in Canada’s urban libraries, \$6 is generated in community economic impact, a return of over 600%.” Programs that go beyond the traditional offerings of story times and book clubs can address community and societal issues and solidify the role of public libraries in providing a safe place for individuals to discuss controversial and timely topics. Libraries and librarians are finding themselves on the front lines of the culture wars that are playing out around the world. How can public libraries identify opportunities to proactively engage their community on timely topics such as climate change, freedom of speech, and other world issues through regular programming?

[The Website](#)

OPL already has a full-service website that represents a one stop entry point to information, services, and resources 24/7. It also facilitates extending some services of the library beyond the operating hours of its physical locations. Features such as Chat allows for interactions with customers for basic level information with options for connecting with live staff for more complex queries. Research on the use of library websites during the pandemic also suggests that library websites were forced to become de facto full-service branches and, in so doing, libraries were also able to identify their online shortcomings¹⁴. What are the gaps in OPL’s website that can be addressed in the future to extend service?

In order to sustain the high level of virtual services provided, OPL should continue to monitor technological trends and capabilities with regard to its website to identify ways to enhance functionality and engagement with its customers beyond open hours.

[Partnerships, Collaborations, and Networks](#)

Public libraries have generally aimed to leverage their mission to create alliances and play active roles in community networks and OPL is no exception. Libraries are presented with opportunities through partnerships and collaborations to deliver services that are closely aligned with their expertise and professional skills. This activity has served to increase access to library services and resources and has allowed the libraries to be a contributor in meeting the needs of their communities. In recent years, formal partnerships have been established between libraries and non-library entities depending on the unique circumstances of each community. For example, partnerships with post-secondary institutions (e.g., Sheridan College, etc.) could be considered to offer enhanced services to residents and students alike.

Libraries can embody a community development mindset and provide potential models or pilots to build library capacity and extend its reach in a more agile way. As new OPL facilities are planned and existing facilities are being renewed, this is a perfect opportunity to review, assess, and identify if there are formal partnerships or collaborations within each catchment area that OPL can initiate to extend service and perhaps also to offset operating costs.

¹³ Canadian Urban Institute. [Overdue: The Case for Canada’s Public Libraries](#). 2023.

¹⁴ McLay Paterson, Amy. [What is a Library Website, Anyway? Reconsidering Dominant Conceptual Models](#). Partnership Volume 16, Number 1, 2021, p. 1–22.

Questions to consider:

- a. How can innovation be built into this model?
- b. How can robust staff training and development opportunities be achieved?
- c. Are there other partners that might help OPL advance its mandate?
- d. Does the library have a role to play in cushioning the shocks of climate change and global/political/social disruption and upheaval?

Collection Development Strategy

OPL's strong and stable usage rates for print resources alongside significant increases in digital and streaming resources is a reality that will require a balancing act of space versus demand in both existing and future library locations. ARUPLO Guidelines state that libraries are decreasing the size of their physical collections due to several factors:

- the growing use of digital;
- decreasing usage of print and formats such as CDs and DVDs because of costs and/or availability;
- the requirements of providing accessible shelving; and
- the need to repurpose space for other functions.

Repurposing existing library space is a growing imperative as Oakville Public Library expands its already robust 'Library of Things'. This collection makes available items such as loanable kits for storytimes, sports, and connectivity. This concept promotes the circular and sharing economy which has many benefits for the environment and represents an important element of the library's Climate Action Strategy. In addition, the items offered (e.g., park passes, life jackets, etc.) can break down barriers for members of the community by providing access to amenities they may not otherwise be able to afford. This function of the 'Library of Things' can also be seen as a key piece of OPL's inclusion strategy.

Beyond the discussion of quantitative requirements, an updated Collections Strategy will also examine the mix of resources as well as specific audiences and subject matter. OPL's Collection Development Policy will need to address broadly the direction for future resource procurement, selection, and deselection in a rapidly changing environment. Again, the community profiles will be essential in this endeavour to sufficiently respond to user preferences in each catchment area's libraries. Leveraging other mechanisms such as consortium purchasing and reciprocal borrowing will help OPL's collection dollars stretch farther. Efficient transfers (holds) of material between library locations and the effective use of floating collections are and will continue to be key.

Physical collections will continue to coexist with emerging digital formats for the foreseeable future, which illustrates the necessity of maintaining a diverse collection to meet the needs of the entire community. This will continue to require robust and sustained funding for OPL's collection budget as the population increases and new locations are built. In addition, the acquisition of eBook titles has created added pressure on library material budgets due to the circulation limits per eBook that each publisher imposes on the library. A collective comprised of the Hamilton, Mississauga, Burlington, Kingston Frontenac, London, and Ottawa Public

Libraries have partnered to share their digital catalogues and give their users the ability to place holds and borrow from each other's libraries. Working together allows these libraries to enable a wider range of access to titles and collections. The future collection budgets for OPL should consider the trends in publisher pricing models for digital resources as well as the benefits of resource sharing with other library systems.

And lastly, for communities across Canada including Oakville, increased resources for library collections represents an investment in Canada's future prosperity. A recent report on public libraries in Canada estimates that for every 1% increase in literacy for adults, an annual benefit of \$67 billion could be created; this is the equivalent of an extra \$1,800 in the pocket of every Canadian.¹⁵

Questions to consider:

- a. What will the role of locally acquired material be in the system versus popular fiction and non-fiction collections for adults?
- b. What is the strategy for the ratio of print, non-print, and streaming collections?

Technology Strategy

Technology and digital services within public libraries have evolved and transformed from providing access to connectivity and skills training to exposure to new and emerging technologies. The user groups that libraries are aiming to serve have become just as diverse. The technology needs of entrepreneurs, new Canadians, lifelong learners, students, and marginalized populations are unique and represent substantial effort on the part of libraries to meet their requirements.

Libraries are also viewing technology through the lens of equity. In addition, libraries have recognized the huge role they play in advancing not only digital literacy but also digital inclusion. Without equity of access to technology, society risks a widening digital divide placing the library in an essential role as the bridge.¹⁶

For those who do not have the means to own hardware or to pay for internet access at home, the library's free in-house WIFI, loanable laptops, and loanable hotspots facilitate the crucial activities of learning, working, and communication for many community members. According to the Urban Libraries Council "In Canada, 66% of households with incomes less than \$32,000 don't have broadband or computers."¹⁷

Just as importantly, public libraries must also focus on new and emerging technology services. Creation Zones at Glen Abbey and Iroquois Ridge libraries foreshadow the next iteration of OPL's future technology plans. Now more than ever, libraries must work hard to

¹⁵ Canadian Urban Institute. [Overdue: The Case for Canada's Public Libraries](#). 2023.

¹⁶ Nordicity and Toronto Public Library. [Technology Access in Public Libraries: Outcomes and Impacts for Ontario Communities](http://www.torontopubliclibrary.ca/content/bridge/pdfs/nordicity-full-report.pdf). www.torontopubliclibrary.ca/content/bridge/pdfs/nordicity-full-report.pdf

¹⁷ Urban Libraries Council. [Leadership Brief: Digital Equity in the Age of COVID-19](http://www.urbanlibraries.org/files/Leadership-Brief_Digital-Equity.pdf). www.urbanlibraries.org/files/Leadership-Brief_Digital-Equity.pdf

plan services that integrate more advanced skill building for its community as Artificial Intelligence (AI), Virtual Reality, and other emerging technologies become mainstream.¹⁸

Library programming, outside of the Creation Zones, will continue to be an important building block in OPL's efforts to enhance digital literacy skills alongside traditional literacy skills. A robust strategy will need to continue to include ways to integrate technology into all library programs.

How will OPL's technology plans respond to current and future states? It is recommended that an updated technology strategy may be a useful tool for future technology planning and establishing service levels. Such a plan may include:

- a rationale for what locations will offer a Creation Zone;
- the target for the number of loanable hotspots at each location;
- how AI and other emerging technologies will be incorporated into programming; and
- the transition from desktops versus in-house loanable laptops.

A technology strategy would also inform facility planning for new and renewed locations including establishing a footprint for desktop computers, ventilated spaces for equipment, noise attenuation for equipment, outlets, furniture selection, and placement and storage requirements for hardware.

Questions to Consider:

- a. How does the library sustain and expand access to technology (computers, maker technology, Wi-Fi) and creative/tech-related programming?
- b. How does the library sustain and expand its role in helping the community achieve proficiencies in digital literacies (e.g., navigating sources of information and different information platforms)?

Newcomer Strategy

With estimates of 500,000 of newcomers immigrating to Canada annually, OPL will need to continue to assess the impact of the influx of newcomers on public library services. To many newcomers, the concept of a public library may be unfamiliar. What will Newcomer Services look like at the different types of library locations within OPL? What services should be strengthened or added? Do these factors present opportunities to co-locate or collaborate with federal agencies and regional or local settlement services? What does this mean for the library's multilingual collections? What implications does this have on space for libraries in catchment areas with a high immigrant population such as Sixteen Mile? How will the library partner or collaborate with the town and Recreation and Culture Department?

Knowing the communities within each existing and new catchment area is vital. It is recommended that this strategy utilize insights from OPL's community profiles to broadly identify where efforts should be focused. Components of the strategy may include:

¹⁸ Ibid.

- an outreach and engagement plan to explore embedding settlement services within strategic library locations;
- a collections plan based on demographics of languages spoken, including estimates of the footprint needed for multilingual resources;
- a programming plan to address ESL proficiencies as well as other integration tactics for individuals and families;
- computer training and job skills development; and
- digital plan to enhance online resources for newcomers on the library’s website through a Newcomers Portal.¹⁹

Inclusion Strategy

Unstructured, Flexible Spaces

In *The Great Good Place*, sociologist Ray Oldenburg suggests that people need three places in their lives, with home as the “first place”, work/school as the “second place”, and an undefined “third place” that represents public life and community. Oldenburg writes: “The third place is a generic designation for a great variety of public spaces that host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work.”

Fundamentally, third places are community spaces that are free or inexpensive, accessible, welcoming, and comfortable. People choose to visit and spend time in third places – they are not required to be there and can come and go as they please. Third places are warm and welcoming, and foster belonging and community pride. And third places are levelling spaces, where everyone is accepted, valued, and encouraged to participate, regardless of their background, identity, or socio-economic status.

Libraries play an important role as third places in communities. Regardless of one’s age, cultural background, income level, gender identity, etc., libraries offer safe, accessible, and welcoming spaces for all. Public library spaces and services support civic engagement, social inclusion and equity, a culture of learning and multiple literacies, and economic vitality in our communities. OPL’s vision, mission, and values reinforce its commitment to inclusion within both its physical spaces and its service delivery.

The footprint for the library’s physical space will need to align with the space needs for the library collection but also for the needs of programming, partnerships, collaborative study, coordination of non-library services for at risk/marginalized populations, and storage for non-traditional lending (Library of Things).

Truth and Reconciliation

Oakville Public Library is committed to action regarding the principles of Truth and Reconciliation through its current strategic plan. OPL also consistently employs land acknowledgements, provides local Indigenous resources through the library’s website, and participates in local initiatives. There is opportunity to expand programs and service offerings

¹⁹ Example: Vaughan Public Libraries. <https://www.vaughanpl.info/newcomers>

for all public libraries in Canada based on the recommendations provided by the Canadian Federation of Library Associations' Committee Report.²⁰

Equity, Diversity, and Inclusion

Oakville Public Library has a solid foundation for reflecting the principles of equity, inclusion, and diversity in its operations. The challenge will be to strive to create meaningful changes in the future to sustain the library's initial efforts to serve Oakville's growing diverse community. The impacts on institutions, staff members, and citizens during the last three pandemic-impacted years has highlighted the importance of the community's and staff's role in crafting future tactics to strengthen the lenses of equity, inclusion, and diversity. OPL acknowledges this commitment in its strategic plan under the pillar, "Enriching lives and building healthy communities."

Public Libraries as Civic Integrators

Library space can be used to facilitate the physical coordination and collaboration with other social service agencies (e.g., Halton Region, etc.) that directly serve at risk and marginalized populations. The gaps in serving the needs of vulnerable members of society have been exposed during the pandemic and libraries can play a role in facilitating services to close the gap. In the new normal brought about by the pandemic, library leadership and staff are balancing the needs of marginalized communities with the need to provide a safe working environment for their teams as well as a safe space for everyone else using the library. It has become apparent that all public libraries but especially those in urban areas are finding themselves problem solving for patrons who are experiencing homelessness, addiction, mental health challenges, and poverty. Oakville Public Library is no exception in this regard.

Public libraries are recognized as a community destination and an attractive public space with an enjoyable atmosphere. Many libraries are embracing their role as a community hub and are focusing efforts to becoming civic integrators, particularly through partnerships and a focus on directly providing information or acting as a referral point for other civic services. The evolution of libraries as gateways and hubs of civic activity have resulted in non-traditional library spaces for creation, collaboration, socialization, and programming. As noted in the next section, the Canadian Urban Institute's 2023 report (Overdue: The Case for Canada's Public Libraries) highlights the many possible facility configurations that OPL could consider for future locations.

Questions to consider:

- a. How might OPL leverage its role in the community to help all levels of government achieve their goals for its citizens?
- b. Should OPL become the community access point for all public services?

²⁰ Canadian Federation of Library Associations. Truth and Reconciliation Report and Recommendations. 2017. https://cfla-fcab.ca/en/indigenous/trc_report/

Climate Action Strategy

In the absence of national guidelines regarding the role of public libraries in climate change mitigation and adaptation, an opportunity is apparent for public libraries in Canada to work closely with their local governments to integrate both the libraries' needs as well as its contributions to the overall strategy.

New library buildings will need to be built to withstand extreme weather events while existing buildings may need to be retrofitted. Energy efficiency will also be required not only for budgetary reasons but also to set an example as part of the overall public sector infrastructure for both residents and businesses to emulate.²¹ Oakville Public Library's buildings are already incorporated into the town's Climate Strategy Plan for built environments.²²

Public libraries are seen as trusted institutions that provide accurate information. Their strong local presence and broad range of users makes them an effective venue for all levels of government to disseminate information around climate change to the community.²³ Oakville Public Library is also identified as a valued partner in providing education programming around climate conservation for residents of Oakville.²⁴ In the future, programming and the 'Library of Things' could be reviewed for opportunities to expand the focus of climate change education for residents. Collaborations with the town's recreation and parks departments could also enhance these efforts. The outcomes of these initiatives include promoting behavioural changes and climate empowerment amongst residents.

The library can also help community members develop new skills as new competencies emerge with a greener economy.²⁵ Halifax Public Library's approach to education and engagement is offered as a best practice in this regard. This system has developed a robust web presence to document its community partnership efforts while also including citywide initiatives and supports for residents.²⁶

The consequences of climate disasters have made communities more vulnerable as trusted infrastructure has often failed residents after storms, floods, and fires caused by extreme weather. Public libraries including OPL have a key role in building community resilience because of the strong social infrastructure they can offer. There are many examples of libraries and other public institutions that can reliably provide temporary shelter, food, internet, and water after a weather-related disaster.²⁷ For those residents who are underserved already, this is a huge component of a community's social safety net.

²¹ International Federation of Library Associations and Institutions. 2021. [IFLA Trend Report 2021 Update](#).

²² Town of Oakville. [Climate Change Adaptation Initiative](#).

²³ Government of the United Kingdom. Department of Digital, Culture, Museums, Sport, Libraries. [Climate Change and the Power of Libraries](#). <https://dcmslibraries.blog.gov.uk/2021/11/09/climate-change-and-the-power-of-libraries/>

²⁴ Town of Oakville. [Climate Change Adaptation Initiative](#).

²⁵ International Federation of Library Associations and Institutions. 2021. [IFLA Trend Report 2021 Update](#).

²⁶ Halifax Public Library. <https://www.halifaxpubliclibraries.ca/science-and-environment/climate-action/>

²⁷ Klinenberg, Eric. *Palaces for the People*. New York: Broadway Books, 2018.

Actions – Public Library Services

39. Initiate the following actions in support of OPL’s Service Delivery Strategy:

- a) Frequently review and update community profiles for proposed new locations to inform facility and service planning.
- b) Identify “centres of expertise” or “centres of excellence” amongst new and existing locations to foster experimentation and innovation.
- c) Formulate a system hierarchy of service points based on OPL’s resources and community needs that will define the role of each facility type and accompanying service levels in OPL’s system now and into the future.
- d) Develop a future operating hours plan in conjunction with role definition of each level of facility type and reviewed alongside ARUPLO guidelines.
- e) Explore the implementation of more place-based programming to augment the existing slate of programs offered currently and into the future both online and in person.
- f) Continue to monitor technological trends and capabilities regarding OPL’s website to identify ways to enhance functionality and engagement with its customers beyond open hours.
- g) Review, identify, and assess partnerships or collaborations as new OPL facilities are planned and existing facilities are being renewed, including opportunities to co-locate with Town of Oakville community facilities.

| Priority | Proposed Timing | Implementation Notes |
|---------------------------------------|-------------------------|----------------------|
| High (a, d, e, f, g) Medium (b, c) | Ongoing (best practice) | n/a |

40. Initiate the following actions in support of OPL’s Collection Development Strategy:

- a) Review the planned footprint for the size of the collections at future locations with the recommendations from industry guidelines, where feasible.
- b) Continue to conduct diversity audits within OPL’s collection with a view to utilize findings for planning more diverse collections in new locations as well as in existing OPL libraries.
- c) Continue to review Lean processes for material transfers to reduce wait times for holds between locations and seek to implement revised processes in future locations.
- d) Explore the feasibility of expanded reciprocal borrowing and resource sharing arrangements to mitigate cost pressures of eBook pricing models on collections budgets.

| Priority | Proposed Timing | Implementation Notes |
|------------------------------|-------------------------|----------------------|
| High (a, b, c) Medium (d) | Ongoing (best practice) | n/a |

Actions – Public Library Services

41. Initiate the following actions in support of **OPL’s Technology Strategy**:

- a) Complete an expanded technology strategy to inform facility planning for new and renewed locations including establishing a footprint for desktop computers, ventilated spaces for equipment, noise attenuation for equipment, spaces for outlets, furniture selection, and placement and storage requirements for hardware.
- b) Establish service levels to define: the locations for future Creation Zones; the number of loanable hotspots at each location; how AI and other emerging technologies will be incorporated into programming; and the transition from desktops versus in-house loanable laptops.
- c) Continue to integrate technology serving all ages into programs.

| Priority | Proposed Timing | Implementation Notes |
|---------------------------|-------------------------|----------------------|
| High (a, b) Medium (c) | Ongoing (best practice) | n/a |

42. Initiate the following actions in support of **OPL’s Newcomer Strategy**:

- a) Expand OPL’s Newcomer Strategy by: exploring the possibility of embedding settlement services within strategic library locations; developing a collections plan that included estimates of the footprint needed for multilingual resources; developing a programming plan to enhance ESL proficiencies; expanding computer training and job skills development; and expanding newcomers’ resources on OPL’s website.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

43. Initiate the following actions in support of **OPL’s Inclusion Strategy**:

- a) Ensure that a flexible, unstructured footprint for new and renewed libraries includes not only the space needs for the library collection, but also for the needs of programming, partnerships, collaborative study, coordination of non-library services for at risk/marginalized populations, and storage for non-traditional lending (Library of Things).
- b) Explore the feasibility of embedding regional and/or local social services within future library locations to better support at risk and marginalized populations while balancing the need to provide safe, welcoming spaces for all.

| Priority | Proposed Timing | Implementation Notes |
|-------------|-------------------------|----------------------|
| High (a, b) | Ongoing (best practice) | n/a |

Actions – Public Library Services

44. Initiate the following directions in support of **OPL’s Climate Action Strategy**:

- a) Expand program offerings focused on climate mitigation and adaptation in collaboration with the town’s recreation and parks departments.
- b) Assess the addition of items within the ‘Library of Things’ to encourage participation in climate conservation amongst customers of the OPL.
- c) Identify partnership and collaboration opportunities with local environmental groups to expand the library’s reach and enhance its role in leading climate action initiatives.
- d) Create a greater presence within OPL’s website to promote climate change issues, events, and resources to increase community engagement.

| Priority | Proposed Timing | Implementation Notes |
|------------------------------|-------------------------|----------------------|
| High (d) Medium (a, b, c) | Ongoing (best practice) | n/a |

5.2 Analysis – Library Facilities

Library Space Provision

Public libraries are continuing to evolve and are as relevant as ever, their value underscored during and since the pandemic for the essential services that they offer to residents from all walks of life. Libraries go well beyond books, offering a broad array of critical supports that nurture our personal knowledge, mental wellbeing, social cohesion, community life, and economic prosperity.

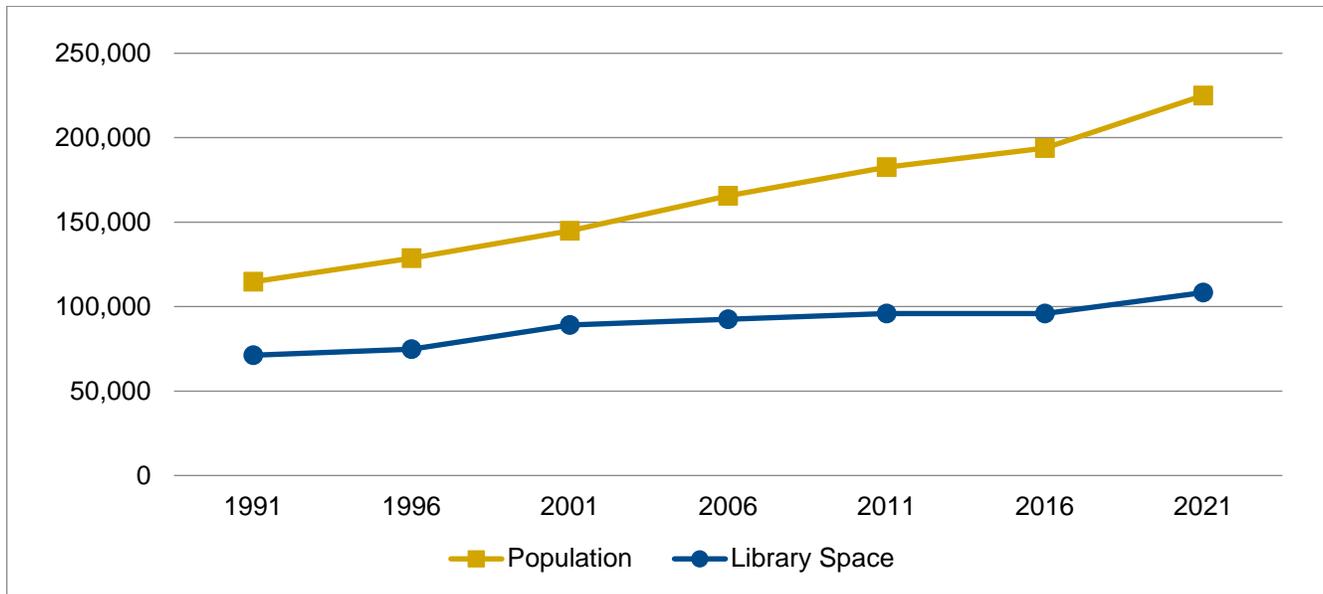
Library facility needs are assessed through a combination of space requirements and geographic distribution, with consideration being given to potential joint use locations with other civic facilities. Oakville residents expressed strong interest in expanded library opportunities with 79% of survey respondents indicating support for additional public libraries. With a growing emphasis on the library’s role as a community gathering place, space remains at a premium – per capita standards allow for the projection of long-term space needs.

Since 1991, the per capita supply of library space in Oakville has gradually been declining from its peak of 0.62 sf/capita. At present, the town has a service level of 0.48 sf/capita (108,301 ft² for a population of 225,000). Due to increased land and construction costs, sustainable funding and investment is needed to ensure that the gap between population and library space will not continue to widen in the future.

“Over the decades, with the advent of technology, there was speculation about whether bricks-and-mortar public libraries would become obsolete. Instead, they have become indispensable to their communities, while retaining their traditional role as a place to go for information, to do research and study.”

- Canadian Urban Institute. Overdue: The Case for Canada’s Public Libraries (2023).

Figure 25: Population Growth and Library Space in Oakville, 1991-2021



Since 2006, OPL has set a target of 0.58 square feet of library space for every resident, well below the 1.0 sf/capita suggested by ARUPLO²⁸. Currently, the town’s provision of library space (0.48sf/capita) is similar to the average of comparator communities (0.51 sf/capita). With Oakville’s rapid growth, new building projects are needed to maintain service levels.

The way in which libraries are used informs the creation of a space provision target for OPL today and into the future. Increasingly, people are using the library for a growing range of uses – both traditional and new, structured and unstructured. The library as a “third place” – a space to hangout and get off devices without having to spend money – is a trend that is accelerating as new housing units get smaller, but the number of persons within each grows. In turn, additional library space is needed for individual and collaborative study, flexible programming, new forms of lending, technologies and creation zones, and wider aisle ways and accessible stacks to accommodate persons with disabilities. Total foot traffic to OPL locations in 2023 has regained and surpassed pre-pandemic levels. At minimum, these factors support maintaining current per capita space ratios.

Going forward, it is recommended that OPL strive to maintain a supply of 0.5 square feet per resident – this is in line with current ratios and those being achieved by other library systems and can be supported based on current and anticipated demands. The following table applies this provision target against Oakville’s forecasted population figures. **To meet this target, nearly 100,000 square feet of additional library space will be required to serve Oakville’s 2051 projected population of 442,941 persons.** Space expansion in concert with population growth has been the library’s objective in recent years and should continue to be a priority.

²⁸ ARUPLO. Guidelines for Rural/Urban Public Library Systems. 4th edition. June 2023.

Table 35: Projection of Library Space Needs based on Recommended Provision Target

| Forecasted Population | Existing Library Space (sf) | 0.5 sf per capita | |
|-----------------------|--|--------------------------|-------------------------------|
| | | Library Space Needs (sf) | Deviation from Current Supply |
| 225,000 (current) | 108,301 sf (2023) 121,607 sf (2025) | 112,500 | 4,199** |
| 250,000 (2026)* | | 125,000 | 3,393 |
| 300,000 (2032)* | | 150,000 | 28,393 |
| 350,000 (2038)* | | 175,000 | 53,393 |
| 400,000 (2045)* | | 200,000 | 78,393 |
| 442,941 (2051)* | | 221,471 | 99,864 |

* includes the additional net space provided through the permanent Sixteen Mile Library (2025)

** reflects current provision of 108,301 ft²

Proposed Library Facility Development Program

A series of capital projects are recommended to address these space needs, with consideration being given to the location and timing of population growth, existing library locations, and geographic equity. The present distribution of libraries is very good, but new and expanded facilities will be required to serve growth areas. An extension to hours of operation may also assist in meeting growing needs, as might alternative delivery models.

Recommended projects aimed at revitalizing existing library locations and addressing gap areas and growing communities are listed in the following table. Sites will need to be secured for many of these projects and should be made a priority in the short-term. Aside from the Central Branch, new library branches will generally be in the range of 10,000 to 30,000 square feet, serving catchment areas of 20,000 or more persons. These may be supplemented by alternative models such as OPL Express locations situated in strategic locations. As is the case with any major building project, feasibility studies will be prepared to define branch locations and confirm design, sizing, and financial implications.

Table 36: Recommended Library Development Program (listed in proposed order of implementation)

| Recommended Directions | Approximate Square Footage | Recommended Timing |
|---|----------------------------|--------------------|
| 1. Sixteen Mile Branch (under construction): Open the permanent Sixteen Mile Branch (18,354 sf) and close the temporary branch (5,048 sf). | 13,306 sf (net) | 2025 |
| 2. Central Branch (reconstruction): Redevelop the Central Branch as part of Downtown Cultural Hub initiative on the site of the former post office. Growth in the area suggests that the new library should be of similar size (40,000 to 50,000 sf) if it is to continue to serve as OPL's central administrative hub. | No net change anticipated | 2026+ |

| Recommended Directions | Approximate Square Footage | Recommended Timing |
|---|----------------------------|-------------------------|
| <p>3. Trafalgar Urban Core South (new): Develop a larger library branch to serve residents in Trafalgar Urban Core South and the Dundas Urban Core Areas.</p> | 20,000+ sf | ~275,000 population |
| <p>4. Bronte (new): Review options and locations for enhanced library services within the Bronte area and vicinity, including the potential to add a library branch at QEPCCC. Consideration should be given to an operating model that places a greater emphasis on physical and virtual collaborative learning (“learning commons”). Additional site analysis is required, with input from local stakeholders.</p> | Up to 10,000 sf | ~300,000 population |
| <p>5. Palermo (new): Develop a library branch north of Dundas Street to serve residents in Palermo and vicinity. The site may be co-located with other civic uses (e.g., community centre) or be part of a condominium development. Consideration should be given to an operating model that places a greater emphasis on students and technology-based programming.</p> | 15,000 sf | ~325,000 population |
| <p>6. Midtown Oakville (new): Establish a library and community hub to include a gathering and meeting space, library services, and community resources for area residents, including seniors. The library would be the operator but may partner with other organizations and municipal departments to offer community-responsive services that may evolve over time. The location and space model are to be considered further within the secondary plan for this area.</p> | 5,000 to 10,000 sf | ~350,000 population |
| <p>7. River Oaks (new): Establish a library branch as part of the River Oaks Community Centre to enhance service to area residents and growing communities like Uptown Core. Options for repurposing space and/or creating a second-floor space at this location may be considered as part of a broader facility expansion/revitalization project. Rationalize continued service provision of the White Oaks Library Branch at this time.</p> | 10,000+ sf | Medium-term (2034-2041) |
| <p>8. Glen Abbey Library (expansion): Explore options for expanding the existing Glen Abbey branch to address long-term growth, including the possibility of adding a second floor. Additional site analysis is required.</p> | Up to 15,000 sf | ~400,000 population |

| Recommended Directions | Approximate Square Footage | Recommended Timing |
|--|--------------------------------------|---------------------|
| <p>9. Trafalgar Urban Core North (new): Develop a library branch to serve residents in Trafalgar Urban Core North. The site may be co-located with other civic uses (e.g., community centre) or be part of a condominium development.</p> | 15,000 sf | ~425,000 population |
| <p>10. Future Spaces (tbd): Address future service gaps through the development of additional service points or expansions to existing locations.</p> | Remaining balance of up to 10,000 sf | To be determined |

OPL and the town are encouraged to work together on planned capital projects to ensure that they are delivered on time, on budget, and to the satisfaction of all parties. It is important to recognize that planning and execution can take several years as many building projects are complex undertakings that involve multiple partners, funding sources, approvals, and site-specific considerations. Projects should only proceed when funding has been confirmed and should involve additional public consultation, followed by design and engineering, tendering and procurement, and construction. Funding approvals may be required at each stage. As was the case of the Sixteen Mile Branch, consideration may be given to the use of temporary library facilities in advance of permanent construction as a way of phasing library service into a growing community.

In addition to the library branch development priorities identified above, it is recommended that OPL conduct a review of the library service model in the Clearview community. At 4,057 square feet, this branch is the smallest in the OPL system and is co-located with a public school. The Clearview community – which is disconnected from Oakville by employment areas and is served more by western Mississauga (including the nearby Clarkson Library – had a population of nearly 7,000 in 2021 and is forecasted to grow to 7,410 by 2051. Consultation on the draft master plan identified suggestions from area residents for expanded community and library space in Clearview, while the metrics associated with the current library indicate that it is among the lowest performing locations in OPL’s system.

A recent report entitled “Overdue: The Case for Canada’s Public Librarians”²⁹ recognizes how our urban structure and form of development is changing. The report recommends centring community development around libraries. This model has many benefits, including improved service delivery, user convenience, economies of scale and land assembly, collaboration, and integrated service delivery. Through its existing facilities that are co-located with community centres and schools, OPL enjoys many of these benefits today and should be open to new arrangements with shared benefits in the future.

²⁹ Canadian Urban Institute. Overdue: The Case for Canada’s Public Libraries. 2023.

Figure 26: Examples of Possible Future Library Provision Models



Source: Canadian Urban Institute. Overdue: The Case for Canada's Public Libraries. 2023.

OPL Express Locations

In addition to the recommended capital projects, service to existing and emerging communities may also take the form of outreach or alternative delivery models. The current service model for OPL Express is for kiosks and lockers to be placed in community facilities throughout the town. These kiosks allow customers to borrow, pick-up, and return physical items. These service points are designed for busy customers who appreciate the convenience of accessing library services 'on the go'.

While these service locations do not reduce the overall square footage needs within the system of library branches, they do expand OPL's reach and additional OPL Express kiosks should be a priority in strategic locations into the future. OPL's express library service responds to a need within the community as portions of the population continue to become more mobile and rely less on their 'local' library.³⁰ As mobile populations increase, it will be important for OPL to look at future express service points in high leverage locations.

In surveying the various provincial and international library guidelines for building and service standards, there is little guidance in terms of standards for providing express access to library services and materials. However, in general, it is acknowledged that, "a public library's

³⁰ International Federation of Library Associations and Institutions. 2021. [IFLA Trend Report 2021 Update](#).

service offerings can be delivered in different ways to different users at different times,”³¹ This represents an opportunity to innovate and experiment with different models and technologies to extend and expand services in conjunction with physical library spaces that will address Oakville’s specific needs.

Express or remote library services can take many forms including bookmobiles, book bikes, pop-up library sites, vending machines, and book lockers. The gaps these service extensions fill is equally diverse. They include convenience, equity, and providing service where no physical building current exists. As new catchment areas are identified and current catchment areas are reviewed, it will be important to confirm the intended purpose of express library services at OPL. Is it strictly for convenience or is there a rationale for extending service for equity purposes and to fill a need for library services, temporarily, until a physical location is built? This examination could also open the possibility of placing express library locations in places beyond community centres. In the cost/benefit analysis, staffing, funding, and partnerships and collaborations should also be reviewed as potential challenges and opportunities.³²

Assessments of current and future OPL express service locations should be guided by criteria such as:

- Distance from permanent library branches and other OPL Express locations. (Does the proposed location improve equity and address the existence of book deserts or gaps in service geographically?)
- The potential population served by the proposed location, both in terms of number of people and their socio-demographic characteristics. (Is there value in this location for both customers and the OPL and is the anticipated traffic sufficient to justify the cost?)
- Site-specific considerations such as the safety and visibility of kiosk placement and potential hours of access. (Is the location suitable and practical?)
- Efficacy of the service model to produce the desired results. (Does the technology of the express kiosk or other factors present a barrier to use in this location?)
- Long-term viability of the location and/or partnership. (Is the proposed location sustainable?)

³¹ Australian Public Library Alliances. [Standards and Guidelines for Australian Public Libraries](https://read.alia.org.au/apla-alia-standards-and-guidelines-australian-public-libraries-may-2021). 2021. <https://read.alia.org.au/apla-alia-standards-and-guidelines-australian-public-libraries-may-2021>

³² Ibid., p. 9

Actions – Public Library Facilities

45. Take immediate and sustained steps to implement the **recommended 2024-2051 library branch development program** outlined in this master plan. This includes (in general order of priority):

- a) the replacement of the Central Branch
- b) development of branches in: (i) Trafalgar Urban Core South, (ii) Bronte and area (site analysis required), (iii) Palermo, (iv) Midtown Oakville; and (v) River Oaks
- c) expansion of library space in West Oakville, possibly at the Glen Abbey Branch
- d) the development of a branch in Trafalgar Urban Core North

| Priority | Proposed Timing | Implementation Notes |
|--------------------------------|----------------------------|--|
| Growth-related (new builds) | a) Short-term (2024-2033) | Planning target is 0.5 square feet per resident. |
| High (revitalization projects) | b(i) 275,000 population | Some branches may be part of multi-stakeholder sites or condominium buildings. |
| | b(ii) 300,000 population | |
| | b(iii) 325,000 population | Sites and/or partnership agreements will need to be secured for many of these proposed projects to proceed and should be made a priority many years ahead of construction. |
| | b(iv) 350,000 population | |
| | b(v) Medium-term (2034-41) | |
| c) 400,000 population | | |
| d) 425,000 population | | |

46. In consultation with the community, undertake a review of the **library service models in Clearview and Bronte** to ensure that delivery is optimized for those living and working in these neighbourhoods and aligned with the Oakville Public Library’s resources.

| Priority | Proposed Timing | Implementation Notes |
|----------|------------------------|----------------------|
| High | Short-term (2024-2033) | n/a |

47. Revitalize and reinvest in **existing library branches** as needed to ensure that spaces remain relevant and responsive to all users. Ensure that libraries offer flexible spaces that can support evolving needs, services, and programming.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

Actions – Public Library Facilities

- 48.** Continue to expand **outreach and alternative delivery models** to emerging communities and gap areas. In doing so, OPL should:
- a) Assess the feasibility of offering express library services at all current and future community centres that are not co-located with a library branch.
 - b) Using the criteria provided, initiate an assessment of other locations in Oakville as potential express library service locations at high-traffic sites such as civic buildings, transit hubs, retail outlets, and higher density residential complexes.
 - c) Investigate the feasibility of locations within new catchment areas to install express library sites as a temporary measure until physical library locations are built.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| Medium | Ongoing (best practice) | n/a |

6. Park Facilities

This section contains an examination of park facility needs based on the approach identified in Section 1.4. Supporting inventory, condition and usage data, recommendations from related studies (and their current status), and public and stakeholder input can be found in the Stage 1 and 2 Reports.

6.1 Overview

Oakville's active parks are defined by their high-quality sport and community recreation amenities, from courts to sports fields, playgrounds to splash pads, and much more. Demand for outdoor activities increased dramatically during the pandemic and remains strong, underscoring the need to maintain and enhance outdoor amenities.

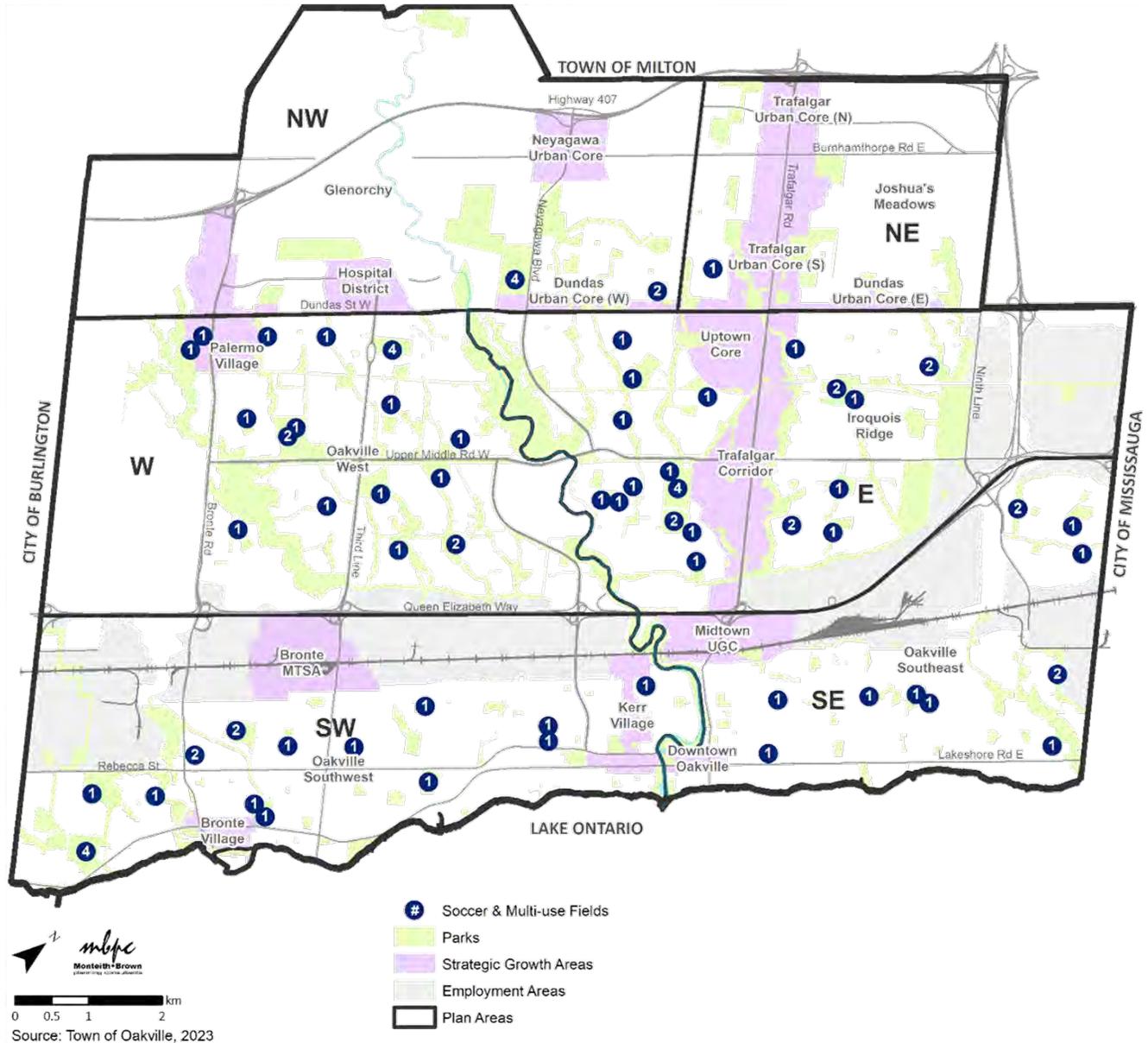
The following **objectives** have emerged from the research and consultation phases:

- A. **Optimize our Sports Fields:** With less future parkland, it will be necessary to strengthen partnerships and make the most of the assets we have. A good example is sports fields, which require large land bases. Adding lights and artificial turf will help increase our capacity without having to secure proportional amounts of land – part of our capital revitalization strategy. Working with schools to maximize their fields and revisiting the restrictions on field lighting south of Dundas Street should be pursued. A sports field strategy is required to determine the preferred approach to implementing the actions of this master plan.
- B. **Support Emerging Sports and Park Amenities:** More outdoor courts, playgrounds, splash pads, skate parks, leash-free areas, community gardens, etc. will be needed to support growth and the trend for casual and unscheduled use. The sport of pickleball – a common request from the public – is here to stay. While this master plan provides several recommendations for court development and management, a racquet sports strategy is recommended to guide the sustainable delivery of outdoor tennis and pickleball courts, as well as indoor play opportunities.
- C. **Animate Parks and Supporting Events:** Park animation (waterfront/harbour parks, etc.) and local events will become more important to strengthening community, addressing social isolation, and engaging residents. Initiatives aimed at enabling and supporting community-driven events should be pursued, such as a small events funds, pop-up events, designation of event spaces and parks, etc.

6.2 Rectangular Fields

The town accommodates a variety of field sports through its parks system, including soccer, football, field hockey, field lacrosse, and rugby. Fields owned and/or maintained by schools and the private sector help to round out the supply. The installation of artificial turf on some fields has led to extended access, but current restrictions on new lighting installations in some areas can affect their placement. The community survey yielded more requests for multi-use fields (66%) than soccer fields (52%), reflecting the growing demand for football and rugby in Oakville.

Figure 27: Existing Soccer and Multi-use Fields in Oakville Parks



Soccer

The town currently provides 65 rectangular fields (soccer and multi-use), of which four are lit artificial turf and 10 lit grass fields. Through community use agreements, the town also permits an additional 20 school fields for public use. For master planning purposes, it is common practice to convert these fields to “unlit equivalencies³³” as lighting and artificial turf surfaces allows for greater usage. In total, these 85 fields are equivalent to 98 unlit fields. The town also provides one dedicated field hockey field, while the Crusaders Rugby Club maintains three full-size rugby fields on lands leased by the town from the province.

Soccer continues to be the most popular organized sport among Canadian youth, although registration in Ontario Soccer Association affiliated programs peaked several years ago (with some usage shifting to unaffiliated organizations). More recently, demand has been growing for adult soccer as well as enhanced training opportunities for youth, sometimes offered through private providers. Changes to the sport’s long-term player development model has brought about new field sizes, which has led to new field configurations at some sites. Demand is generally greatest for the highest class of fields, including artificial turf and lit fields.

Locally, permitting of soccer fields and player registration have declined significantly in recent years. The number of hours rented on town fields has dropped by 39% since 2012, declining year over year for both youth and adult rentals. Slight increases have been seen in demand for turf fields and for rentals from for-profit groups. Usage on smaller and lower quality fields (many of which are on school lands) has been reduced by more than 90% since 2012, indicating that these fields are significantly under-utilized.

Table 37: Hours of use by Fee Permit Category, Town of Oakville Soccer Fields, 2012-2023 (3-4 year intervals)

| Year | Hours Permitted | Type of Group | | | Type of Field | | |
|---------------|-----------------|----------------|---------------|------------|---------------|---------------|---------------|
| | | Youth* | Adult | Commercial | Turf | A | B/C |
| 2012 | 30,312 | 26,120 | 3,607 | 585 | 2,151 | 20,179 | 7,982 |
| 2015 | 27,344 | 21,103 | 5,435 | 806 | 2,872 | 17,652 | 6,820 |
| 2019 | 23,717 | 19,151 | 3,502 | 1,064 | 3,305 | 17,818 | 2,595 |
| 2023 | 18,506 | 15,057 | 2,331 | 1,117 | 2,755 | 15,083 | 667 |
| Change | -11,806 | -11,063 | -1,276 | 532 | 604 | -5,096 | -7,315 |
| Change | -39% | -42% | -35% | 91% | 28% | -25% | -92% |

Source: Town of Oakville, 2016, 2023

*Youth includes community use of schools

The average level of usage on each field is 380 hours per year. Annual usage is greatest on major fields such as turf and Class A fields and lowest on Class B/C fields. Based on 2023 permit data, nearly one-half of the available fields have capacity for additional usage (while

³³ Each lit soccer field is equivalent to 1.5 unlit fields; each lit artificial turf field is equivalent to 3.0 unlit fields (unlit turf is equivalent to 1.5 fields).

keeping within acceptable standards of usage and maintenance), conservatively estimated to be equivalent to **12 fields of unused capacity (mostly on mini and minor fields)**.

Along with usage levels, local participation has also been declining, particularly for youth soccer which fell by 1,856 registrants between 2013 and 2023 for a 26% reduction. Adult registration in outdoor soccer has grown by 38% over the past 10 years, but only accounts for about 25% of all players. The town should continue to collect registration data to help track supply and demand over time.

Table 38: Historical Registration, Oakville Soccer Club, 2013-2023 (four-year intervals)

| Soccer Participation | 2013 | 2016 | 2019 | 2023 | Change (2013 to 2023) | |
|-------------------------------------|--------------|--------------|--------------|--------------|-----------------------|-------------|
| Oakville Soccer Club – Youth | 7,036 | 6,686 | 5,843 | 5,180 | -1,856 | -26% |
| Oakville Soccer Club – Adult | 1,256 | 2,446 | 1,960 | 1,729 | 473 | 38% |
| Total | 8,292 | 9,132 | 7,803 | 6,909 | -1,383 | -17% |

Source: Town of Oakville, 2016, 2023

The supply of permitted outdoor soccer and rectangular fields is well distributed throughout the town. The greatest opportunity for new fields will be through park development in North Oakville. However, sports fields are less likely to be provided in strategic growth areas as the town intensifies due to their land-based requirements. Upgrades to existing fields may be necessary to address localized needs. Schools will also represent an opportunity for new fields, including the installation of turf on selected sites some of which could help to accommodate sports such as football.

A town-wide provision target of **one soccer field per 100 registered youth and adult participants** is recommended. This target responds to standards of play and considers appropriate usage/rest periods for fields. Based on 2023 registration data and an inventory of 93.5 soccer fields (ULE) (excluding multi-use fields), the town’s level of provision is one soccer field (unlit equivalent) per 74 participants, aligning with the available capacity that is estimated to be within the current inventory (mostly on lower quality fields).

Looking ahead, additional fields will be required to address growth-related needs. Assuming that participation rates remain stable (approximately 10.7% of residents aged 5 to 19 years play organized soccer, or 3.1% of the overall population) – while recognizing that the number of youth will increase over time, but at a slower rate than the overall population – this target can be adjusted to be equivalent to a population-based standard of **one field (ULE) per 3,500 Oakville residents**. With a projected population of 442,941 by 2051, this equates to a long-term need for 126.5 fields (ULE), which is 33 new fields – a 35% increase. Given the low levels of usage at present, many of these new fields will not be required until future years, such as when the town exceeds a population of 300,000 persons.

Table 39: Projection of Soccer Field Needs

| Forecasted Population | Soccer Field Needs (1: 100 players* or 1:3,500 population) | Deviation from Current Supply (93.5 fields – ULE) |
|--------------------------|--|---|
| 225,000 (current) | 69.0* | -24.5 |
| 250,000 (2026) | 71.5 | -22.0 |
| 300,000 (2032) | 85.5 | -8.0 |
| 350,000 (2038) | 100.0 | 6.5 |
| 400,000 (2045) | 114.0 | 20.5 |
| 442,941 (2051) | 126.5 | 33.0 |

Beyond new fields provided within new parks, other strategies to expand the supply may be considered, including adding lights to existing fields, installing artificial turf, and partnering with schools and user groups. With two-fifths of its projected population growth to be located south of Dundas Street (an additional 91,045 residents by 2051) and likely few large park block opportunities suitable for new sports fields, it recommended that the town consider revisiting its municipal lighting restrictions on selected community-level fields in the years to come. Adding lights and/or artificial turf to existing sports fields (municipal and high school fields) can increase their capacity by 50% to 300% without having to secure any additional land. As discussed in the next section, more fields should offer multi-sport designs that provide greater versatility as trends and demands change.

Potential **criteria** to be considered when evaluating the potential to add lights to unlit sports fields are outlined below. The town is encouraged to review and formalize these criteria through the recommended sports field strategy. Potential candidate sites would be those that:

- are compatible with the surrounding neighbourhood, with consideration of reasonable buffers and sensitive land uses;
- are full-size fields, particularly those with artificial turf surfaces and within multi-field complexes;
- have the amenities (e.g., washrooms, off-street parking, etc.) to support extended play;
- are a desirable location for user groups;
- can leverage a community partnership (e.g., school);
- are cost feasible.

Furthermore, the demand for unprogrammed space is evident in North Oakville and it is possible that some parks previously planned for soccer will need to be designed for unorganized uses (such as special events and casual sport activities), especially in the short-term. In turn, the town will need to optimize existing field sites to ensure that long-term needs are addressed.

WHERE ARE NEW FIELDS NEEDED?

Presently, 26.5 soccer and multi-use fields (unlit equivalents) are proposed for future community parks in North Oakville, including:

- Soccer Fields: 4 major lit grass fields and 4 major lit turf fields at West Oakville Sports Park and North Park North, equivalent to 18 unlit fields; and
- Multi-use Fields: 1 lit turf field, 1 major lit field, and 5 major unlit fields at various sites in North Oakville, equivalent to 8.5 unlit fields.

Additionally, new fields may be possible at future school sites and the town should consider permitting community access to those that are of higher quality and required to satisfy needs.

Football and Rugby

Depending on the level of play, sports such as football, field lacrosse, ultimate frisbee, rugby, and field hockey can be accommodated on specially designed (single use) fields or multi-use fields. Each of these sports differs slightly in their field requirements and access, but most can use a full-size rectangular field similar. Artificial turf can be used to mitigate some of the challenges with field sharing and provides for a more accessible and robust surface. In Oakville, some of these sports are accommodated on fields shared with soccer (e.g., football at Bronte Athletic Park), while others have dedicated fields (e.g., field hockey at Glen Abbey Park and rugby at Crusaders Park). School fields are also often used for football activities.

Several of these field sports are growing in Oakville. Of note, the Oakville Titans Football capped registration in 2023 due to a lack of fields (including a growing flag football program). Further, registration levels with Crusaders Rugby have nearly doubled in recent years according to the club, with strong registration levels for both boys and girls.

Table 40: Historical Registration, Other Field Sports (excluding soccer), 2013-2023

| Other Field Sports | 2013 | 2023 | Change (2013 to 2023) | |
|---------------------------------------|------|-------|--------------------------|-------------|
| | | | | |
| Oakville Minor Lacrosse | 463 | 215 | -248 | -54% |
| Oakville Titans Minor Football | 296 | 948 | 652 | 220% |
| Oakville Crusaders Rugby Club | n/a | 1,400 | n/a | n/a |
| Halton Field Hockey – Youth | 223 | n/a | n/a | n/a |
| Halton Field Hockey – Adult | 108 | n/a | n/a | n/a |

Source: Town of Oakville, 2016, 2023

Field demand for football and field sports other than soccer is approaching or exceeding current capacity. Applying a town-wide provision target of one multi-use field per 50,000 population to future growth equates to a need for approximately 5 new multi-use fields to 2051. This should serve as a general guideline for the town when it is designing new sports fields as it may impact field dimensions, lines, supporting amenities, and permitting. Lines for lacrosse and field hockey are being added to a new multi-use turf field at Sixteen Mile Sports Park, which will address a portion of new demand. In the future, the needs of all field sports should be considered when designing new artificial turf fields.

WHERE ARE NEW FIELDS NEEDED?

There is also opportunity for several new multi-use fields within future neighbourhood and community parks in North Oakville, although some of these spaces will also be required to serve as spaces for informal event and unorganized use. For football, one additional municipal multi-use field with appropriate dimensions, uprights, lights, and clubhouse potential is recommended for West Oakville Sports Park or an alternative site in North Oakville (in addition to continued use of school fields and appropriate park sites).

For rugby, there is concern that the current land lease from the province will not be renewed past its expiry in 2033 – this site accommodates all of the club’s outdoor activities (on 3.5 fields), but is also impacted by a lack of municipal services that limits clubhouse/washroom upgrades and field maintenance. The town should work with the rugby club to find a suitable long-term field replacement alternative.

Actions – Rectangular Fields

- 49.** Continue to develop **rectangular soccer and multi-use fields** in new parks in North Oakville to address demonstrated needs, with a focus on community parks and appropriate neighbourhood park sites, as well as schools. Long-term needs are estimated at 33 new fields (unlit equivalents) by 2051. Provision strategies should include a minimum of **one lit field suitable for minor football** in North Oakville (future community park site).

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|--|
| Growth-related | To be determined through future study; needs will be greatest in medium-term (2034-41) and longer-term (2042-51). | Planning target is one soccer field per 100 players or one per 3,500 population (note: these are unlit equivalents, where one lit field equals 1.5 unlit fields and each artificial turf field equals 3 unlit fields). |

- 50.** Develop a **sports field strategy** to examine opportunities to enhance the capacity of fields (e.g., soccer, baseball, cricket, etc.). The restriction on field lighting south of Dundas Street locations should be revisited in the medium-term, informed by key criteria and site-specific analysis.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|---|
| High | Short-term (2024-33) | To provide greater versatility, the needs of all field sports should be considered when designing new artificial turf fields (multi-use field designs). |

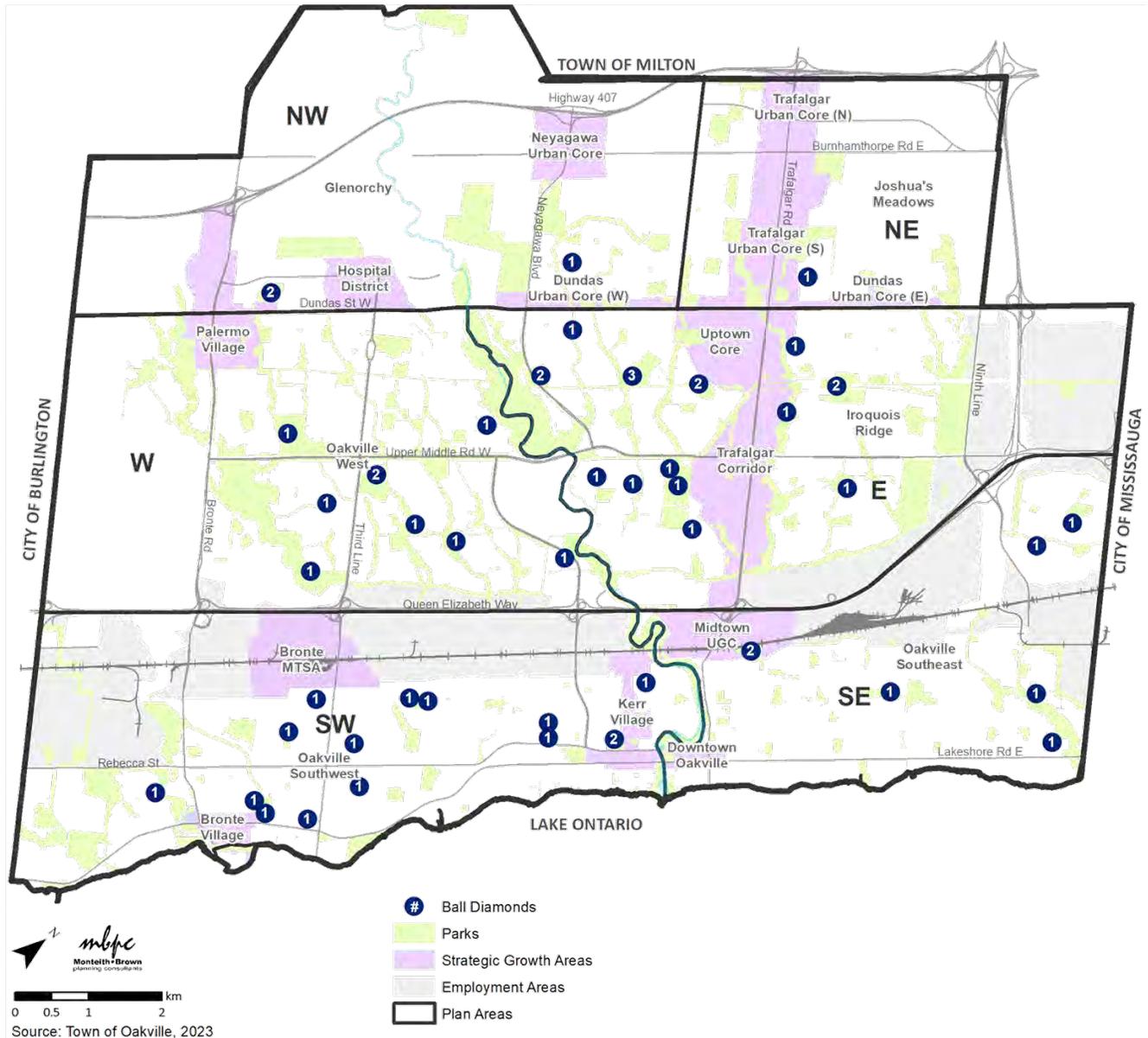
- 51.** Work with the **Oakville Crusaders Rugby Club** to ensure that the long-term field needs of this sport are addressed.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|---|
| Medium | Short-term (2024-33) | Strategies may involve the securement of an alternate site supported by an appropriate cost-sharing agreement that reflects the dedicated access sought by the group. |

6.3 Ball Diamonds

The town currently provides 45 ball diamonds (15 are lit and 30 are unlit) and permits another 9 school diamonds for public use. These 54 diamonds are equivalent to 69 unlit diamonds³⁴. This equates to an average of one ball diamond (unlit equivalent) per 3,260 Oakville residents. On a per capita basis, the supply is generally well distributed throughout the town, except for West Oakville which has fewer diamonds.

Figure 28: Existing Ball Diamonds in Oakville Parks



³⁴ Each lit ball diamond is equivalent to 2.0 unlit diamonds.

Participation in baseball has fluctuated in recent years, partly linked to the success of the Toronto Blue Jays and a greater focus on higher-level competitive play. This has led to increased demand for larger diamonds (both softball and hardball) that can accommodate youth and adult play. As a result, the town has been slowly phasing out smaller, under-utilized diamonds for other uses and reducing the number of school diamonds permitted.

Permitting levels for ball diamonds have been quite stable over the years, declining by 2% since 2013. Rentals for youth ball have not changed, while rentals for adult play have declined by 16% and commercial activity has tripled, indicating growing demand for competitive training and higher levels of play.

Table 41: Hours of use by Fee Permit Category, Town of Oakville Ball Diamonds, 2012-2023 (3-4 year intervals)

| Year | Hours Permitted | Type of Group | | | Diamond Type | |
|---------------|-----------------|---------------|-------------|-------------|--------------|-------------|
| | | Youth* | Adult | Commercial | A | B/C |
| 2012 | 23,769 | 20,621 | 3,036 | 112 | 18,467 | 5,302 |
| 2015 | 22,907 | 19,278 | 3,386 | 243 | 18,340 | 4,567 |
| 2019 | 23,358 | 18,307 | 3,908 | 143 | 16,683 | 5,670 |
| 2023 | 23,388 | 20,496 | 2,550 | 342 | 18,196 | 5,192 |
| Change | -381 | -125 | -486 | 230 | -271 | -110 |
| Change | -2% | -1% | -16% | 205% | -1% | -2% |

Source: Town of Oakville, 2016, 2023

*Youth includes community use of schools

Usage is greatest on hardball diamonds (of which the town has ten), around 1,100 hours per diamond in 2023. By comparison, the town’s 35 softball diamonds were permitted on average for 370 hours each in 2023; many of these diamonds are smaller and unable to support multiple levels of play. The amount of unused capacity within the diamond inventory is estimated to be equivalent to approximately **13 softball diamonds (mostly junior)**.

After several years of declining registration, baseball has rebounded in recent times, including amongst younger age categories. Local participation increased by 18% between 2013 and 2023 (essentially the same rate as the town’s population), although this increase has slowed in recent years and has been slower to build back since the pandemic. There are currently 2,345 players within area minor ball organizations. The town should continue to collect registration data to help track supply and demand over time.

Table 42: Historical Registration, Minor Baseball, 2013-2023

| Baseball Participation | 2013 | 2023 | Change | |
|--|--------------|--------------|------------|-------------|
| Oakville Minor Baseball (OMBA) – Youth | 625 | 807 | 182 | 29% |
| Oakville Little League – Youth | 1,030 | 1,003 | -27 | -3% |
| Oakville Girls Softball – Youth | 275 | 527 | 252 | 92% |
| OMBA/OLL/OGS – Adult | 53 | 8 | -45 | -85% |
| Total | 1,983 | 2,345 | 362 | 18% |

Source: Town of Oakville, 2016, 2023

Oakville’s increasing ethnic diversity may mean a slower growth trajectory for baseball in the future, a sport that has more limited appeal amongst many newcomer groups. Furthermore, lower interest was expressed for investment in ball diamonds, with 44% of survey respondents indicating support for more fields.

Based on standards of play and accounting for a system that is largely youth-based, a typical diamond can accommodate approximately 60 or more players. Assuming that participation rates remain stable (approximately 4.9% of residents aged 5 to 19 years play organized baseball) – while recognizing that the number of youth will increase over time, but at a slower rate than the overall population – this target can be adjusted to be equivalent to a population-based standard of **one diamond (ULE) per 5,000 Oakville residents**. With a projected population of 442,941 by 2051, this equates to a long-term need for 88.5 diamonds (ULE), which is 22.5 new fields – a 34% increase. These figures should be monitored and recalculated through future master plan updates, informed by local participation rates.

Table 43: Projection of Ball Diamond Needs

| Forecasted Population | Ball Diamond Needs (1: 60 youth players* or 1:5,000 population) | Deviation from Current Supply (66 diamonds – ULE) |
|-----------------------|---|---|
| 225,000 (current) | 50.0* (estimated) | -16.0 |
| 250,000 (2026) | 50.0 | -16.0 |
| 300,000 (2032) | 60.0 | -6.0 |
| 350,000 (2038) | 70.0 | 4.0 |
| 400,000 (2045) | 80.0 | 14.0 |
| 442,941 (2051) | 88.5 | 22.5 |

Looking ahead, additional full-size diamonds (particularly hardball diamonds) will be required to address growth-related needs. Aside from hardball diamonds, many of these new fields will not be required until future years, such as when the town exceeds a population of 300,000 persons.

WHERE ARE NEW DIAMONDS NEEDED?

Previous assessments have found the supply of diamonds south of Dundas Street to be adequate (to the extent that some smaller, lower quality diamonds could be converted to other uses, as is occurring in Wallace Park), but there is a need for new fields to serve growth in North Oakville. Fortunately, the greatest opportunity for new diamonds will be through park development in North Oakville, where the town should seek sites that can support multiple diamonds at a single location.

Presently, 4 major ball diamonds (with some possibility of adding lights to fields in community parks to extend usage) are proposed for future parks in North Oakville, including 2 major softball and 1 major hardball diamonds in Joshua Meadows Community Park and 1 major softball diamond in NP8. Additional diamond development opportunities should be sought at community park sites (e.g., West Oakville Sports Park, etc.).

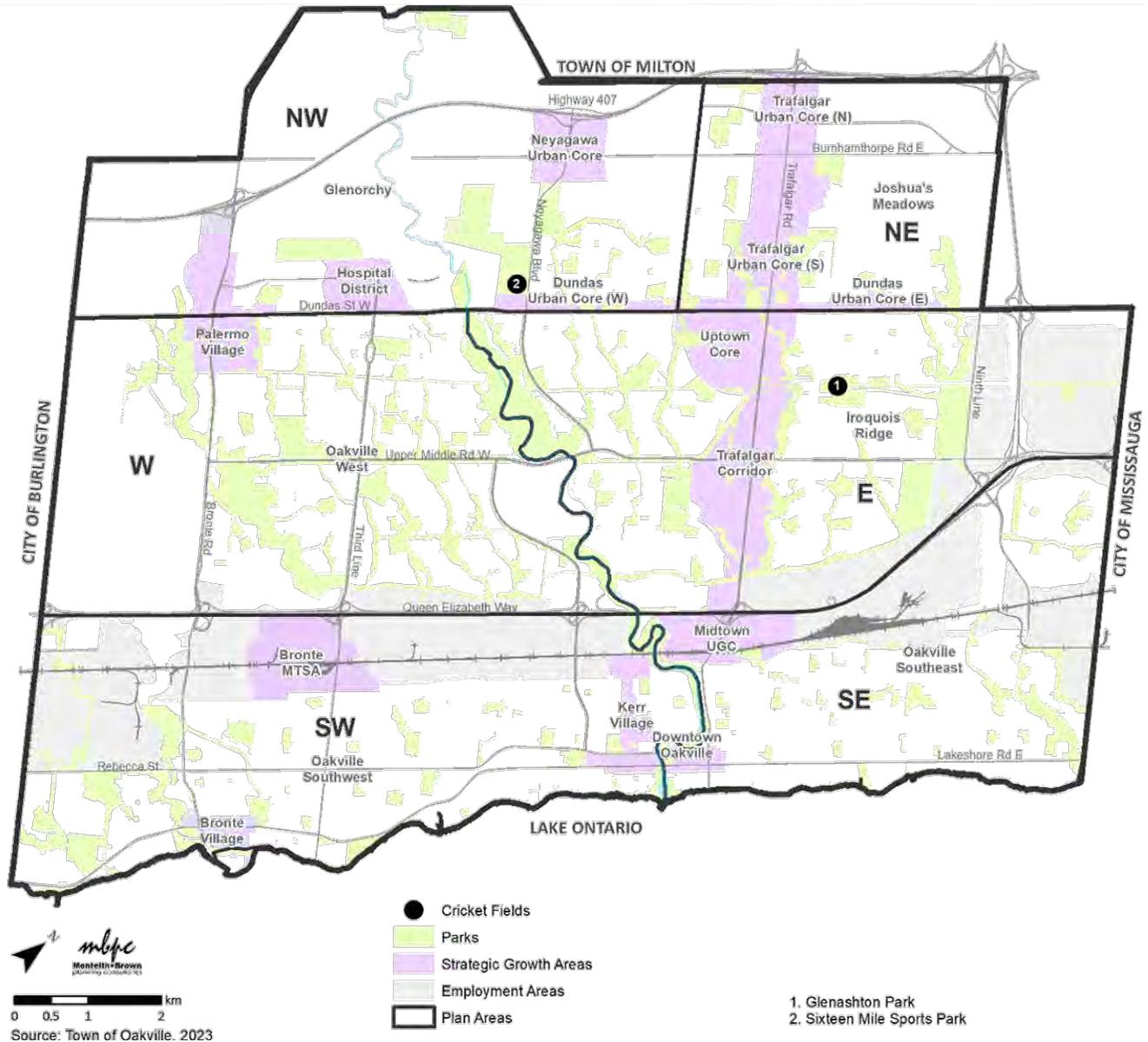
Future demand should be addressed through a combination of strategies, including new development, optimizing use of diamonds, and upgrading existing diamonds to fit with needs. As sports fields are less likely to be provided in strategic growth areas due to their land-based requirements, upgrades to existing diamonds may be necessary to address localized needs in some areas, including expanding under-sized fields where possible. Strategic diamond improvements may assist in dealing with potential shortfalls and should be further assessed through discussions with local baseball organizations. As noted earlier, the development of a sports field strategy is recommended to examine opportunities to enhance the capacity of fields (including ball diamonds), with a focus on those south of Dundas Street.

| Actions – Ball Diamonds | | |
|--|---|---|
| <p>52. Continue to develop ball diamonds in new parks in North Oakville to address demonstrated needs, with an immediate focus on hardball diamonds in community parks. Long-term needs are estimated around 22.5 new diamonds by 2051 (unlit equivalents). Provision strategies should include a tournament site with up to 4 full-size lit diamonds as well as for one or more sites for with full-size hardball diamonds.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | To be determined through future study; needs will be greatest in medium-term (2034-41) and longer-term (2042-51). | Planning target is one diamond per 60 youth players or one per 5,000 population (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds). |
| <p>53. Continue to work with local user groups to optimize existing diamonds and undertake strategic upgrades where possible and supported by demonstrated needs.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Ongoing (best practice) | Upgrades may be informed by the proposed sports field strategy. |

6.4 Cricket Fields

With a new purpose-built cricket pitch currently under construction at Sixteen Mile Sports Park, the town will soon have a supply of two (2) cricket fields (including a practice field in Glenashton Park that was permitted for nearly 1,000 hours in 2023, indicating a high level of use).

Figure 29: Existing Cricket Fields in Oakville Parks



Cricket is one of the most popular international sports and appeals to the town’s increasingly diverse population. Cricket Canada estimates that there are approximately 130,000 players and 820 clubs across the country, with the largest concentration of players residing in Southern Ontario. The sport appeals to a broad spectrum of age groups from children to older adults and it is expected that its popularity and growth will continue as Oakville becomes more ethnically diverse. Currently, there are 193 players registered with the Oakville Cricket Club, although many residents may play the sport casually or as part of clubs in other communities.

Cricket requires especially large blocks of land – it takes 2+ hectares to accommodate a field that is up to 150 metres in diameter (plus buffers), with artificial turf fields and grass fields that are cut shorter – which are becoming harder to assemble as the parks system matures. Some communities have had success overlaying a cricket field across two soccer fields, with

the pitch placed between them; this approach was considered for Sixteen Mile Sports Park but was not adopted due to the level of anticipated demand for cricket. Cricket games are played predominantly on weekends, although short-format cricket is becoming more common which allows for shorter games and more weekday play. Games are popular social events for non-participating family members and should be supported by picnic areas and other recreational amenities.

Lower interest was expressed for investment in cricket fields through the consultation program, with 33% of survey respondents indicating support for more fields. However, interest is likely greater as cricket is strongly associated with immigrants from South Asia and the Caribbean, respondents who may have been under-represented on the survey.

Oakville is currently providing cricket fields at a rate similar to comparator communities, although it should be noted that provision varies widely from municipality to municipality. Previous master plans supported the expansion of cricket fields in North Oakville and an assessment of longer-term needs once the new field at Sixteen Mile Sports Park was in place. With the growing appeal of the sport and changes in the town's population, a target of one field per 100,000 residents should be adopted for long-term planning purposes as this reflects current levels of service and ratios in comparator municipalities (adjusted to account for a more diverse population in the future). This generates a need for 2 fields at present (equalling the current supply) and a total of 4 to 5 by 2051 when the town reaches its population of 442,941. Continued monitoring of participation rates is recommended to ensure that this planning target remains appropriate.

WHERE ARE NEW FIELDS NEEDED?

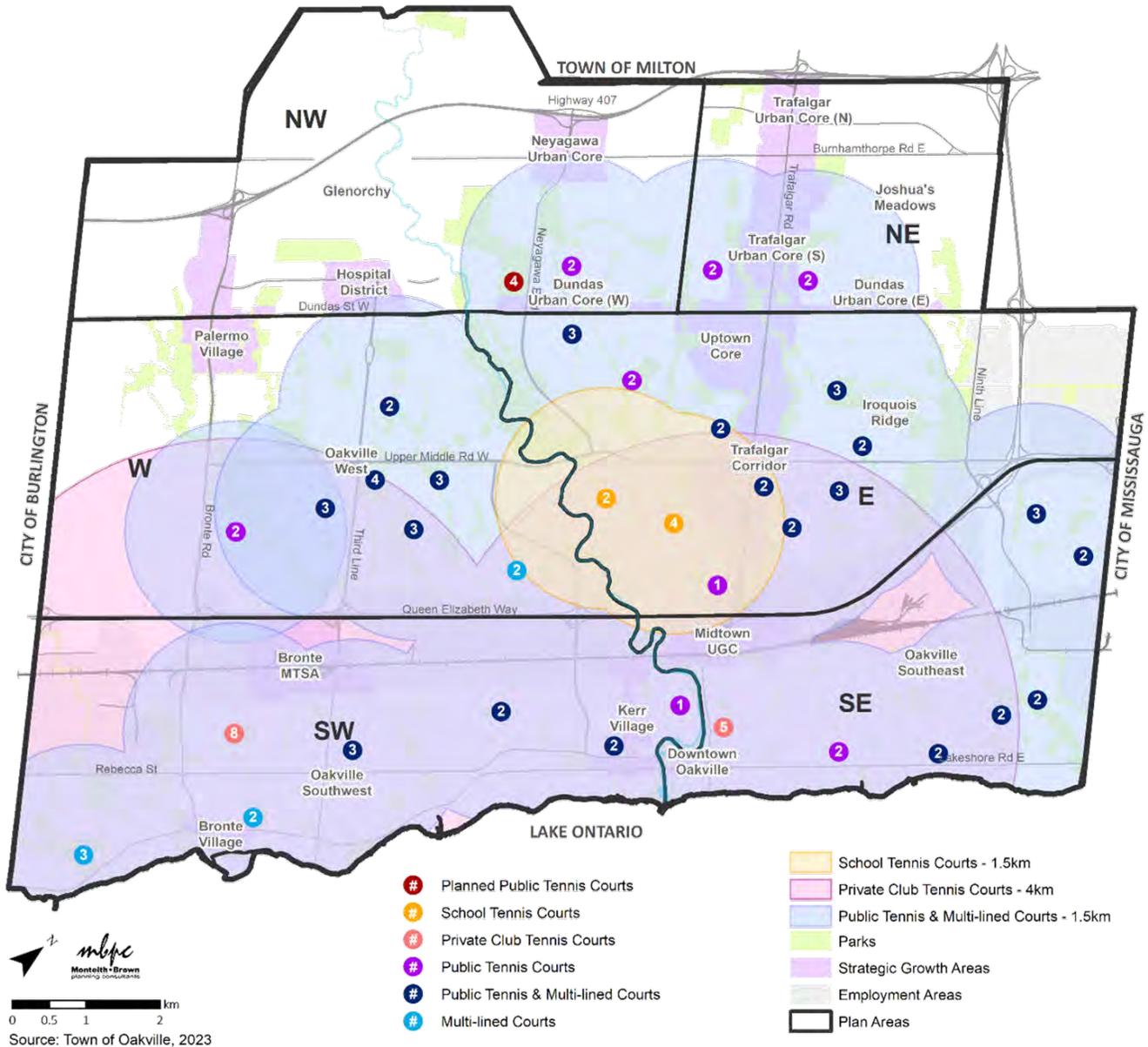
Cricket should be accommodated in appropriate locations within the town's parks system, including larger sites that can accommodate regulation-size fields. Dedicated cricket fields are preferred but cricket/soccer field overlays may be considered where appropriate. Potential sites for cricket include West Oakville Sports Park and/or under-utilized lands. Locations in proximity to areas where newcomers reside are preferred, as well as sites with washrooms, parking, and transit access. As noted earlier, the development of a sports field strategy is recommended to examine opportunities to enhance the capacity of fields (including cricket fields).

| Actions – Cricket Fields | | |
|--|---|---|
| 54. Develop a minimum of 2 additional cricket fields within the town's parks system by 2051 (excluding the field that is being built at Sixteen Mile Sports Park). | | |
| Priority | Proposed Timing | Implementation Notes |
| High | 1 in Short-term (2024-33) 1 in Medium-term (2034-41) | Planning target of one field per 100,000 residents. Potential sites include West Oakville Sports Park and a location to be determined. |

6.5 Tennis Courts

The town is responsible for 49 public tennis courts (available for casual use, including selected school courts), 11 club courts (membership-based complexes used for tennis instruction, league play and social events), and 30 public courts that are multi-lined for both tennis and pickleball activities (first-come, first-served basis) – for a total of 90 courts. Additionally, the town is planning to develop 4 lit public tennis courts at Sixteen Mile Sports Park in 2024/25. Several private courts are available through racquet clubs, residential complexes, etc.

Figure 30: Existing Tennis and Multi-lined Courts in Oakville Parks



The town's current level of provision is one tennis and multi-use court per 2,500 residents, higher than the benchmark average of one per 4,200 persons. However, some of Oakville's

courts are aging with surfaces that are in disrepair, limiting usage for the intended activities. Recent rehabilitation projects have included improvements to tennis courts at Hopedale Park, Ardleigh Park, and Glenashton Park (planned). Sites with multiple and higher quality courts sustain the greatest amount of use.

Tennis has seen a resurgence in recent years after decades of eroding participation, and was positively impacted by the COVID-19 pandemic. The sport's popularity can be attributed to the growing segment of baby boomers that are seeking lower impact activities, its appeal to diverse populations, a growing focus on grassroots programming, and recent success by Canadian players on professional tours.

More than two-thirds (68%) of survey respondents in Oakville indicated support for additional tennis courts (ranking 13th out of 31 facility types), with 32% reporting playing tennis in the past five years. Improvements to existing tennis courts (as well as new courts) was a top theme expressed through the consultation program.

The recent growth in pickleball is the most significant trend affecting the racquet sport industry. To accommodate this sport, the town has added pickleball lines on a high number of tennis courts to allow for both sports to use the courts on a first-come, first-served basis. New dedicated pickleball courts are also being introduced through capital park projects. This model of provision requires further examination to determine its future feasibility.

A **Racquet Sports Strategy** is recommended to guide the sustainable delivery of outdoor tennis and pickleball courts (plus indoor play opportunities) to respond to continued demand for these amenities. At minimum, the strategy should consider the condition and distribution of existing courts, participation trends, design considerations, leading practices and service levels in comparable communities, and input from stakeholders and the general public. The strategy should build on the findings of this master plan by identifying locations for new and/or improved courts, as well as considering the demand, potential provision, and operating model for a year-round community-based court complex.

To provide interim direction leading into the Racquet Sports Strategy, this master plan also provides direction on longer-term needs.

WHERE ARE NEW COURTS NEEDED?

Based on a 1.5-kilometre serve area, the distribution of public courts throughout the town is reasonable and future court development should be largely focused on North Oakville. Given the town's considerable supply, a provision target of **one tennis court (public, club, or multi-lined) per 5,000 persons** should be applied to North Oakville, resulting in the need for 31 total courts by 2051, or **25 more than are currently provided**.

Opportunities for tennis court development in the short-term include 4 courts at Sixteen Mile Sports Park (ongoing project), 6 club courts in North Park North, and approximately 11 additional courts at other park sites in North Oakville. Beyond these projects, approximately four additional courts will be required to be distributed across Northeast and Northwest Oakville. New courts should be developed in groups of two or more and may consider co-location with other sport court uses.

No new courts are required south of Dundas Street, except for Palermo Village (which currently has a geographic gap in service) and the courts at Sunningdale Public School (which are in disrepair but could be taken over by the town and improved to address a localized gap in service).

Through the Racquet Sports Strategy, it is recommended that the town evaluate its inventory to identify under-utilized courts that could be considered surplus and candidates for conversion to alternate uses, such as pickleball or basketball (should they meet town standards and respond to demonstrated needs).

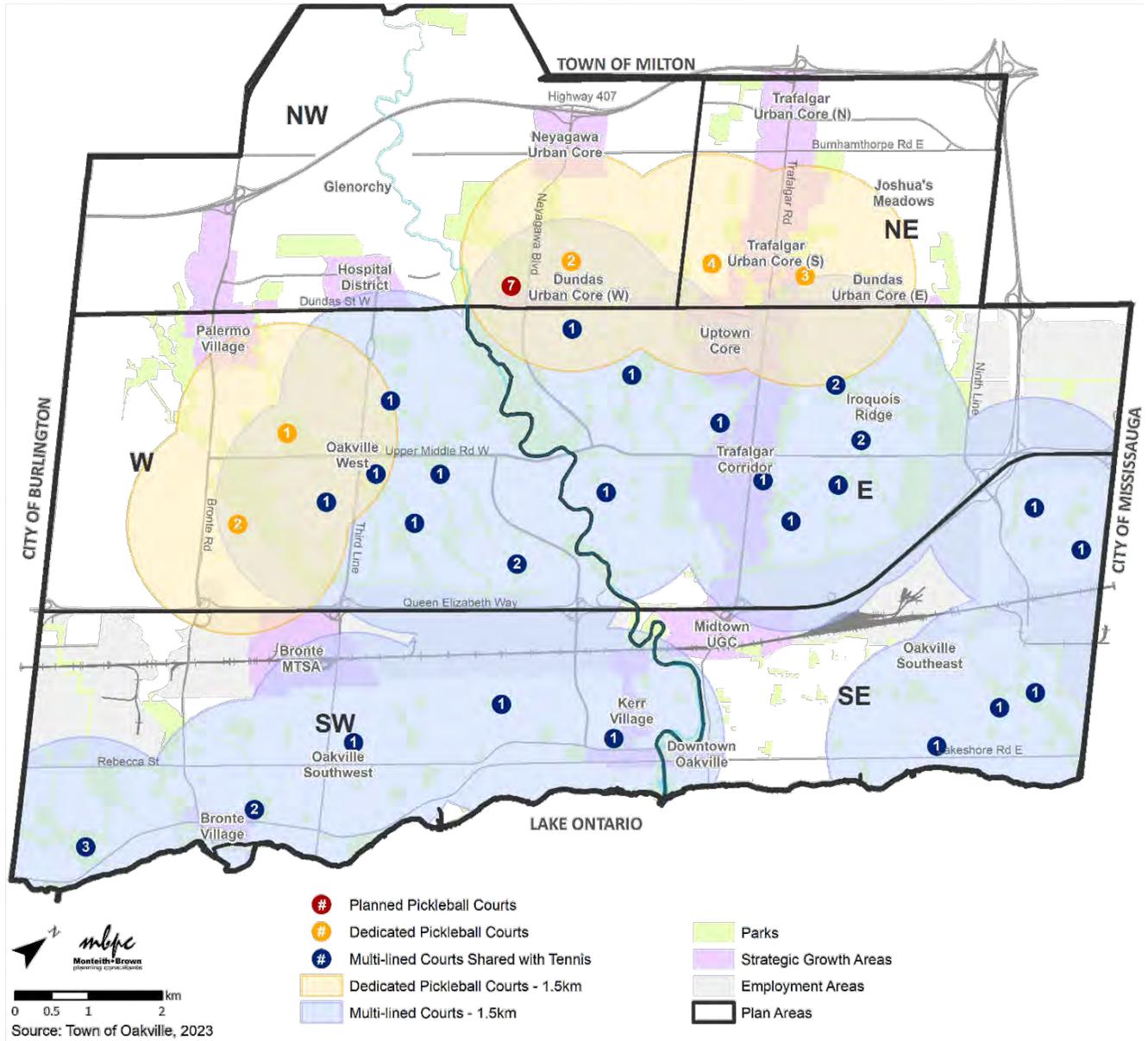
| Actions – Tennis Courts | | |
|--|---------------------------------------|---|
| <p>55. Prepare a Racquet Sports Strategy to guide the sustainable long-term provision of outdoor tennis and pickleball courts and the potential for a year-round community-based court complex, informed by stakeholder and public input.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |
| <p>56. Target the development of up to 25 additional tennis courts to serve population growth in North Oakville by 2051. A location for courts should also be sought in Palermo Village.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | To be determined through future study | Planning target for North Oakville is one tennis court (public, club, or multi-lined) per 5,000 persons. There is a sufficient supply of courts south of Dundas Street. |
| <p>57. Continue to undertake tennis court rehabilitation projects at high priority sites, including securing public access to the courts at Sunningdale Public School. The town should review its design, construction, and maintenance standards for tennis and pickleball courts with a view toward improving their longevity.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | Selected courts may be removed through attrition or converted to alternate uses, as informed by the Racquet Sports Study. |

6.6 Pickleball Courts

The town offers 13 dedicated pickleball-only courts, as well as 30 multi-lined courts that are shared with tennis on a first-come, first-served basis. With a total of 43 outdoor pickleball courts (dedicated and shared), the average level of provision is currently one court per 5,200 residents, much higher than provision levels in comparable communities. The town's winter program has allowed for extended use of many outdoor courts in the later winter/early spring timeframe (note: winter use is not suitable for all locations due to the impact of snow clearing on court quality). In addition, the town accommodates pickleball within many gymnasiums

and is planning to develop 10 dedicated pickleball courts at Sixteen Mile Sports Park in 2024/25.

Figure 31: Existing Pickleball and Multi-lined Courts in Oakville Parks



Pickleball is the number one growing sport in North America and is gaining popularity within numerous age groups, particularly adults and older adults. In response to growing demand, all of the town’s outdoor pickleball courts have been established in the past few years.

Pickleball can be played both indoors and outdoors. It is an affordable and social sport, able to be played by newcomers and more seasoned players alike. Doubles is more popular than singles, and many players have a very high frequency of play, participating multiple times per week if possible. Due to its popularity with seniors, daytime usage is more frequent than evening use, although this may change with time.

With the number of older adults expected to increase at a faster rate than the overall population, continued demand for pickleball can be anticipated. Due to the smaller size of the courts, it is possible to fit two to four pickleball courts within the same footprint of one tennis court. Like tennis, multi-court complexes are recommended.

Strong interest in pickleball was expressed through the public consultation program. Through an open-ended survey question, it was the top activity that respondents would like to see offered in Oakville (followed by tennis and swimming) and more pickleball opportunities was also a common theme expressed through the community open houses. Nearly two-thirds (63%) of respondents to the master plan survey indicated support for additional pickleball courts (ranking 14th out of 31 facility types) and 17% reported playing the sport outdoors in the past five years. This suggests that more would like to play but may not have had the opportunity to do so.

From the consultant's work throughout the province, pickleball courts are among the most requested facilities at public input sessions and have been for the last few years. Comments typically relate to the growth of pickleball and the lack of facilities, with a desire for dedicated outdoor courts and more opportunities for indoor play. More non-profit and private groups are forming with the intent of developing (mostly) indoor complexes to serve the sport, including the growing tournament market.

As the sport matures in Canada, participation is becoming broader and more diverse. This includes more competitive leagues (leading to the establishment of sport organizations and advocates for higher-quality facilities) and instructional programs for youth (it is being taught in some schools). A survey³⁵ completed in January 2022 by Pickleball Canada suggests that one million Canadians play pickleball at least once a month, a near tripling of the number of pickleball players in Canada in two years.

Due to the rapid rise of the sport, very few municipalities have yet to establish targets for outdoor pickleball court provision. The master plan benchmarking exercise indicates that there is an average of one municipal outdoor pickleball court (dedicated) per 68,600 persons, though provision is likely to improve over the coming years.

Pickleball is an emerging sport that will continue to be accommodated within the parks system using appropriate strategies in response to demonstrated community need. **A target of one outdoor pickleball court per 5,000 to 10,000 residents represents a reasonable range for future planning at this time (to be confirmed through the proposed Racquet Sports Strategy).** With 43 outdoor pickleball courts (dedicated and shared), the town is offering significantly more outdoor opportunities than comparable municipalities. This target range suggests a need for 44 to 88 outdoor courts by 2051 (442,941 population).

While Oakville's overall level of provision is strong, part of the challenge is that many of these courts are shared with tennis. It is difficult for shared courts to support semi-organized play due to the absence of guaranteed access for the sport. Further, most multi-lined courts include one or two pickleball courts (sometimes in poor condition), and users are seeking larger pickleball-only court complexes that can support greater demand. Oakville currently

³⁵ <https://pickleballcanada.org/january-2022-survey-national-release/>

has one location with 4-courts (Fowley Park), with another 4-court complex designed for NP9 in North Oakville and a 10-court complex being planned for Sixteen Mile Sports Park.

WHERE ARE NEW COURTS NEEDED?

Going forward, the primary focus of pickleball court provision should be on dedicated courts (generally 4 to 8 courts per site) within community park sites to accommodate organized play. This includes, but is not limited to, gaps in Southeast and Southwest Oakville and new park development opportunities in North Oakville. Furthermore, multi-lined courts can be effective to support casual play and should continue to be provided on an equitable basis through new construction and court rehabilitation/conversion projects within neighbourhood parks, being mindful of setback requirements to nearby houses.

In establishing new locations, a **site evaluation and selection process** should be included in the proposed **Racquet Sports Strategy**, with consideration of the following criteria:

- a) Pickleball courts may be established through conversion of under-utilized amenities or new construction. The town may establish minimum standards for court surfacing.
- b) Courts should be developed in pairs (ideally oriented north-south), using fixed pickleball net equipment and fencing to support dedicated use. Consolidating courts is more economically efficient, will help to leverage community partnerships, and can better support organized play.
- c) Shared use courts (e.g., pickleball, tennis, basketball, etc.) are less desired and will not typically be supported as long-term options.
- d) Court locations must consider potential for noise impacts on adjacent properties.
- e) Nearby parking, washrooms, and/or lights for night play are desired, but will only be considered within appropriate park types.
- f) Reviewing the town's design, construction, and maintenance standards for courts to extend their lifecycle and improve overall playability.
- g) Enhanced levels of service (such as winds screens, acrylic surfacing, and other supporting amenities) may be considered through sponsorship or other partnership opportunities (e.g., community-based clubs).

Increasingly, communities are citing problems with pickleball courts being located too close to residential areas due to both the racquet noise and the social nature of the game, sometimes leading to litigation. Guidelines recently prepared by Pickleball BC³⁶ identified minimum setbacks for pickleball courts from residential or other sensitive uses ranging from 30 to 160 metres based on a target noise level of 50 decibels. The lower end of this range represents a location that consists of a small number of courts, noise barriers, and intervening terrain that is acoustically soft (e.g., grass). **For a 2-court complex with no noise mitigation – which is a common configuration for many of Oakville's neighbourhood parks – the preferred minimum setback is 50-metres.** This increases to 85 to 115m in a typical community park setting, depending on the number of courts and noise attenuation measures. These

³⁶ Pickleball BC. [A Guide to Pickleball Court Planning and Operation](https://www.pickleballbc.ca/uploads/1/4/2/5/142597665/pbc_court_guidelines__r1[1]_sept_30_2023.pdf). (2023)
[https://www.pickleballbc.ca/uploads/1/4/2/5/142597665/pbc_court_guidelines__r1\[1\]_sept_30_2023.pdf](https://www.pickleballbc.ca/uploads/1/4/2/5/142597665/pbc_court_guidelines__r1[1]_sept_30_2023.pdf)

guidelines should be considered as the town establishes or reinvests in outdoor pickleball sites.

The town should work with pickleball organizations to monitor and assess the need for additional dedicated court complexes over time. Opportunities for a club-managed location (similar to tennis clubs at Bronte and Wallace Park) may be explored through the Racquet Sports Strategy (with defined roles and standards for community-based clubs). One useful metric (for more formalized play) has been established by the City of Mississauga, which uses minimum membership thresholds for the creation of new tennis and/or pickleball clubs: 2 to 3 courts = 100 members; 4 to 5 courts = 200 members; and 6 to 8 courts = 300 members. The goal should be to address community-driven needs, rather than to establish a regional tournament location.

Additionally, permitting of multi-lined courts was raised as an issue through the consultation process. Oakville’s courts are publicly available to all residents on a first-come, first-served basis. Some municipalities are allowing selected courts to be booked online through municipal recreation software or third-party sites. This may be considered further by the town as a way to reduce conflicts and to increase usage of existing courts.

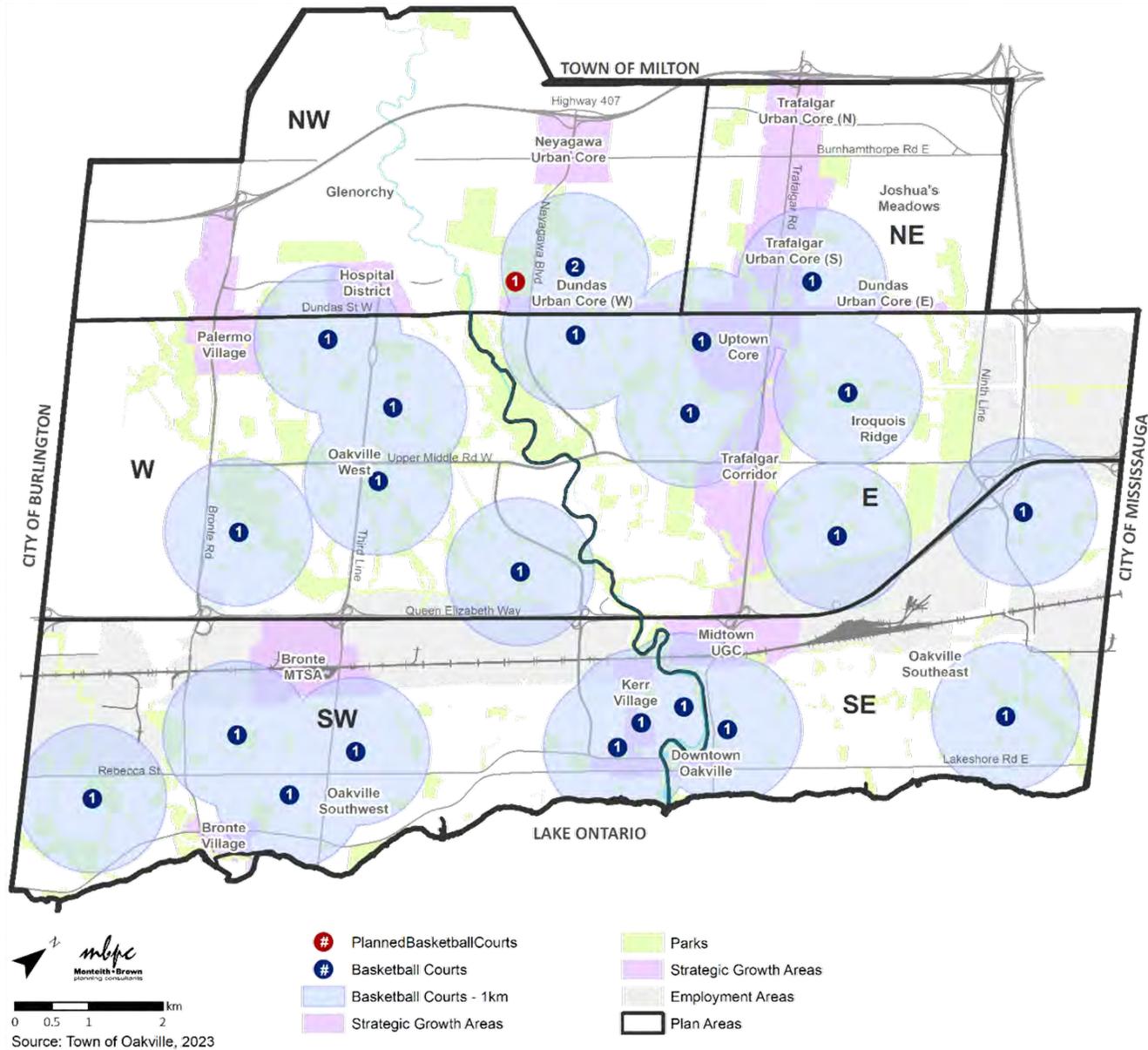
| Actions – Pickleball Courts | | |
|---|---------------------------------------|---|
| <p>58. Target the development of up to 45 additional outdoor pickleball courts to serve population growth across Oakville by 2051. Approaches to provision should be confirmed through the proposed Racquet Sports Strategy, but should be informed by the actions and criteria of this master plan, including:</p> <ul style="list-style-type: none"> a) a greater focus on dedicated pickleball-only courts in community parks (generally complexes of 4 to 8 courts); b) equitably distributed opportunities for casual use within neighbourhood parks, including multi-lined courts or the conversion of under-utilized tennis courts; c) appropriate setbacks for courts from adjacent houses; d) joint ventures with third-party clubs (with defined roles and standards for community-based clubs); and e) implementation of a court permitting system for selected courts. | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | To be determined through future study | Planning target is one outdoor pickleball court per 5,000 to 10,000 residents the recommendation uses one per 5,000 population as a starting point. |

6.7 Basketball Courts

The town provides sixteen (16) full outdoor basketball courts (two hoops each), seven (7) half basketball courts (one hoop each), and one (1) ball hockey court for a total of 20.5 courts (counting half courts as 0.5). Some of these courts – such as a new installation in George Savage Park – allow for multiple uses such as ball hockey. Additional basketball hoops may be provided at area schools and within residential areas. Several new municipal courts have

been constructed in recent years as the town seeks to extend its supply throughout all areas of Oakville.

Figure 32: Existing Basketball and Multi-use Courts in Oakville Parks



As an outdoor activity, participation in basketball has increased since the pandemic, and had been on the rise in the years prior. The sport is popular with both boys and girls (including newcomer children and youth) due to its growing international appeal. It is an affordable and accessible sport that can be played by most ages and abilities, both individually and as a team. Nearly two-thirds (65%) of survey respondents indicated support for additional basketball courts in parks.

A per capita target of **one basketball or multi-use court per 12,000 residents (counting half courts as 0.5)** should be used to guide long-term planning. Going forward, a range of court sizes and uses should be considered, with sensitivity to local needs and site context.

Where possible, full-size multi-use courts are desired as they allow for maximum flexibility and capacity. Multi-use courts also provide options for extended play and cost savings, while requiring less park space to accommodate multiple amenities on the same footprint. They are acceptable uses within most park types, including neighbourhood parks. Sites should be evaluated on a case-by-case basis, including consideration of the conversion of underutilized assets.

WHERE ARE NEW COURTS NEEDED?

Youth should have equitable geographic access to outdoor basketball courts. New courts will be required to address gaps and growth, located within appropriate park types. An evaluation of court distribution suggests that there are approximately 17 geographic gaps across Oakville based on 1km catchment areas. General provision targets by plan area include:

- Northeast Oakville – 3 (including Trafalgar Urban Core North and South, etc.)
- Northwest Oakville – 4 (including Neyagawa Urban Core, Hospital District, etc.)
- East Oakville – 3 (including Trafalgar Corridor, etc.)
- West Oakville – 2 (including Palermo Village, etc.)
- Southeast Oakville – 3 (including Midtown Oakville, Dunvegan Park, etc.)
- Southwest Oakville – 2 (including Bronte MTSA, etc.)

There is also growing interest in issuing community permits for rental of basketball courts. The town may consider a pilot project for one or more selected courts on an as-needed basis.

Actions – Basketball Courts

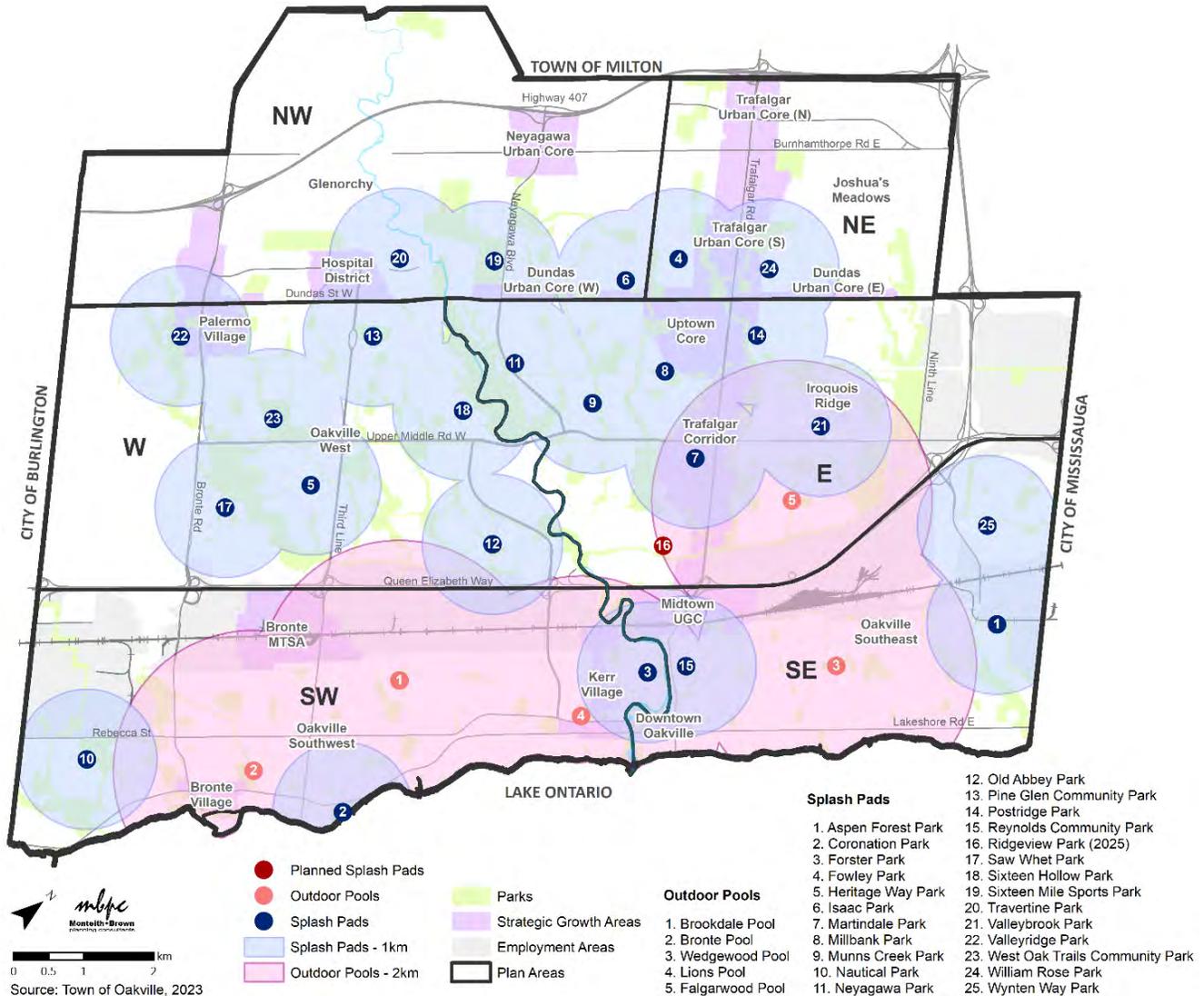
59. Develop a minimum of **17 basketball courts** to improve distribution across Oakville by 2051.

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|---|
| Growth-related | Targets: 7 in Short-term (2024-33) 6 in Medium-term (2034-41) 4 in Longer-term (2042-51) | Planning target is one basketball or multi-use court per 12,000 residents (counting half courts as 0.5), with consideration of a 1-km catchment radius. Where possible, full-size multi-use courts are desired as they allow for maximum flexibility and capacity. |

6.8 Splash Pads

Currently there are 24 splash pads with Oakville’s parks, plus another one planned in the short-term. These are unstaffed amenities that spray water from a variety of features activated by the user, with designs and themes that create unique and interactive experiences. They appeal to young children and families looking for a fun and affordable way to cool off during the warmer weather months.

Figure 33: Existing Splash Pads in Oakville Parks



Splash pads respond very well to growing demands for unstructured, spontaneous forms of recreation as they are free, drop-in facilities that can be enjoyed by people (often young children) with no swimming experience. Oakville is currently providing them at a rate of one per 9,375 persons, which is a higher level of provision compared to benchmarked municipalities. However, the town frequently receives community requests for new installations and nearly three-quarters (73%) of survey respondents indicated support for additional splash pads, suggesting that there is public backing for maintaining a strong rate of provision.

Many of the town's splash pads have been built within the past twenty years and are heavily focused in new communities as a result. Geographic distribution is strong in East and West Oakville, but gaps remain in Southeast and Southwest Oakville (although these areas are currently better served by outdoor pools). The town should continue taking steps to address high priority gap areas through park development and redevelopment opportunities. For example, should any outdoor pools be phased out, there may be an opportunity to improve distribution through replacing them with splash pads.

WHERE ARE NEW SPLASH PADS NEEDED?

Splash pads or spray features should continue to be a focus of future development in strategic growth areas in using a **1-kilometre distribution target**. To meet this target, it is estimated that approximately 10 additional splash pads will be required by 2051. This generally works out to an average rate of provision of one splash pad per 12,500 residents.

General targets and possible locations include:

- Northeast Oakville – 4 (NP5, NP10, Joshua Meadows Community Park, etc.)
- Northwest Oakville – 4 (Palermo Park, NP6, NP8, etc.)
- Southeast Oakville – 1 to 2 (Midtown Oakville, etc.)
- Southwest Oakville – 2 to 3 (Bronte MTSA, etc.)

Splash pads are best provided in higher-order parks that serve multiple neighbourhoods and are complementary to other on-site facilities such as playgrounds, washrooms, seating, shade, bike racks, and off-street parking/transit access. Impacts on the surrounding neighbourhood and other park uses must also be considered when selecting sites.

It is also anticipated that the town will be increasingly focused on replacing older splash pads (projects are underway at Postridge Park and Wynten Way Park), which may offer opportunities for enhanced experiences at selected sites.

Actions – Splash Pads

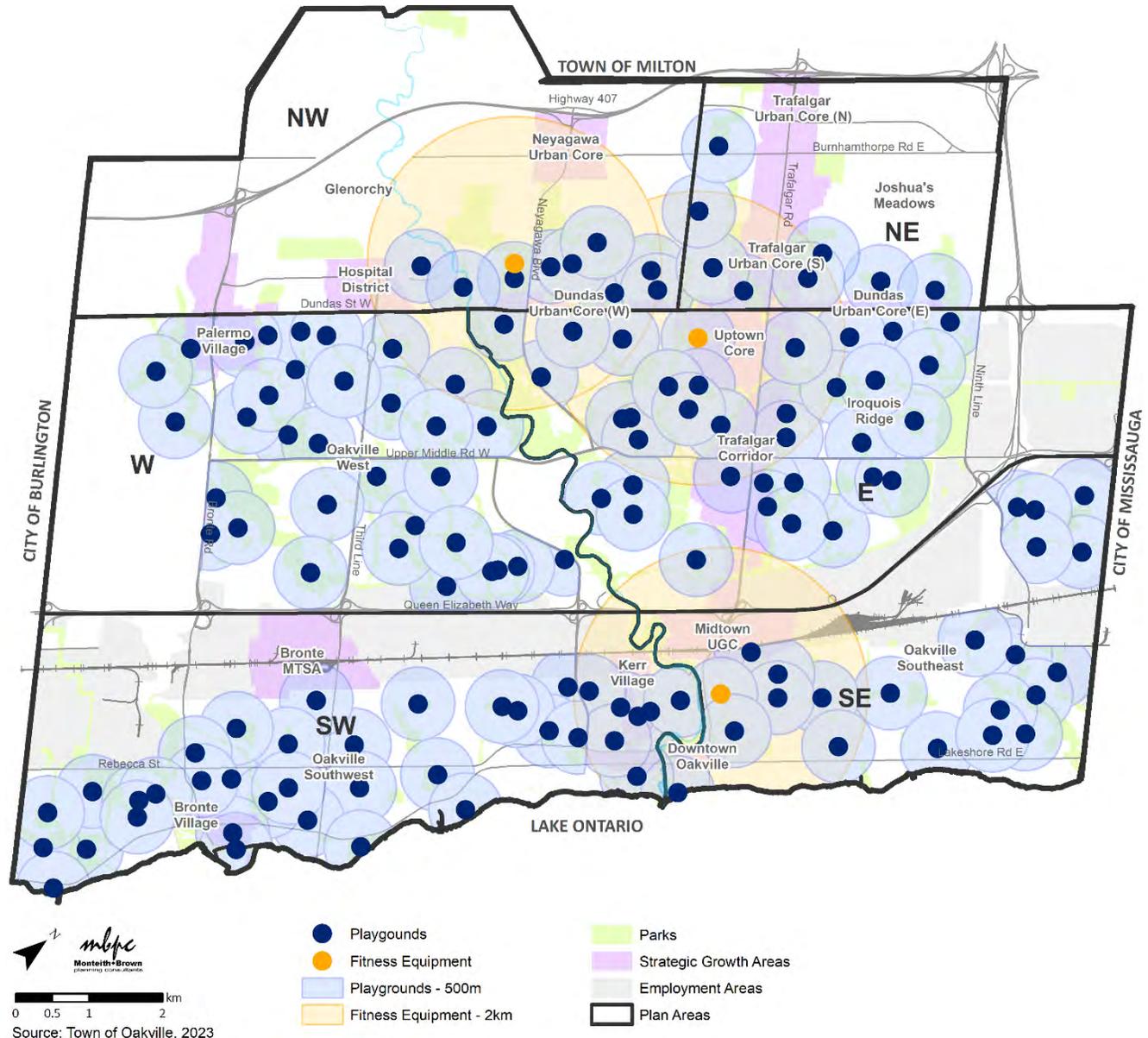
- 60.** Develop approximately **10 splash pads** in growing communities and gap areas (based on a 1-kilometre service area radius guideline) by 2051.

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|---|
| Growth-related | Development will be aligned with opportunities. Targets: 4 in Short-term (2024-33) 4 in Medium-term (2034-41) 2 in Longer-term (2042-51) | A 1-km radius is the planning target for splash pads. Splash pads are ideally located in higher-order parks that have access to playgrounds, washrooms, seating, shade, bike racks, and off-street parking/transit access. |

6.9 Playgrounds

Playgrounds are a foundational component of the parks system and are provided in 143 town parks, with many containing multiple play features. These locations provide amenities that benefit childhood development, foster cognitive development and social skills, and encourage physical activity. Traditional playground equipment generally consists of swings, slides, and an array of climbing structures. More recently constructed playgrounds are designed to offer more creative and accessible play experiences.

Figure 34: Existing Playground Locations in Oakville Parks



Several new playgrounds have been installed in recent years, predominantly in North Oakville, with more on the way as new parks are established. Per capita supplies and

geographic distribution are very equal across all plan areas, although the community survey found strong support (76%) for additional playgrounds.

As Oakville intensifies, there will be fewer backyards, increasing the need for accessible outdoor play opportunities such as playgrounds. Planning for new playgrounds considers equitable spatial distribution to ensure that all children and families have convenient access. Oakville's targets range from 400 to 800-metres (5-to-10-minute walk), depending on community structure, but as the town intensifies it is recommended that a standard of one playground within 500-metres of residential areas (without having to cross a major road or physical barrier) be adopted as a town-wide target. This measure can be used for future park planning and responding to public requests.

WHERE ARE NEW PLAYGROUNDS NEEDED?

Based on this measure (500-metre radius), there are no major gaps in geographic distribution within any of the town's existing residential areas. Additional playgrounds will be required to serve North Oakville and some strategic growth areas, where the town may decide to exceed the distribution target in order to ensure an adequate supply to the population (the town is currently providing one playground per 1,630 residents of all ages).

In terms of existing installations, playgrounds are replaced at the end of their lifespan (generally around 20 years). On an annual basis, the town considers the age and condition of each playground to determine priorities for replacement. Approximately 7 playgrounds are replaced annually, although the figure can vary from year to year. The average install date of the town's play equipment was 2008, suggesting that the typical playground in Oakville is 15 years old and has reached 75% of its lifecycle. One-quarter (25%) of the town's play structures were installed 20-years ago and are candidates for replacement. Moving forward, it is recommended that the town enhance its funding levels for playground replacement and also consider "play value" in this assessment as residents are increasingly expecting high-quality playground features that facilitate unique experiences. The town should also establish a service level for natural/adventure playgrounds that make use of the existing landscape and materials (e.g., wood, logs, ropes, stones, boulders, etc.).

Accessibility for persons with disabilities is a key consideration for playground replacement and design (including both the playground and surrounding spaces, such as pathways). New playgrounds are required to incorporate accessibility features, such as sensory and active play components for children and caregivers with various disabilities. The town has established a goal of establishing fully barrier-free playgrounds at all community parks, which is a common approach for many municipalities. An accelerated playground replacement schedule may be necessary to meet this goal as the town strives to offer an appropriate array of accessible spaces in a timely manner.

Actions – Playgrounds

61. Provide playgrounds in growing residential areas based on a minimum provision target of **one playground within 500-metres** of all neighbourhoods. Service levels and design considerations should be established for natural/adventure playgrounds, which can offer an alternative experience to traditional structures.

| Priority | Proposed Timing | Implementation Notes |
|----------------|--|--|
| Growth-related | Development will be aligned with opportunities | A 500-m radius (without crossing a major road or physical barrier) is the planning target for playgrounds. |

62. Enhance funding levels to ensure the timely **replacement of playgrounds** and to support the town’s policy of installing **barrier-free playground equipment** at community parks.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|--|
| High | Ongoing (best practice) | Playground replacement is necessary to provide safe, engaging, and accessible opportunities for play. Funding may need to be accelerated to achieve this goal. |

6.10 Outdoor Fitness Equipment

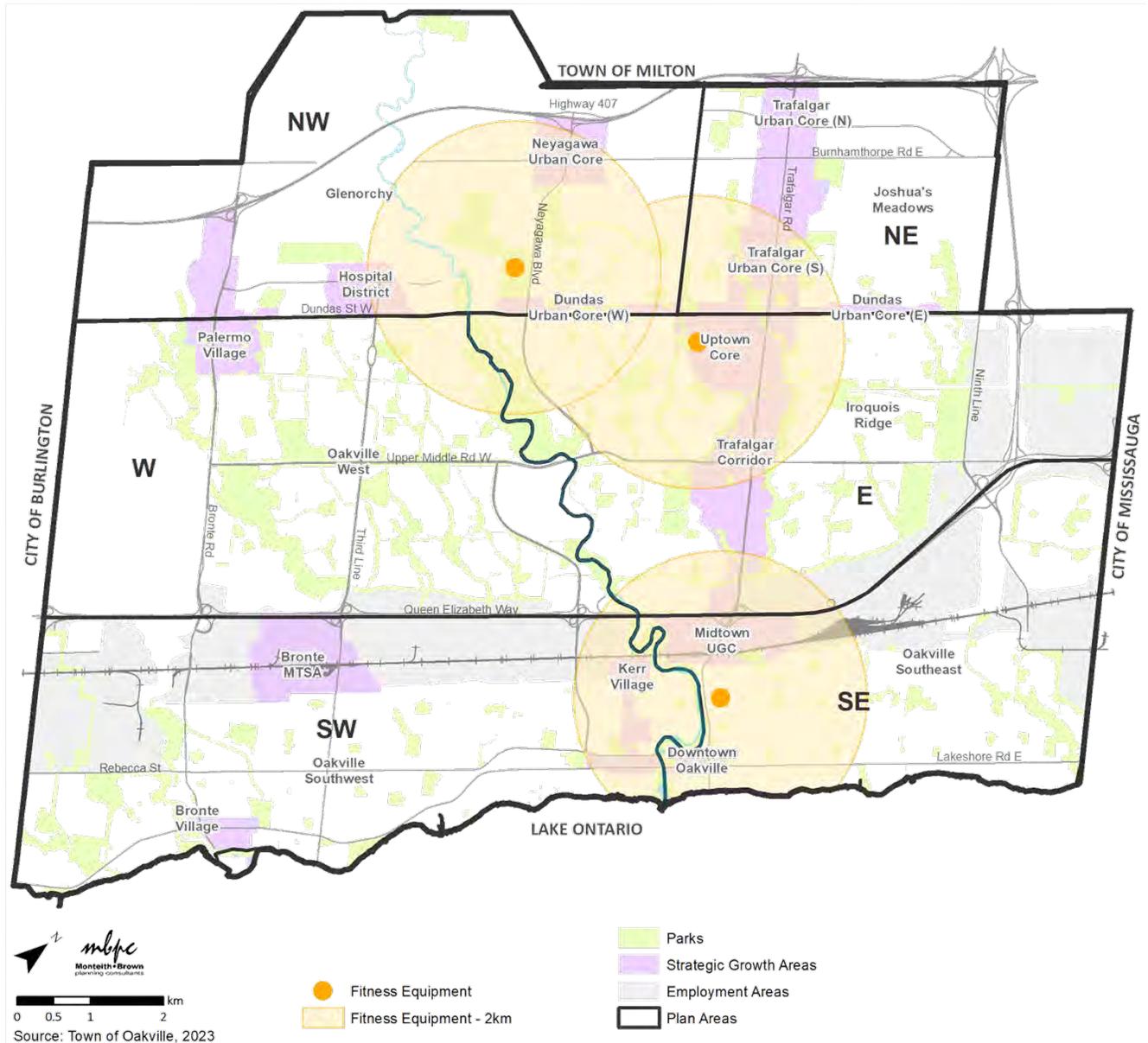
Outdoor fitness stations (also referred to as calisthenics parks) feature low-impact, joint-friendly equipment that use resistance created by a person’s own body weight; the equipment is stationary with no moving parts. Oakville offers three (3) locations within parks, each containing multiple pieces of equipment for free public use.

Popular throughout the United States and Europe, many Canadian municipalities have begun introducing outdoor fitness equipment that allow people to participate in free outdoor activities and engage people in the public realm. During the pandemic, interest in outdoor unstructured recreation activities soared, making outdoor fitness an important option for many.

Outdoor fitness stations can be used by teenagers, adults, and seniors. Experience in other area municipalities suggests that their appeal is strongest with active older adults and seniors (particularly new Canadians), an age group that will increase over the study period. These stations can provide several benefits, from improved balance, speed, and coordination to reduced isolation and associated mood ills like depression.

These installations offer the community affordable opportunities to stay fit and should continue to be provided in locations that offer an improved distribution and a focus on growing communities. The preferred design involves clustering of components in relaxed park settings that are connected to a trail system and close to residential areas, with good access to parking and shade.

Figure 35: Existing Outdoor Fitness Locations in Oakville Parks



Oakville has a lower level of provision of outdoor fitness stations compared to benchmarked municipalities. Moderate interest was expressed for additional locations through the community survey – nearly three out of five (58%) respondents indicated support for additional outdoor fitness opportunities in parks. In particular, the survey found high demand for outdoor fitness equipment in Northeast Oakville, a growing area of the town.

WHERE ARE NEW OUTDOOR FITNESS LOCATIONS NEEDED?

A 2-kilometre distribution-based target is recommended for future planning of outdoor fitness locations, with the town filling gaps where possible recognizing that outdoor fitness stations may not be a fit with every park. This may mean up to **six (6) additional locations by 2051**, such as:

- Northeast Oakville – 1 (future park in the Joshua Meadows area)
- Northwest Oakville – 1 (future park in the Palermo Village area)
- East Oakville – 1 (existing park to be determined)
- West Oakville – 1 (existing park to be determined)
- Southwest Oakville – 1 to 2 (possibly St. John Colborne Recreation Centre plus another park location near Midtown Oakville)

Opportunities should also be sought to establish designated outdoor open space exercise zones that can be used for permitted group fitness activities that are supported by the town's parks by-law.

Actions – Outdoor Fitness Equipment

- 63.** Expand the network of **outdoor fitness equipment locations** by establishing up to 6 new sites by 2051 within appropriate park types that address geographic gaps in distribution.

| Priority | Proposed Timing | Implementation Notes |
|----------------|--|---|
| Growth-related | Development will be aligned with opportunities | A 2-km radius is the planning target for outdoor fitness locations. |

- 64.** Develop guidelines to support the design of designated **open space exercise zones** where the community can organize fitness classes (yoga, tai chi, etc.).

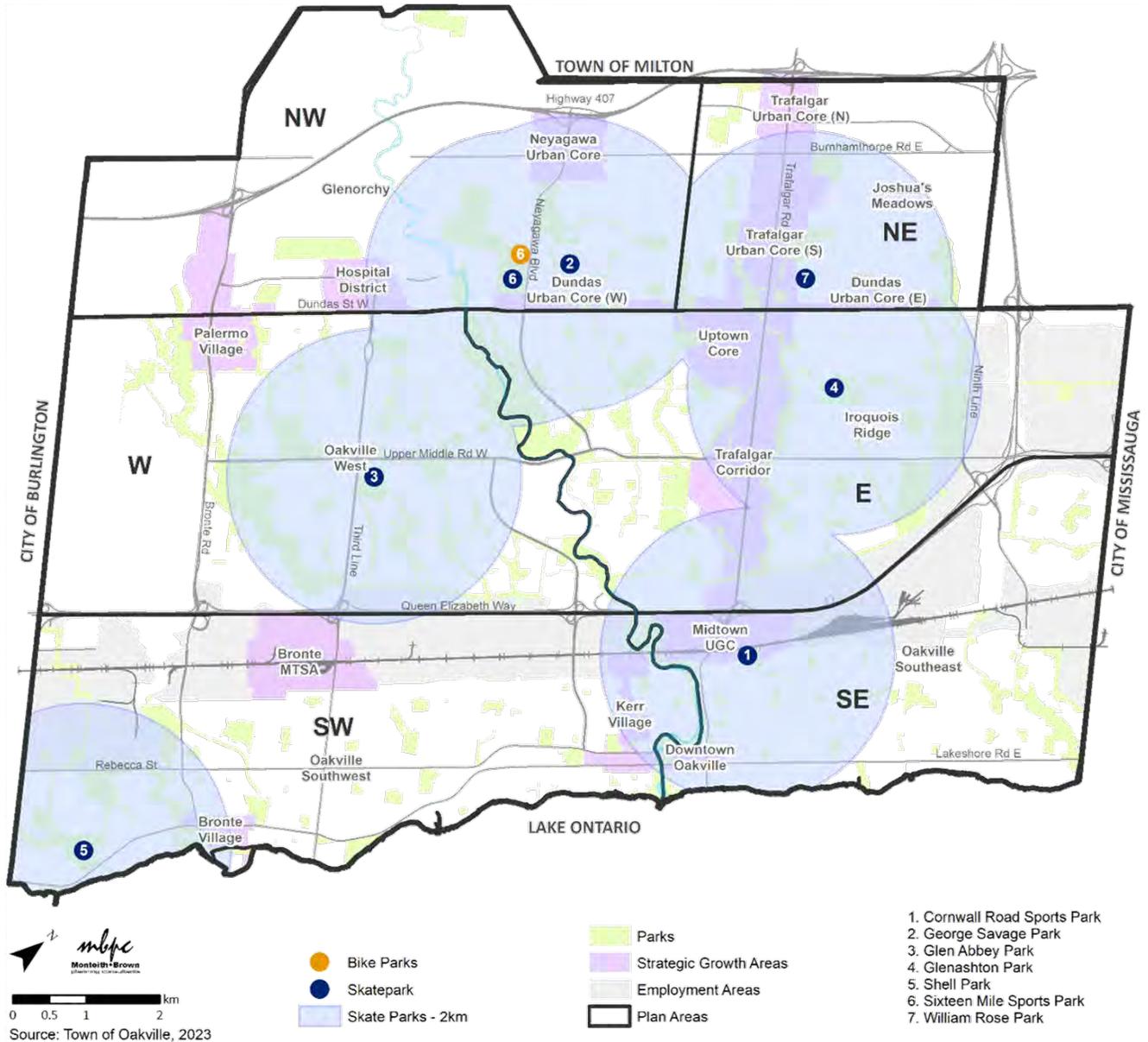
| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|---|
| Medium | Short-term (2024-33) | These guidelines should give consideration to appropriate park types, support amenities, and other site characteristics that would support strong usage levels. |

6.11 Skateboard (“All Wheels”) and BMX Bike Parks

All Wheels Parks

The town will soon have seven (7) skateboard parks within its network, including the newest installations in Cornwall Road Sports Park and Sixteen Mile Sports Park. Each plan area has at least one skate park, although the size and features of each park vary. With two new parks, Oakville is now providing all wheels parks at a slightly higher rate than the benchmarked municipalities.

Figure 36: Existing All Wheels Parks in Oakville Parks



Skateboard parks are now considered to be a core recreation facility in most municipalities, providing a safe place for human-powered wheeled action sports such as skateboards, scooters, inline skates, and sometimes bikes. They consist of a variety of features (such as rails, ledges, ramps, bowls, etc.) and are often constructed of poured concrete (preferred), but may also use modular equipment. Because they can be used for a wide range of wheeled sports – scootering which is now a dominant use in many locations – the term “all wheels parks” is becoming more common.

Wheeled sports have gained mainstream popularity and increasingly appeal to children and adults (not just youth). These spaces offer opportunities for physical activity, self-expression, and resilience, often appealing to those that do not participate in organized sport.

Equity of access is important as many users travel to all wheels parks by walking, wheeling, or transit. Further, different designs appeal to different rider groups, thus there is a need for diversity within the inventory. In response, Oakville’s network of all wheels parks should provide a variety of opportunities that are equitably distributed throughout the town.

Previous plans recommended a two-tier hierarchy consisting of community-level facilities (10,000 to 15,000 sf in size, located within community parks) and neighbourhood-level facilities (or “skate spots”, each being about 2,000 sf in size and situated in convenient walk-to locations). Supporting amenities such as lighting, water, washrooms, and shade are important considerations and should be provided for community-level parks at minimum. This typology is consistent with those employed in many municipalities and remains appropriate in guiding the town as it expands its inventory.

Wheeled action sports appeal to a broadening age group, though youth are the primary market. **The suggested provision target for all wheels parks is one per 5,000 youth (ages 10-19).** With approximately 33,000 youth (2021 Census), the overall provision of all wheels parks town is sufficient to meet short-term needs. This was reinforced through the findings of the community survey that found moderate to low support for additional skate parks (47%) and bike parks (40%).

WHERE ARE NEW “ALL WHEELS” PARKS NEEDED?

Additional locations will be required to serve growth. The number of Oakville youth is expected to increase over time, but at a slower rate than overall population growth. By 2051, it is estimated that 4 to 5 new locations will be required. Future censuses and population forecasts should be reviewed to guide longer-term planning. The recommended provision model consists of:

- At minimum, 2 community-level all-wheels parks to serve growing communities, such as Northwest Oakville (Joshua Meadows Community Park and West Oakville Sports Park).
- Consideration of neighbourhood-level all-wheels parks in more localized residential areas that have an identified need, as supported by community interest and local research, such as at NP9 in North Oakville and a future site in Southwest Oakville.

Site selection criteria should be established to assist in identifying potential sites and public engagement is essential in any skate park design project. Proactive renewal of existing skate parks will also be required over time.

Bike Parks

The town is installing its first bike park in Sixteen Mile Sports Park. Bike parks (sometimes referred to as “pump tracks”) are specially designed courses used by cyclists to enjoy off-road cycling and build skills. They provide free and safe spaces for users to develop their skills and connect with others within a purpose-built environment, deterring property damage from illegal biking in environmental areas.

Well-designed bike parks offer a diversity of progressive and technically challenging features generally consisting of berms, rollers, ramps, and/or similar features, although it is notable

that different designs appeal to different rider groups (e.g., some riders may use all wheels parks as well). Wheeled action sports appeal to a broadening age group, though youth are the primary market.

Bike parks represent a relatively new level of service for the town and their designs continue to evolve. Dirt tracks are giving way to hardscape pump parks that are more inclusive of different ages or abilities (the bike park at Sixteen Mile Sports Park will be asphalt). These venues are now often combined with all wheels parks. The latest evolution includes “bicycle playgrounds”, which are mini street courses that appeal to younger children on bikes.

WHERE ARE NEW BIKE PARKS NEEDED?

Additional bike parks will be required to offer enhanced accessibility throughout the town. Monitoring of usage and feedback from the Sixteen Mile Sports Park facility will help to determine future strategies. For planning purposes, selecting sites in Northeast Oakville (e.g., Joshua Meadows Community Park) and another location south of Dundas Street would improve access for youth in particular. Selection of bike park locations requires a site-specific analysis and should consider the availability of water, washrooms, shade, etc. (locations within community parks would be most advantageous).

Actions – Skateboard (“All Wheels”) and BMX Bike Parks

- 65.** Reclassify skateboard parks as “all wheels parks” and integrate this term into the town’s signage and promotions. Develop **4 to 5 new all-wheels parks** to address needs in growing areas and geographic gaps in Northeast, Northwest Oakville, and Southwest Oakville.

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|---|
| Growth-related | Development will be aligned with opportunities. Targets: 2 in Short-term (2024-33) 2 in Medium-term (2034-41) 0-1 in Longer-term (2042-51) | Planning target is one “all wheels” park per 5,000 youth (ages 10-19), with consideration of 2-km catchment radius. Potential locations include Joshua Meadows Community Park, NP9, West Oakville Sports Park, etc. Community-serving sites are appropriate in larger community parks, while smaller neighbourhood-level all-wheels parks should be considered in localized gap areas. |

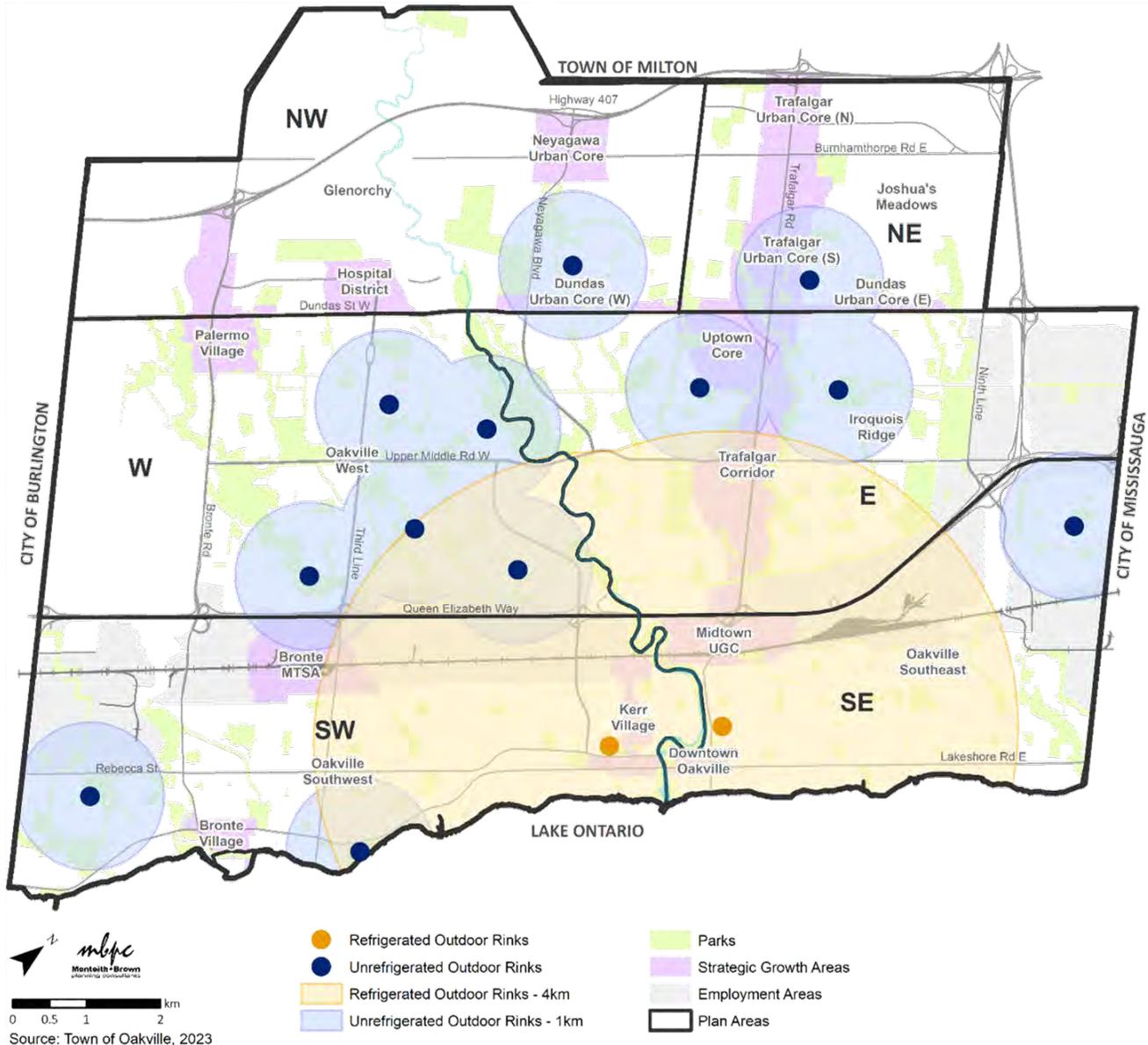
- 66.** Monitor usage at the new BMX park at Sixteen Mile Sports Park to inform an assessment of future needs for this facility type. At minimum, seek community park sites for **2 new bike parks** (at least one with an asphalt base) in Northeast Oakville and another location south of Dundas Street.

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|--|
| Growth-related | Targets: 1 in Short-term (2024-33) 1 in Medium-term (2034-41) | Joshua Meadows Community Park is one potential location. |

6.12 Outdoor Skating Rinks

Outdoor skating opportunities are available in Trafalgar Park using the refrigerated pad (which is used for tennis in the warmer months), and plans are underway to create a boarded artificial rink in Wallace Park for shinny. The town also encourages and permits outdoor winter skating at more than a dozen park locations (e.g., on ball diamond infields, sport courts, etc.), but the number of rinks can change from year to year as they rely on natural ice and volunteers. Usage of all rinks is free but is weather dependent.

Figure 37: Existing Skating Rinks in Oakville Parks



The refrigerated Trafalgar Park rink has been well received by the community and more than two-thirds (70%) of survey respondents indicated support for additional outdoor ice skating opportunities. Skating outdoors is a Canadian tradition and one that many newcomers are eager to participate in as well. Local input indicates that residents are seeking additional

opportunities to skate outdoors (an unstructured, non-organized activity) and this is likely to continue.

However, with more volatile winter weather and temperatures, it is becoming increasingly difficult to sustain natural rinks in the local climate. Demand for outdoor skating was a popular request in Oakville during the pandemic, but concerns over declining volunteerism are also a threat to their viability.

Some municipalities are turning to artificial rinks, covered pads, and alternative technologies such as synthetic ice sheets (no water or electricity needed). Different designs have also proven popular, including skating trails and loops. The town's second refrigerated rink (Wallace Park) will help to address some of these growing needs across an extended season.

WHERE ARE NEW RINKS NEEDED?

For Oakville, geographic equity of skating opportunities is an important consideration in future planning. With soon-to-be two artificial rinks in Southeast and Southwest Oakville, demand will build in the north. Locations in the Northeast and Northwest should be considered:

- 1) **Northeast Oakville:** A covered refrigerated pad (with a roof and open sides) should be considered in proximity to the Trafalgar Urban Core and Uptown Core areas. When they are not being used for winter skating, these rinks have the potential to serve other recreational purposes during the warmer months, such as sport courts (e.g., basketball, tennis, pickleball, ball hockey, etc.). Furthermore, covering an artificial rink would provide for an extended season (60+ days per year, depending on weather and temperature variation) and improved ice conditions (and shade in the summer). Such a site requires access public transit, nearby parking, and washrooms, and may also benefit from proximity to other civic and community spaces.
- 2) **Northwest Oakville:** A refrigerated skating trail may be considered for the Fogolar's property that was recently acquired by the town, pending a design and business planning process for the site. Skating trails offer opportunities for unstructured skating activities, often in natural settings. They can serve as community destinations offering unique experiences to residents and visitors. Like artificial rinks, they require access to support buildings for comfort amenities and mechanical systems). During the warmer months, they can be used as pathways or water features.

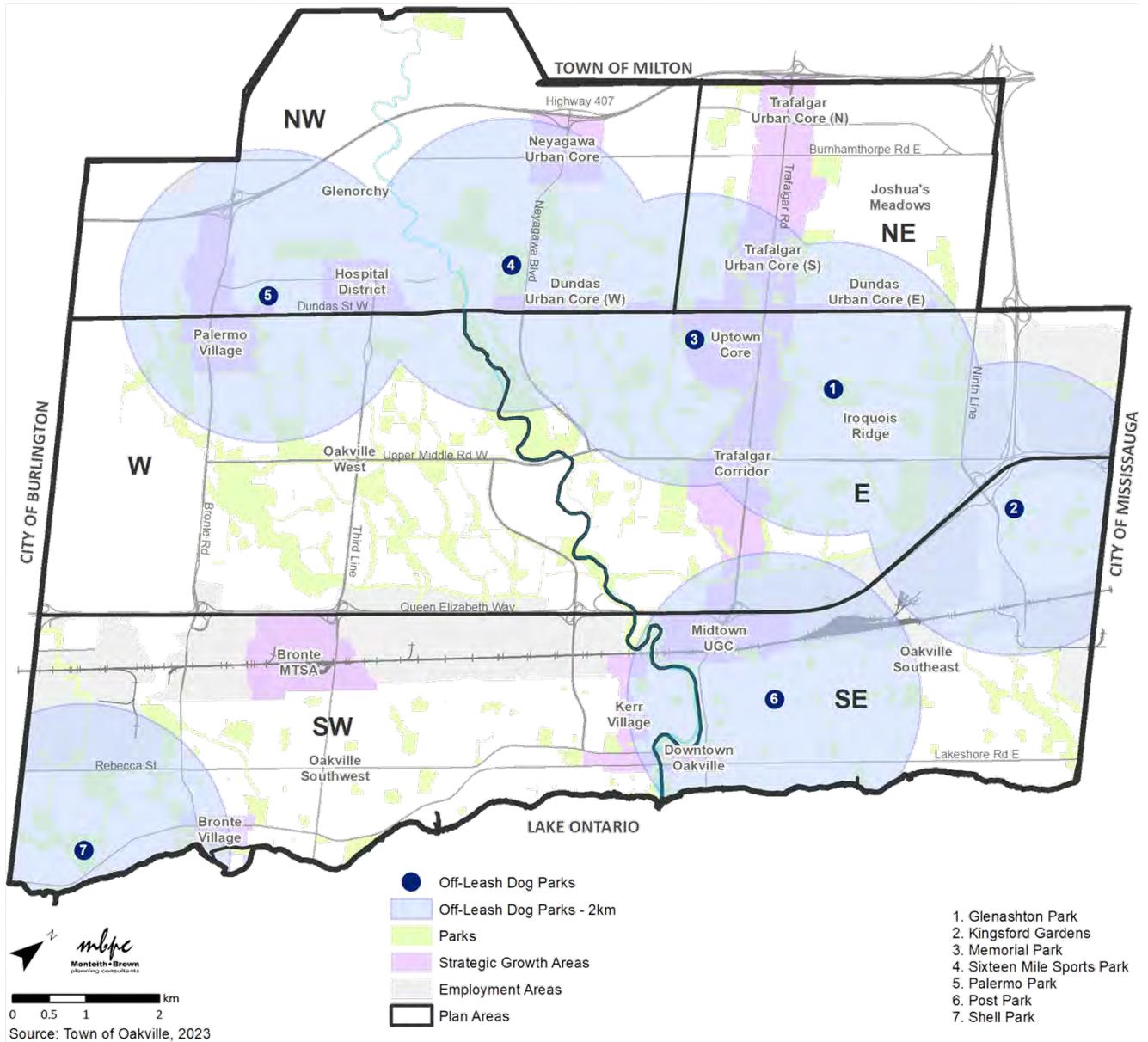
Support of the volunteer-based neighbourhood rink program should also be continued as long as it remains viable. Not all parks are candidates for natural rinks; access to water, lighting, and support buildings may be necessary, with consideration of impacts on adjacent sites.

| Actions – Outdoor Skating Rinks | | |
|--|--|----------------------|
| <p>67. Develop a covered and refrigerated outdoor rink in Northeast Oakville (proximate to the Trafalgar Urban Core and Uptown Core areas) that can also serve other recreational purposes (e.g., basketball, pickleball, ball hockey, etc.) during the warmer months.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | Medium-term (2034-41) | n/a |
| <p>68. Consider the development of a refrigerated skating trail in Northwest Oakville, possibly at the Fogolar’s property (pending a design and business planning process for the site).</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Dependent upon park revitalization strategy. | n/a |
| <p>69. Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations to provide affordable and accessible neighbourhood-based opportunities.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Ongoing (best practice) | n/a |

6.13 Leash-free Dog Areas

The town currently provides seven (7) leash-free dog parks, which represents a higher level of provision than the benchmarked communities. All of Oakville’s leash-free dog parks are fully fenced areas that are self-funded by dog walking groups. These sites provide pet owners with an opportunity to legally exercise and socialize their dogs off-leash in a controlled area. Off-leash areas are increasingly being provided by urban municipalities as one approach to reduce conflict within shared park spaces, as well as to offer a social opportunity for responsible dog owners.

Figure 38: Existing Leash-Free Dog Areas in Oakville Parks



The demand for off-leash areas is expected to continue or even rise in the future due to a recent increase in pet ownership during the pandemic and greater residential densities that are reducing lot sizes, thereby increasing the reliance upon public space for exercising and toileting dogs. Space for dogs is a growing concern in areas of intensification across the GTA. More than one-half (52%) of survey respondents indicated support for additional off-leash dog parks. 37% of respondents reported dog walking as a common activity, suggesting that more than one-third of Oakville households own a dog.

The town's off-leash areas are spread throughout the town generally at intervals of 2 to 3-kilometres to provide convenient access to residents, which is necessary as many users visit off-leash parks multiple times a week, often throughout the year. More off-leash areas are located in Oakville's newer communities as this is a relatively new level of service that was not contemplated in parks decades ago.

WHERE ARE NEW LEASH-FREE DOG AREAS NEEDED?

There are, however, several gaps in distribution based on a 2-km catchment radius, including West Oakville (1-2 sites), Southwest Oakville (1 site), and Northeast Oakville (1 site, longer-term). Given the premium placed on parkland in these communities, sites for new off-leash dog parks should be sought on under-utilized lands, including remnant park spaces, naturalized lands (excluding sensitive habitats), surplus municipal lands, hydro corridors (approval required), and other partnered or alternate spaces. Establishing off-leash parks in mature communities can be difficult due to concerns of conflicting uses, nuisance, and perceptions of safety. New sites should only be advanced in cases where the town's location criteria can be met and in partnership with sponsoring organizations.

As the town grows and sees more higher density residential development, leash free areas serving these areas may require different approaches due to competing interests for parkland. Condominium developers should be encouraged to provide pet-friendly spaces to support their residents. The City of Toronto's recently published Pet Friendly Design Guidelines and Best Practices for New Multi-use Buildings may be a helpful reference in this regard.

Actions – Leash-Free Dog Areas

- 70.** Continue to seek an equitable balance of **leash-free dog areas** across the town, in response to community need and only in cases where location criteria can be met.

| Priority | Proposed Timing | Implementation Notes |
|----------------|---|--|
| Growth-related | Targets: 1-2 in Short-term (2024-33) 1-2 in Medium-term (2034-41) 1 in Longer-term (2042-51) | A 2-km radius is the planning target for leash-free dog areas. Evaluate opportunities to establish leash-free areas in West Oakville (1-2 sites), Southwest Oakville, and Northeast Oakville (longer-term), with a focus on under-utilized lands such as remnant park spaces and other sites in public ownership (e.g., hydro corridors). |

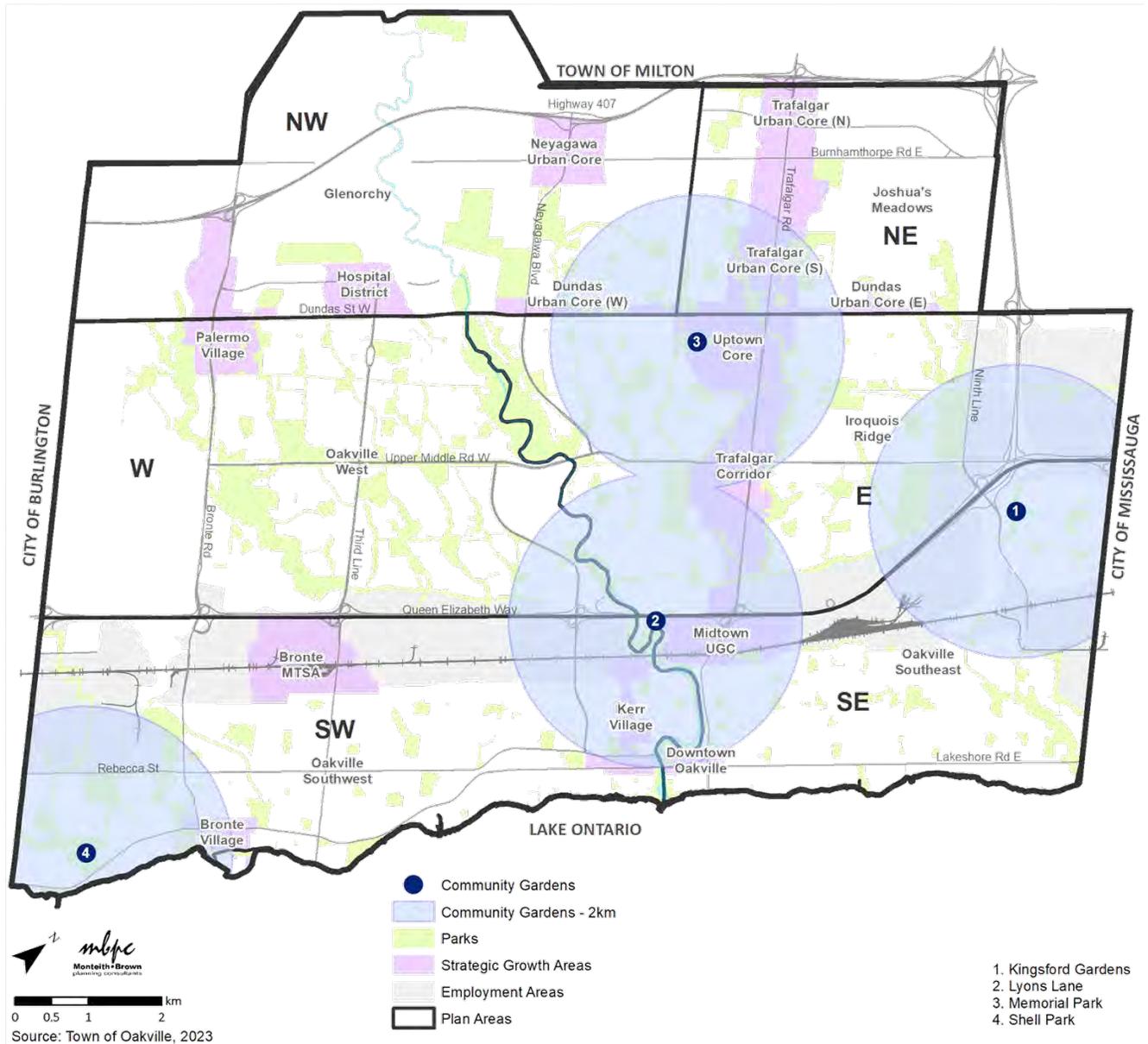
- 71.** Update the **leash-free dog area policy** to address the dynamics of providing, designing, and maintaining leash free dog areas in higher density neighbourhoods.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|--|
| Medium | Short-term (2024-33) | This updated approach should recognize the shared responsibility of the development community in responding to the needs of pet owners and their pets. |

6.14 Community Gardens

The town currently provides community garden plots at four (4) park locations in Oakville for a total of 219 plots (an average of 55 plots per site). Community gardens are allotment-style garden plots – sometimes on municipal lands – that are leased to residents for the purpose of growing seasonal plants for personal consumption.

Figure 39: Existing Community Gardens in Oakville Parks



Community gardens enhance food sustainability and affordability, offering improved food security and healthy food options for residents. They also offer educational and stewardship opportunities and bring people together. One location (Memorial Park) offers raised garden beds and accessible designs to accommodate persons with disabilities. Gardens can also be used as a teaching opportunity for those learning how to grow their own food.

With a growing, aging, and diverse population, demand for community gardens is rising. Smaller residential lots and more multi-storey buildings are also leading to fewer opportunities for backyard gardens, creating greater demand – the wait time to get a plot in a town park is currently estimated at three to four years. The survey found considerable support for community gardens, with more than two-thirds (71%) of survey respondents indicated support for additional community food gardens, one of the highest-ranking park amenity options.

Expansion of the community garden program is recommended. While some community gardens have traditionally been established on under-utilized park spaces or hydro corridors, they are increasingly being integrated into more urban park types in response to growing demand. Additional sites in proximity to areas of intensification (e.g., Midtown Core, Trafalgar Corridor, etc.) will be required; Reservoir Park may be one option.

Different municipalities use various approaches in administering a community garden program based on considerations around management, access, cost, site suitability, partnerships, etc. A policy or procedure should be established to guide the town’s role in providing and managing community gardens and orchards, with options for assigning their administration to a third-party as the program grows. Consideration should be given to suitable site dimensions and characteristics such as access to parking, water, fencing, shade, and accessible features.

| Actions – Community Gardens | | |
|---|----------------------|----------------------|
| <p>72. Develop a policy to support the expansion of the town’s community allotment garden program in response to local demand and opportunities. Seek partnerships to extend the reach and impact of the program, with a focus on establishing new sites in proximity to areas of intensification.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

6.15 Lawn Bowling

Lawn bowling is generally played on manicured greens (outdoors) or artificial surfaces/mats (indoors). This Canadian Heritage Sport has historically been popular among seniors, although many clubs have been working to sustain youth programs. The sport is largely provided through volunteer-run clubs and is generally not considered to be a core municipal service in most municipalities. Most lawn bowling clubs host a variety of events, including games, leagues, tournaments, clinics, socials, etc.

There is one lawn bowling green in Oakville. The Oakville Lawn Bowling Club (OLBC) is a recreational and community-based club located on town-owned lands adjacent to the Oakville Club, overlooking Oakville Harbour in Downtown Oakville. Established in 1908, the club offers a range of programs, league, and events during a season that runs from May to October. The green contains 8 rinks and is non-regulation, with no additional ability to expand. The site is also supported by a clubhouse (lounge, kitchen, washrooms, etc.) that

was renovated and expanded in 1991; the lower level provides storage for the adjacent Oakville Club. The clubhouse does not meet barrier-free guidelines and is increasingly in need of renewal.

The OLBC reports a membership of 215 players in 2024, 85% of which are Oakville residents. Most members are seniors, although the club also supports a junior program. The club also hosts seven open tournaments each year, in addition to several club tournaments. The town provides an annual operating grant (approximately \$2,500) to the OLBC to offset operational costs.

As a sport, lawn bowling has a long history in Ontario. The sport was introduced by the British in the 1800s and the Ontario Lawn Bowls Association (OLBA) was formed in 1931 – at the time, there were 91 clubs in the province.³⁷ Many greens are located within municipal parks, which offer opportunities such as shared parking and other infrastructure. Dedicated clubhouse buildings are also common, though most are only used seasonally. However, the sport has seen some facilities closed in recent years (e.g., Toronto, etc.) as clubs have experienced aging and declining membership and have folded as a result.

In 2023, the Ontario Lawn Bowls Association (OLBA) reported nearly 7,300 members across 110 affiliated clubs. This represents an average membership of 66 members per club and one club for every 145,500 Ontarians. Most clubs support one lawn bowling green; however, some have two or possibly more. Of the 110 OLBA sanctioned clubs, 47% (52) are in the GTA/Central Ontario, including 14 in Toronto.

The most recent data suggests that membership with OLBA has been growing and has surpassed pre-pandemic figures, due in part to a recent rebate program for new members. One-quarter (25%) of OLBA members are first-year bowlers, marking the second-largest annual growth in the history of Ontario lawn bowls. Membership retention and growth (including youth programming) are among the key goals of OLBA's strategic plan.³⁸

To help assess viability, according to Bowls Canada, the average maximum member capacity of a Lawn Bowling Green (of six rinks) is around 100 active players. This serves to provide a well-rounded program and sustain the operations of the club through rentals and community outreach. With OLBC reporting 215 members (some of which may be social members, thus not being regular users of the green), this guideline suggests that the existing green is used to its capacity and – should there be latent demand – a lack of facilities would be a deterrent to further growth.

A primary barrier facing most lawn bowling clubs in Ontario is a lack of financial resources. Recognizing the role that many municipalities play in the care of local clubs, Bowls Canada (national governing body) is actively promoting the importance of lawn bowling within local communities, with the aim of securing municipal support to maintain or increase the number of outdoor greens.³⁹

³⁷ www.oshawalawnbowling.ca/history-of-lawn-bowls

³⁸ Ontario Lawn Bowls Association. *Annual General Meeting (AGM)*. April 2024.

³⁹ Bowls Canada. *2023-2026 Strategic Plan*.

Aging and inaccessible facilities have also been a concern for many clubs for some time, most of which do not have the resources to undertake major capital projects on their own as they are predominantly membership-funded. Grants from outside sources (e.g., Ontario Trillium Foundation, seniors’ grants, fundraising, etc.) to support operations and capital improvements are increasingly common, as are requests for municipal funding. From our experience, most municipalities provide only minor or emergency capital assistance, but some communities (e.g., Brampton, Brantford) have assisted in the development of lawn bowling greens in tandem with seniors centres that can benefit from shared services and infrastructure. In these instances, clubhouses dedicated to lawn bowling are no longer the norm, but rather these spaces are integrated within multi-use spaces.

Conditions for club sustainability include (but may not be limited to):

- strong membership figures (at or above 100 members per green) that are steady to growing;
- an active junior program and other initiatives aimed at growing membership;
- a strong and sustainable base of volunteers;
- capable governance, quality leadership, and sustainable funding sources;
- partnerships that help to promote the sport, encourage community connections, and support the financial health of the club; and
- support buildings that are in a state of good repair, barrier-free, and ideally capable of serving broader community needs (non-dedicated use).

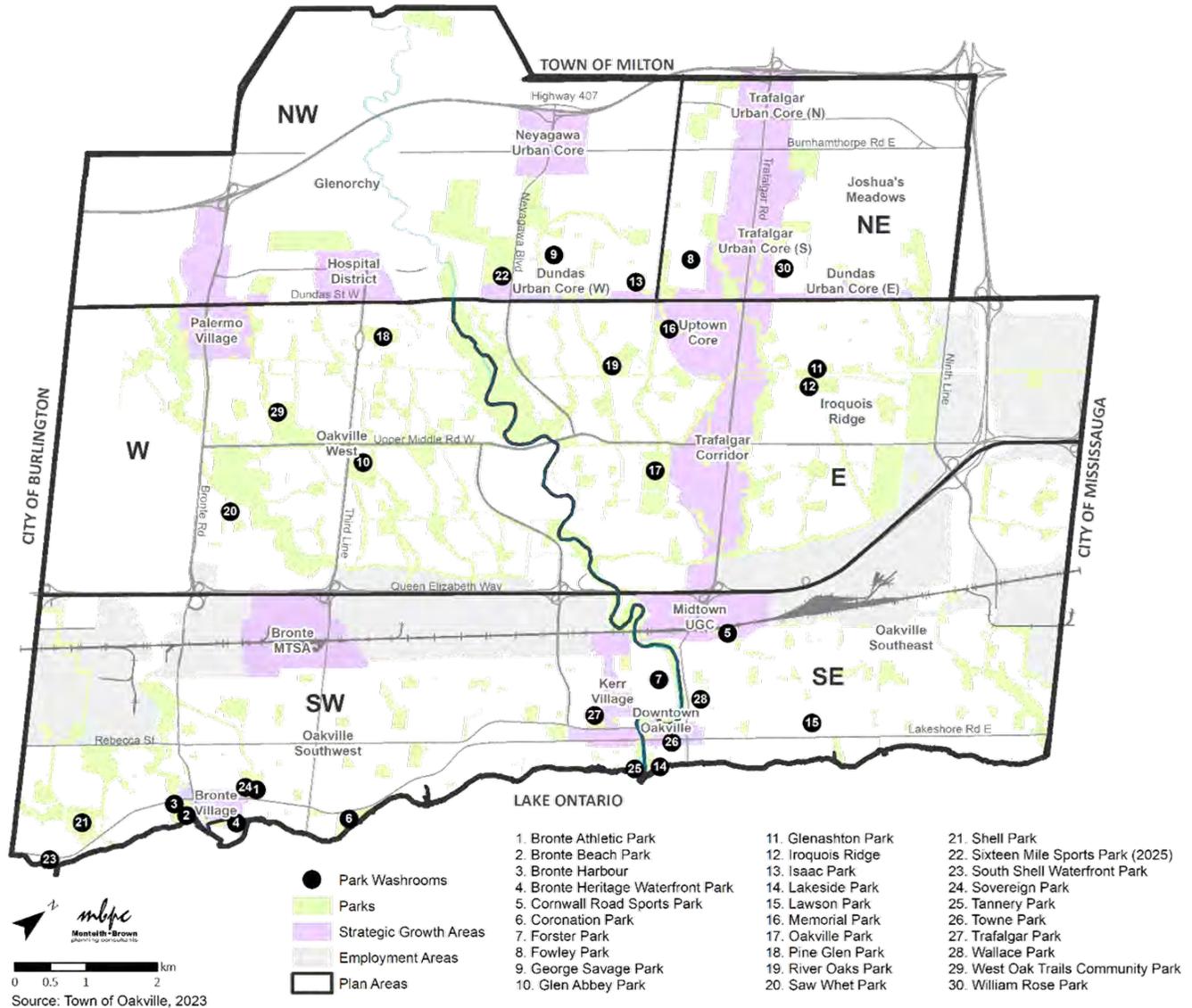
The town should revisit its agreement with the Oakville Lawn Bowling Club using the considerations for third-party program and service providers identified in section 3.7 of this master plan. This will serve to clarify roles, address requirements associated with exclusive use spaces, and allow for monitoring of membership figures and emerging needs. The OLBC is encouraged to continue its efforts to sustain its membership and to seek external funding to support cost-effective operations.

| Actions – Lawn Bowling | | |
|---|----------------------|----------------------|
| 73. Revisit the town’s agreement with the Oakville Lawn Bowling Club to clarify roles and responsibilities and allow for monitoring of membership figures. | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Short-term (2024-33) | n/a |

6.16 Park Washrooms

Demand is high for additional public washrooms in parks – 89% of survey respondents indicated support for more, the highest ranking of the listed facility options. However, with over 275 parks, the town cannot feasibly provide these at all locations. Further, the cost of developing washrooms is in the rise due to the need for barrier-free accessibility and a desire for them to be available year-round. At this time, the town’s winter program supports one winterizing project per year, with new washrooms being developed in Sixteen Mile Sports Park and Wallace Park.

Figure 40: Existing Park Washrooms in Oakville Parks



Additional promotion and direction are needed in this area to inform residents of their availability and to guide future park planning and redevelopment projects. The town should adopt a town-wide standard of provision for park washrooms, with an emphasis on larger neighbourhood and/or community parks, particularly those containing splash pads, skate parks, sports fields, and trailheads (i.e., “drive-to” amenities).

| Actions – Park Washrooms | | |
|--|----------------------|----------------------|
| <p>74. Prepare and adopt a town-wide standard of provision for park washrooms, giving consideration to their inclusion in larger neighbourhood and/or community parks. Through the town’s winter program, continue to target the winterization of one park washroom annually.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

6.17 Event Spaces

Community events contribute to Oakville’s vibrancy and livability and are important economic drivers. The town directly supports and delivers a wide range of community and special events (more than 400 annually) within its parks and public spaces, such as fairs, festivals, tournaments, and other formal and informal gatherings. Most of these events are community-based and intended to serve area residents, although some have broader tourism appeal. In recent years, there has been a surge in the number of park events, including multi-cultural events.

Direction on event hosting and related supports is provided through a Special Event Strategy that is currently being updated. Additionally, the town has created a special event service within the Recreation and Culture Department to help support and deliver events. While these structures have contributed greatly to improved internal policies, procedures, and capacity, access to appropriate venues remains a critical issue.

Many of Oakville’s sanctioned events are staged in public spaces not intentionally designed for event hosting and there is a limit to the number of events that can be hosted without being a nuisance to regular users and surrounding neighbourhoods. For this reason, events that had once been hosted in Coronation Park have recently shifted to other locations such as Bronte Heritage Waterfront Park.

Event parks require suitable adjacencies, including sufficient parking and access to transit, as well as electrical connections, water and wastewater disposal connections, public washrooms, shade, etc. Flexibility and increased functionality are critical – when not programmed with animations or community events, these spaces could be adapted for use as casual congregation and community space.

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

It is recommended that the town designate multiple existing parks as “event parks” and put into place a plan to install the proper support amenities and features. The greatest opportunity for large-scale purpose-designed event parks will be in North Oakville through new park development (e.g., NP9 – McDuffe, etc.). Based on the requirements identified by staff, it is expected that a minimum of two acres of useable event space would be required, with additional land for parking, which would more than double the land requirement. With the proposed reduction in long-term soccer fields needs, there is a greater potential for unprogrammed space within the North Oakville parks system.

Further, infrastructure projects capable of supporting smaller scale or pop-up events in a variety of locations should be considered. The animation of parks and public spaces helps to make these venues more accessible and enjoyable for residents of all ages, and provides an affordable outlet that connects the community. Towne Square and Bronte Market Square are local examples of such spaces. Strategies and resources are needed to activate these

spaces in a meaningful and effective manner; updates to the Special Event Strategy will provide guidance in this regard.

| Actions – Event Parks | | |
|--|---|----------------------|
| <p>75. Designate a minimum of two parks as “event parks” (with a focus on North Oakville) and establish priorities for capital investment.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Growth-related | 1 in Short-term (2024-33) 1 in Medium-term (2034-41) | n/a |
| <p>76. Explore opportunities to enhance community access to Bronte Provincial Park and other lands managed by public sector agencies for the hosting of major events, trail development, and passive recreation.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>77. Update the Special Event Strategy to provide additional direction for designing and resourcing localized sites for smaller scale or pop-up events.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

6.18 Other Outdoor Facilities

The demands being placed on parks are rising every year. Beyond those facility types discussed above, there may be additional activity-specific amenities (e.g., golf, disc golf, beach volleyball courts, kayak launches, etc.) and features (e.g., benches, pathways, lighting, etc.) required within the municipal parks system. These amenities and features can add variety and value to the parks system when supported by sufficient and sustained demand, effective management and maintenance, and successful partnerships.

Opportunities will be evaluated on a case-by-case basis with reference to the key principles and actions of this master plan. The framework for evaluating capital proposals from community organizations identified in Section 4.11 may also be applied to outdoor capital amenities.

| Actions – Other Outdoor Facilities | | |
|--|-------------------------|----------------------|
| <p>78. Continue to monitor participation and trends in sport activities accommodated through the parks system (including those delivered in partnership with the community) to inform future capital needs and strategies.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |

Actions – Other Outdoor Facilities

79. Undertake an infrastructure condition assessment at **Deerfield Golf Course** and review the operating model and potential future uses prior to the expiry of the current lease agreement. Among other options, consideration may be given to the potential of the site to host special events and passive park uses, as well as community-level golf opportunities.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|---|
| High | Short-term (2024-33) | The agreement with the current golf course operator expires on December 31, 2025. |

7. Parkland

This section identifies parkland needs and considerations. Recommendations from related studies and public input can be found in the Stage 1 and 2 Reports.

7.1 Overview

Oakville residents take pride in their parks system that is defined by high-quality spaces across the entirety of the town. Four-fifths (80%) of survey respondents indicated support for additional parkland acquisition in Oakville and Council has taken significant steps to maintain its per capita parkland supply as the town grows. While new parks will be needed to serve growth, the town's older parks and facilities need attention too in order to meet emerging needs. Updating existing parks and adding more accessible and passive amenities (e.g., pathways, seating, shade, open space, etc.) are among the improvements most supported by residents.

But the mechanisms behind parkland dedication, design, and usage are changing as Oakville transitions from suburban to more urban forms. New types of parks will be required in strategic growth areas, supported by different financial arrangements. Examples include POPS, encumbered lands such as strata parks, and smaller, more intensely developed parks and squares. Greater community education is required to understand these changes and how we can address the highest priorities as a collective.

New activities and requirements are also emerging, including for year-round activities and unprogrammed activities. Greater park use has been driven by new routines solidified during the pandemic. This is leading to more intensely used spaces in some areas, as the lack of both public and private open space shrinks with higher density development. Sharing of space will become increasingly important and will be enabled by multi-use and flexible designs.

Parks also intersect with many of today's most pressing challenges – from climate change and environmental conservation to community engagement and personal health and wellbeing.⁴⁰ Over time, the town will increase naturalization initiatives to support Oakville's environmental goals around climate resilience, biodiversity, native planting, and more.

Oakville's parks system is currently comprised of nearly 300 active parkland parcels totalling 565 hectares, or an average of 2.51 hectares per 1,000 residents. Active parkland accommodates most of the town's sports fields and courts, playgrounds, splash pads, and other outdoor facilities.

The town also manages an additional 1,030 hectares of passive and other parkland that is comprised largely of valleylands and woodlots.

⁴⁰ Park People. Canadian City Parks Report. 2023.

Additionally, as of March 2024, the town has secured approximately 179 hectares of active and passive parkland that is not yet publicly-accessible, but that will be developed and/or made available over time to serve growth-related needs.

Table 44: Municipal Park Supplies by Type (as of March 2024)

| Park Type | Hectares | Hectares per 1,000 Residents |
|---|----------------|------------------------------|
| Active Parkland | | |
| Community Parks | 186.0 | 0.83 |
| Neighbourhood Park | 254.6 | 1.13 |
| Community Link Parks | 111.7 | 0.50 |
| Buffer Blocks (active) | 12.6 | 0.06 |
| Total Active Parkland | 564.8 | 2.51 |
| Passive Parkland | | |
| Major Valleys | 251.8 | 1.12 |
| Minor Valleys | 564.1 | 2.51 |
| Tableland Woodlots | 213.5 | 0.95 |
| Buffer Blocks (passive) | 0.7 | 0.00 |
| Total Passive Parkland | 1,030.1 | 4.58 |
| Undeveloped Parkland | | |
| Active Parkland – Undeveloped | 97.4 | 0.43 |
| Passive Parkland – Undeveloped | 81.9 | 0.36 |
| Total Undeveloped Parkland | 179.3 | 0.80 |
| Total Parkland – Active and Passive | 1,594.9 | 7.09 |
| Total Parkland – Developed and Undeveloped | 1,774.2 | 7.89 |

Note: Totals exclude Deerfield Golf Course, which is not yet categorized within the parkland classification system.

The following **objectives** have emerged from the research and consultation phases:

- A. **Mitigate Impacts of Reduced Parkland Dedication:** The impacts of Bill 23 will significantly reduce the amount of parkland conveyed through development. The town's Official Plan and Parkland Dedication By-law are being updated to reflect these changes. Parkland targets and definitions should continue to evolve to reflect changes in park use and design. A focus should also be placed on policies and practices that support the "quality" of parkland and public spaces. The town should also continue to be proactive in using its parkland reserve fund and, where possible, using alternative funding sources for securing parkland, including consideration of land-banking. The Fogolar's property is a good example of a space that can be leveraged for casual use, family activities, nature education, special events, and more.
- B. **Activate the Waterfront:** The waterfront is part of Oakville's identity and public access to the water's edge should be encouraged. Special events, activities, and spaces that attract people to waterfront parks and help them feel welcome and connected must continue to be supported and expanded. This can be achieved through strategic investment in destination parks and waterfront trails, including implementation of the Harbour Master Plan.
- C. **Reinvest in Older Parks:** Develop and implement a park revitalization strategy that focuses on re-imagining and re-investing in older parks, particularly those areas of high need such as waterfront parks and parks within or near strategic growth areas. A greater emphasis should be placed on casual, informal, unstructured use amenities (parks as "outdoor living rooms"), supported by trails and active transportation networks, seating areas, interpretation, community gardens, washrooms, shade, natural areas, year-round use, etc.
- D. **Maximize the Impact of Smaller Parks:** The town's future parks system will include more urban squares and urban parks. These spaces are more intensely developed and programmed, costing more to build and operate on a square foot basis. Animating these spaces and securing adequate funding from traditional and non-traditional sources will be keys to their success.
- E. **Enhance Trails and Outdoor Activities:** Trail development and maintenance will continue to be a focus, guided by the Transportation Master Plan (on and off-road networks). Improvement to wayfinding signage and education will be important to help orient new trail users.

7.2 Parks Planning and Future Needs

In 2022 (and again in 2024), Council approved Parks Plan 2031, a foundational document intended to guide the planning and delivery of town parkland. This plan and the parkland dedication by-law were subsequently updated in 2024 to reflect the changes brought about by Bill 23 (More Homes Built Faster Act, 2022). This plan serves as a guiding document for parkland dedication and includes policies and recommendations for the dedication, payment, and use of cash-in-lieu. The plan was a requirement under the Planning Act to support the town's continued use of its Parkland Dedication By-law. This master plan builds on the land needs and recommendations identified in the Council-approved Parks Plan 2031.

Measuring parkland per capita is a common and useful tool for monitoring how a municipality is achieving its goals in comparison to both historical standards of supply and future projections. Since 1999, the Town of Oakville has used a provision target of 2.2 hectares of "active parkland" per 1,000 residents when planning new development. This target was never intended to be rigid and there have been significant changes to planning frameworks and land economics in the 25-years since this target was established. Although the town's Parks

Plan 2031 suggests that Oakville may be able to meet this until around 2031, there are many reasons for the town to consider expediting its review of this target.

Among the changes introduced by Bill 23 included rules around maximum parkland dedication caps and eligibility of privately-owned parkland (stratified and encumbered lands) for parkland credit. The town has addressed these matters through an updated Parks Plan 2031 and related by-laws and procedures. However, as noted in Parks Plan 2031: “The recent changes to the Planning Act (Bill 23) implemented by the Province ... ensure that the Town-wide Active Parkland Target will be extremely difficult for the Town to maintain in the long-term.” Depending on densities and the number of persons per unit, the Planning Act could generate as little as 0.2 to 0.5 hectares of parkland per 1000 residents within strategic growth areas.

Furthermore, the research and consultation undertaken for this master plan finds that park use is changing. Demand is growing for casual, unstructured park uses such as trail use, picnicking, events, and nature enjoyment. Conversely, demand for some team sports (such as soccer) has largely stabilized. Residents expressed strong interest in securing additional parkland for the aesthetic, environmental, and general recreational value of the land, not necessarily because the current park system is unable to accommodate the amenities that they are seeking.

This is notable as activity and societal trends have a direct bearing on parkland needs, including its quantity, quality, and location. For example, this master plan has recommended that future needs for sports fields be partially addressed through the installation of lighting that helps to expand capacity without requiring an equivalent expansion to land needs. While a sports field strategy is needed to determine the degree to which this can be achieved, the intent is to accommodate future needs in a manner that uses land more efficiently.

Further, rising demand for passive outdoor recreation activities such as hiking and nature appreciation means that wooded properties and unencumbered natural lands may be able to play a more meaningful role within the parks and recreation system going forward. While parklands must still be in a condition satisfactory to the town and in accordance with the requirements of the town’s Official Plan policies, there may be merit in broadening the definition of “active parkland” to include parcels that meet a wider range of criteria.

The ratio of parkland to population is declining in Oakville, as it is in most urbanized communities in the province. Although the town may be able to maintain the 2.2 ha/1000 parkland target to 2031, this is not a sustainable long-term measure given the dwindling supply of land and current regulatory frameworks. As a result, it is recommended that the town reconsider the definition of “active parkland” (including considerations of accepting unconstrained and publicly-accessible lands within the natural heritage system as parkland) and undertake a review of the 2.2 ha/1000 active parkland target through the land acquisition strategy.

Through this review, the town may consider approaches used in other communities. While per capita measures are in common use – a review of area municipalities shows an average

target of 1.8 ha/1000⁴¹ – these measures have not kept pace with changing legislation and are becoming further disconnected from current land economics and policy directions. Some municipalities are also expanding their methodologies to consider distribution and access measures, as well as including a broader categorization of park types (e.g., Vaughan’s target includes allowances for certain types of undevelopable/passive lands). With increasing intensification, more municipalities are adopting variable (sliding scale) parkland targets within different urban contexts (e.g., Markham, Burlington, Mississauga, etc.) and trying to avoid over-reliance on a single measure. More nuanced (and less prescriptive) measures are also emerging that are focused on equity/access and park quality (e.g., Toronto).

As a general principle, the town should continue its approach of maximizing parkland dedication amounts and supplementing this through acquisition or other arrangements – the recommendations of the Parks Plan 2031 provide direction in this regard. Additional lands are expected to be conveyed by way of development, particularly in North Oakville. Other strategic growth areas (e.g., Uptown Core, Midtown Oakville, etc.) may provide some opportunity for parkland conveyance, though the parcels are likely to be much smaller than those afforded by traditional suburban development models. Going forward, the town will need to use its parkland and resources more efficiently, focusing on expanding the park system and creating new spaces to accommodate emerging and future needs.

The town’s Official Plan establishes a **classification system** for parkland that includes the traditional suburban parks including neighbourhood parks and community parks, as well as parkettes and squares. Additional parkland typologies were introduced through Parks Plan 2031 (and reflected through the Midtown Oakville Secondary Plan), including public commons, urban squares, promenades, and other urban parks (connecting links, pocket parks, sliver parks). Notably, Parks Plan 2031 also recommended consideration of an “eco park” typology to augment the town’s campus of parks concept and assist in meeting its parkland targets. As noted above, it is recommended that the town expand its definition of “active parkland” to include unconstrained and publicly-accessible lands within the natural heritage system. This may include (but not be limited to) lands owned by the province, conservation authorities, or other lands that can be used for trails and the enjoyment of nature.

As supported by the Parks Plan 2031, it is understood that the town has initiated the preparation of a **parkland acquisition strategy** that examines options for meeting parkland needs across strategic growth areas and throughout Oakville. The review of parkland provision targets and definitions should be considered through this strategy.

The following criteria may be used to assess the suitability of potential park sites on a case-by-case basis, building on criteria already established in the town’s Official Plan and parkland dedication procedure.

⁴¹ Current parkland provision targets: Mississauga (1.2ha/1000), Markham (1.2ha/1000), Richmond Hill (1.37ha/1000), Brampton (1.6ha/1000), Vaughan (2.0ha/1000), Hamilton (2.1 ha/1000), Burlington (3.0 ha/1000)

Table 45: Potential Park Site Evaluation Criteria

| Criteria | Description |
|-------------------------|---|
| Site Conditions | Consider topography (tableland is strongly preferred), parcel configuration (square or rectangular), drainage, and soil conditions (e.g., free of environmental contaminants). |
| Size | Should meet or exceed minimum standards established for park classification. |
| Centrality | Proximity to the population to be served, in keeping with the service radius and population targets of the park type. |
| Land Use Impacts | Compatibility of adjacent land uses; conformity with Official Plan or Secondary Plan (if applicable). |
| Connectivity | Integration of trail and open space linkages or corridors (where applicable). |
| Accessibility | Site has adequate frontage on a public road, reasonable access to public transit and/or sidewalks (in urban areas), etc. |
| Partnerships | Potential joint use with school sites or other municipal assets. |
| Visibility | Ability to create a local or town-wide focus. |
| Natural Features | Park site is not encumbered by features of cultural or natural significance. |
| Added Value | Access to the waterfront, viewpoints, or vistas (where applicable). |
| Constructability | Active parks should generally not be built in floodplains, stormwater overflow areas, valleylands, easements, encumbered lands, etc. |
| Services | Active park sites have full municipal services (or the potential for full services, including water, storm sewers, and electrical services; sanitary servicing may be required for some higher-order parks) to the property line. |
| Availability | Timing of parcel availability should coincide with preferred timing of park development. |
| Cost | Reasonable land valuation (if applicable); publicly-owned lands offer the greatest potential. |

Actions – Parks Planning

80. Review and **update the 2.2 ha/1000 population active parkland target** through the town’s land acquisition strategy, with the goal of establishing an achievable and realistic framework for future parkland acquisition. This review should also consider expanding the definition of “active parkland” to include unconstrained and publicly-accessible lands within the natural heritage system.

| Priority | Proposed Timing | Implementation Notes |
|----------|------------------------|---|
| High | Short-term (2024-2033) | This may be completed as part of the town’s land acquisition strategy. Additional related directions are identified in the Parks Plan 2031. |

Actions – Parks Planning

81. Secure parkland at the maximum applicable rate as permitted by the Planning Act, via the town’s implementing documents (e.g., Livable Oakville, Parks Plan 2031, Parkland Dedication By-law). Explore acquisition and non-acquisition-based options on a case-by-case basis to enhance community accessibility to parkland.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|--|
| High | Ongoing (best practice) | Additional related directions are identified in the Parks Plan 2031. |

82. Fully implement Parks Plan 2031, including but not limited to recommendations involving parkland dedication, cash-in-lieu, park typologies and design guidelines, encumbered lands, administration, etc.

| Priority | Proposed Timing | Implementation Notes |
|----------|------------------------|---|
| High | Short-term (2024-2033) | At the time of writing, some Planning Act regulations for parkland acceptability are not yet in effect. |

7.3 Parks and Trails Design

Design Considerations

Access to quality parks is an important aspect of complete communities and allows people to spend more time in their neighbourhoods. While there will continue to be demand for traditional forms of parkland for recreation and sport, public spaces are increasingly being recognized for their contributions toward healthy communities, community greening, urban renewal, placemaking, public art and expression, and more. The town understands that a wide range of public spaces are needed to fill a variety of community roles and has responded to this through a robust parkland classification system and greater diversity in park designs and amenities.

Parks Plan 2031 established the following key principles and general design considerations for parks:

- convenience and coherence;
- context, heritage, and placemaking;
- accessibility;
- safety;
- comfort; and
- sustainability and resilience.

The public consultation program for this master plan found support for many of these principles. It also identified a growing need to incorporate more amenities (e.g., seating, shade, washrooms, pathways, picnic areas, community gardens, etc.) that increase the usability of parks for older adults and residents of different cultural backgrounds. Relatively modest investments can have dramatic improvements on parks and encourage participation and physical activity for everyone, regardless of age, gender, or income. For example,

walking is the most popular activity and looped trails and pathways draw people of all ages into parks – including women and men, children, and older adults – which help to increase a sense of safety and community.

Design Considerations for Parks and Public Spaces

With legislative changes reducing the amount of parkland available to be conveyed through the development process, a focus should be placed on approaches that enhance the quality and resiliency of parkland and public spaces.

Parks Plan 2031 includes a comprehensive set of design guidelines for the parkland system and each park type. These guidelines speak to items such as (but not limited to):

- a) incorporating a blend of active and passive spaces and amenities for people of all ages and backgrounds;
- b) following accessibility legislation (AODA) and guidelines to accommodate persons with disabilities;
- c) applying Crime Prevention Through Environmental Design (CPTED) principles for enhanced safety and security;
- d) considering the needs of a diverse and aging population through washrooms and access to potable water, seating, shade (trees, shelters, shade sails, etc.), pathways, picnic areas and pavilions, and bicycle racks (note: some amenities may not be appropriate for all park types);
- e) preserving and emphasizing cultural and heritage environments, including interpretive content;
- f) considering four-season programming and applying “winter city” design principles to encourage usage throughout the year;
- g) promoting designs that encourage sustainable maintenance practices and climate resilience;
- h) incorporating native and drought resistant vegetative features that are biologically robust;
- i) recognizing, consulting with, and considering the needs of Indigenous Peoples in park design and programming;
- j) utilizing materials that are robust, durable, and mindful of future maintenance requirements;
- k) applying consistent signage and information about park contents, accessibility, etc.;
- l) seeking innovative and engaging initiatives that encourage naturalization and environmental stewardship, including opportunities for public education and access;
- m) recognizing the space surrounding stormwater management (SWM) ponds as community assets through the use of perimeter trails and rest areas, where appropriate;
- n) encouraging public art and spaces for cultural expression; and,
- o) promoting active transportation connections and a linked open space system.

Furthermore, the town must be creative with existing spaces and seek new ways of doing things in the face of higher density urban structures. Some **future opportunities** may include (but will not be limited to):

- promoting innovation and excellence in design;
- enhancing or renewing existing parks, public spaces, and streetscapes (e.g., complete streets);
- developing parks with urban qualities (civic parks, squares, etc.) that are built to higher design standards and that integrate multi-functional spaces;
- improving connections (e.g., linear parks) and access to parks and facilities in nearby neighbourhoods;
- making use of unconventional spaces (e.g., streets, cemeteries, greyfield sites, etc.) such as through partnerships, strata parks, shared streets, etc.;
- integrating privately-owned publicly accessible spaces (POPS); and,
- considering other forms of credits through negotiation with developers, such as land swaps or public realm improvements.

Park Revitalization

Residents expect equitable access to high-quality parks and park amenities. New parks are delivered as communities are built, but parks in older areas require reinvestment as well. The town witnessed this through its recent College Park “Campus of Parks” project that supported strategic park enhancements within a defined community. By optimizing the spaces that we maintain, capacity can be created within the parks system to enhance the town’s ability to respond to community needs and growth.

It is recommended that the town undertake a park revitalization strategy to establish a decision-making framework and priorities, with consideration of aging and outdated infrastructure, high needs areas, and coordinated capital works. As high use areas, waterfront parks should receive special emphasis through this study, as well as amenities that promote usage by people of all ages (e.g., barrier-free accessibility, trees, shade, seating, pathways, upgraded play areas, unprogrammed space, etc.). As the demand for park renewal will become greater over time, the allocation of resources should be examined in this light.

Strategic parkland renewal and redevelopment projects should be accompanied by public consultation, park-specific master plans, facility fit diagrams, and business plans to obtain accurate costing associated with any capital works. The timing of these projects will be based on the town’s discretion, and influenced by needs determined through consultation, demand indicators, and the availability of funding.

Waterfront and Harbours

Oakville’s extensive Lake Ontario shoreline includes three harbours: Oakville Harbour, Bronte Outer Harbour, and Bronte Inner Harbour. All locations offer boat slips, public space, and opportunities for the public to access the water. The town has prepared a Harbours Master Plan focused on improving public access, creating better connections to surrounding neighbourhoods, expanding recreational amenities, and identifying priorities for each harbour.

Implementation will take many years but should be made a priority in collaboration with aligned partners (Visit Oakville, Economic Development, business improvement and resident associations, user groups, etc.).

Further, many of Oakville's destination parks are situated on the Lake Ontario shoreline or along Sixteen Mile Creek. Sites such as Coronation Park, Bronte Heritage Waterfront Park, and South Shell Park – to name only a few – offer picturesque locations for picnics, trail use, gatherings, beach access, and casual recreation and reflection. All of these parks experience strong levels of use from residents and visitors alike.

Through the consultation program, residents expressed how important these waterfront spaces are to them and the broader community as they not only bring people together, but play an important role in preserving greenspace and habitat. Waterfront parks received extremely high levels of use during the pandemic and are a key area of focus in the town's Special Events Strategy. Continued investment in the development and maintenance of key waterfront sites (e.g., recreational amenities, trail connections, conservation initiatives, public art, support buildings, wayfinding, etc.) is a public priority.

Environmental Sustainability

Aside from the key recreational and social benefits to residents, Oakville's parks and open spaces also help the town achieve its goals and requirements relating to environmental sustainability, including greenspace preservation, climate change mitigation (flooding, warming, air quality, etc.), urban biodiversity, and environmental stewardship.

Already thought of as "green infrastructure", parks are being positioned to be more environmentally sustainable through reducing grass cutting and naturalization initiatives, planting of native species, tree canopy targets, and programs that educate about local natural heritage features (e.g., outdoor classrooms or interpretive signage). More communities are also experimenting by piloting new approaches in parks, such as bioswales, rain gardens, pollinator gardens, habitat restoration, and biodiversity initiatives.

The town has both an obligation and an opportunity to be a leader in environmental sustainability. There are many things Oakville can do to become a greener community. While this master plan is not intended to provide detailed direction on environmental management, many ideas were raised through the consultation program, such as the use of interpretive signage and community education, community gardens, solar energy, shade, naturalization projects, green technologies, low impact development approaches, and urban wildlife and invasive species management. The town will continue to support the protection and enhancement of the natural environment through appropriate means, including stewardship initiatives and community partnerships. Many relevant directions and policies relating to these topics are contained in guiding documents such as Council's Strategic Plan and the Climate Emergency Progress Report.

Trail Development

As of 2023, the town maintains approximately 246 kilometres of trails in Oakville. Existing and proposed trail networks are identified through the Livable Oakville Plan, area-specific secondary plans, transportation master plans, and the North Oakville Trails Plan completed in

2013. The active transportation network includes multi-use trails, major trails and minor trails, as well as a network of on-road cycle lanes and bike routes and controlled access to the town's natural heritage system.

Design and development guidelines and opportunities for pedestrian and cycling routes (including recreational trails) are considered through the towns' transportation master plans (currently being updated). However, high-level input around priorities for trail development was solicited through this Parks, Recreation and Library Master Plan recognizing the important role that these active transportation corridors play in optimizing the use of Oakville's park sites. Residents have placed a high priority on the expansion of the town's system of trails and pathways – passive parks with open space and trails are amongst the most used public spaces. Additionally, requests were received for improved wayfinding and trail signage, particularly with more users on the trails since the pandemic. A unified trail signage system is one of the recommendations from the town's 2019 Recreational Trail Accessibility Audit and Strategy, which is in the early stages of implementation along with related trail improvements and replacements.

| Actions – Parks and Trails Design | | |
|--|-------------------------|---|
| <p>83. Adopt a comprehensive set of park and trail design guidelines that are informed by Parks Plan 2031 and the town's construction standards.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Short-term (2024-33) | This is an ongoing initiative being developed under separate cover from this master plan. |
| <p>84. Maintain a commitment to universal accessibility and safety within the town's parks and trails system and emphasize the provision of amenities such as benches/seating areas, bike racks, and shade in appropriate park types and along trails.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>85. Prepare a park revitalization strategy to establish a decision-making framework and priorities (i.e., key park sites requiring reinvestment, with an emphasis on waterfront parks, barrier-free accessibility, and year-round activities).</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| Medium | Short-term (2024-33) | n/a |
| <p>86. Prepare a condition audit and opportunities plan for the Fogolar's property to create a baseline understanding of current conditions and potential options for management and programming of the site as an "Eco Park".</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

Actions – Parks and Trails Design

87. Prioritize implementation of the **Harbours Master Plan** and strategic investments in **waterfront parks and trails**.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|--|
| High | Ongoing (best practice) | Costs to be determined through site-specific design initiatives. |

88. Continue to encourage community stakeholders and partners to invest in “**value-added**” improvements within the parks system.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|---|
| Lower | Ongoing (best practice) | Projects must support municipal priorities and conform to town standards. |

89. Continue to support initiatives that **strengthen residents’ connections with their neighbourhoods and nature**. This includes but is not limited to public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy Oakville’s outdoor spaces and places.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| Medium | Ongoing (best practice) | n/a |

90. Advance strategies to enhance **environmental sustainability** in parks, including initiatives that support climate action such as greenspace preservation, climate change mitigation, urban biodiversity, and stewardship.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

91. Continue to improve, upgrade, and expand the **off-road recreational trails system** through implementation of the 2019 Recreational Trail Accessibility Audit and Strategy and Transportation Master Plan update.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

92. Wherever possible, design new trails, pathways and cycle lanes so that they connect to **public transit stops** (including GO stations). Appropriate bike racks should be provided at major transportation hubs.

| Priority | Proposed Timing | Implementation Notes |
|----------|-------------------------|----------------------|
| High | Ongoing (best practice) | n/a |

7.4 North Oakville Parks Distribution Plan

Since 2009, parkland development in North Oakville has been guided by a Parks Facility Distribution Plan and informed by subsequent system-wide master plan updates in 2011 and 2017. As community needs have evolved, so too has the type and number of park amenities proposed in North Oakville. In conjunction with the updating of the outdoor recreation facility needs, park facility allocations have also been updated for North Oakville. A general trend has been noted through a reduction in lands allocated for soccer fields in favour of amenities such as cricket fields, event space, open space areas, off-street parking lots, etc.

The following table summarizes the planned major facility distribution for the North Oakville based on the actions identified in this master plan. The assignment of park facilities to specific parks is preliminary only and should be confirmed through future facility fit and needs studies prior to detailed design. In some cases, additional park sites may have the potential to accommodate more park facilities, and other park sites might emerge as options for facility development (e.g., Lower Baseline Park, etc.).

Table 46: Summary of North Oakville Outdoor Facility Needs (2024)

| Facility Type | Existing Supply | Future Needs | Planned Projects | Outstanding Needs | Possible Strategies and Locations to address Outstanding Needs | 2051 Target Supply |
|--|-----------------|---|---|-------------------|--|--------------------|
| Soccer Fields and Multi-use Fields (football, etc.) | 12* | Up to 33 fields*, including 1 lit football field (town-wide need) | 18 soccer fields*: <ul style="list-style-type: none"> • WOSP (4 major lit, including 2 turf) • NPN (4 major lit, including 2 turf) 8.5 multi-use fields*: <ul style="list-style-type: none"> • WOSP (2 lit, including one turf) • NP5 • NP6 • NP7 • NP10 | Up to 6.5* | Options to be determined through Sports Field Strategy, but may include: <ul style="list-style-type: none"> • Adding lights and converting grass to artificial turf on selected fields south of Dundas St. • Shared use of new or improved school fields • Replanning of some planned event sites • Consideration of rugby • Field development on new properties (e.g., Lower Baseline, Ninth Line, etc.) | 45* |
| Cricket | 1 | 1 to 2 (town-wide need) | 1 cricket field: <ul style="list-style-type: none"> • WOSP (1) | Up to 1 | Future community park site (e.g., Lower Baseline, Ninth Line, etc.). | 2 to 3 |
| Ball Diamonds | 6* | Up to 22.5 diamonds* (town-wide need) | 17 diamonds*: <ul style="list-style-type: none"> • Palermo Park (1 lit) • WOSP (4 major lit softball) • JMCP (2-3 major lit softball, 1 major lit hardball) • NP8 (1 major softball) | Up to 5.5* | Options to be determined through Sports Field Strategy, but may include: <ul style="list-style-type: none"> • Adding lights and improving existing fields south of Dundas St. • Fitting in one more diamond at JMCP • Field development on new properties (e.g., Lower Baseline, Ninth Line, etc.) • Consideration of accommodating baseball on artificial turf multi-use field(s) | 28.5* |
| Informal Play Spaces/ Event Spaces | 0 | 2 | Up to 4 spaces: <ul style="list-style-type: none"> • NP6 • NP7 (tbd) • NP9 • NP10 (tbd) | 0 | Additional event spaces are not a priority at this time. Note: there may be the potential to replan for some planned event sites as soccer fields. | 2 |

| Facility Type | Existing Supply | Future Needs | Planned Projects | Outstanding Needs | Possible Strategies and Locations to address Outstanding Needs | 2051 Target Supply |
|--------------------------|-----------------|---|---|-------------------|---|--------------------|
| Tennis Courts | 6 | Up to 25 courts | 21 courts: <ul style="list-style-type: none"> • SMSP (4) • NP6 (2) • NP7 (3) • NP9 (2) • NP10 (2) • NPN (6, club) • JMCP (2) | Up to 4 | Consideration may be given to additional court development within community parks. Additional options may be determined through the Racquet Sports Strategy, such as expansion of existing sites and court conversion (mainly south of Dundas St.). | 31 |
| Pickleball Courts | 9 | 6 to 21 courts (town-wide need), to be confirmed through future study | 20 courts: <ul style="list-style-type: none"> • SMSP (10) • NP6 (2) • NP7 (2) • NP9 (2) • JMCP (4) | Up to 1 | Consideration may be given to court development within community parks and appropriate neighbourhood parks. Additional options may be determined through the Racquet Sports Strategy, such as expansion of existing sites and court conversion (mainly south of Dundas St.). | tbd (15-30) |
| Basketball Courts | 2.5 | 7 | 3 courts: <ul style="list-style-type: none"> • SMSP – 2 half, 2 full • NP6 – half/full tbd • NP9 – half/full tbd • NP10 – half/full tbd | 4 | Consideration may be given to court development within appropriate community parks (e.g., WOSP, NPN, JMCP, Fogolar's, etc.). | 9.5 |
| Splash Pads | 5 | 8 | 6 splash pads: <ul style="list-style-type: none"> • NP5 • NP6 • NP8 • NP10 • JMCP • Palermo Park | 2 | Sites to be determined through park planning process (e.g., Fogolar's) and consideration of distribution (1-km radius). | 13 |
| Bike Parks | 1 | 1 | 1 bike park: <ul style="list-style-type: none"> • JMCP | 0 | Additional bike parks are not a priority at this time. | 2 |

| Facility Type | Existing Supply | Future Needs | Planned Projects | Outstanding Needs | Possible Strategies and Locations to address Outstanding Needs | 2051 Target Supply |
|---------------------------------------|-----------------|--------------|---|-------------------|--|--------------------|
| All Wheels Parks | 3 | 3 | 3 all wheels parks: <ul style="list-style-type: none"> • WOSP (community) • JMCP (community) • NP9 (neighbourhood) | 0 | Additional all wheels parks are not a priority at this time. | 6 |
| Outdoor Fitness | 1 | 2 | None | 2 | Sites to be determined within the Joshua Meadows and Palermo areas. | 3 |
| Outdoor Skating (refrigerated) | 0 | 2 | None | 2 | Sites to be determined for a refrigerated covered rink in Northeast (possibly at JMCP) and a skating trail in Northwest (possibly at Fogolar's). | 2 |
| Dog Parks | 2 | 1 | None | 1 | Site to be determined in Northeast, plus an additional location for the replacement of the Palermo dog park. | 3 |

Note: Nothing in this table is intended to restrict the consideration of other recreation and park facilities (e.g., community gardens, etc.) within appropriate park types.

* Unlit equivalents

JMCP = Joshua Meadows Community Park

NPN = North Park North

SMSP = Sixteen Mile Sports Park

WOSP = West Oakville Sports Park

A map showing existing and planned parks in North Oakville and the proposed facility allocations for planned and future parks is shown on the following page.

Figure 41: North Oakville Parks Facilities Distribution Plan (2024)



| Parks | | Status (2024) | Park Size (ha) | Rectangular Fields | Informal Play Field/Event Spaces | Ball Diamonds | Cricket | Tennis Courts | Pickleball Courts | Basketball Courts | Splash Pads | All Wheels Parks | Bike Parks | Outdoor Fitness | Outdoor Skating | Dog Parks | Other | |
|--|-------------------------------|--------------------|----------------|---|----------------------------------|---------------|--------------------------------|---------------|-------------------|-------------------|-------------|------------------|------------|-----------------|-----------------|-----------|----------------------|--|
| Neighbourhood Parks | NP5 (Wheat Boom) | Future | 4.44 | 1 major multi-use | | | | | | tbd | 1 | | | | | | | |
| | NP6 | Planned | 4.40 | 1 major multi-use | 1 | | | 2 | 2 | 1 half/full | 1 | | | | | | | |
| | NP7 | Future | 4.34 | 1 major multi-use | tbd | | | 3 | 2 | | | | | | | | | |
| | NP8 | Future | 4.42 | | | | 1 major SB | | | | 1 | | | | | | | |
| | NP9 (McDuffe) | Planned | 4.26 | | 1 | | | 2 | 2 | 1 half/full | | 1 neigh | | | | | | |
| | NP10 | Future | 4.14 | 1 major multi-use | tbd | | | 2 | | 1 half/full | 1 | | | | | | | |
| Community Parks | North Park North | Future | 15.34 | 4 major soccer (2 lit, 2 unlit) | | | | 6 (club) | | tbd | | | | | | | | |
| | Sixteen Mile Sports Park | Partially Complete | 33.47 | 4 major soccer (3 lit, 1 lit turf) | | | 1 | 4 | 10 | 2 half, 2 full | 1 | 1 comm | 1 | 1 | | 1 | beach volleyball (4) | |
| | Joshua Meadows Community Park | Future | 10.18 | | | | 2-3 major SB, 1 major HB (lit) | 2 | 4 | tbd | 1 | 1 comm | 1 | tbd | tbd | | | |
| | West Oakville Sports Park | Planned | 31.65 | 4 major lit soccer (2 turf, 2 grass), 2 lit multi-use (1 turf, 1 grass) | | | 4 major SB (lit) | 1 | | | tbd | | 1 comm | | | | | |
| | Palermo Park | Planned | 7.46 | | | | 3 major SB (lit) | | | | 1 | | | | | | 1 (may be removed) | |
| Other Parks: Lower Baseline, Fogolar's, Ninth Line (south of Dundas) | | Future | - | potential for multiple sports fields in response to demonstrated needs | | | | | | | tbd | tbd | | | tbd | tbd | | |

Notes: All proposed amenities are subject to site fit and concept plan analysis, including those identified as "tbd". Fields and courts may be replanned for alternate activities based on demand. Playgrounds proposed for all park sites. Source: Town of Oakville, 2017 & 2023, Neighbourhood Parks based off of North Oakville Lot Fabric provided in CAD format from: (2017 02(Feb) 17 - PARK - North Oakville.dwg)

8. Plan Implementation

Activation of this master plan is critical to its success. This requires coordinated efforts and a commitment from Council, staff, stakeholders, and the public. A variety of funding sources and approaches will be needed to implement the plan. This section provides guidance on the master plan's implementation and high-level financial considerations.

The following **objectives** have emerged from the research and consultation phases:

- A. **Ensure Financial Sustainability:** Additional work is needed to create a sustainable funding model that includes consideration of growth and non-growth-related funding sources, including government transfers, donors, etc.
- B. **Define Priorities:** The town requires a decision-making framework that outlines the process for evaluating and responding to special requests received from the community (e.g., rugby, saunas, etc.).

8.1 Priority Setting

All of the projects recommended in this plan have been identified through a comprehensive needs assessment and can be supported on their own merits, but limited financial resources require that capital projects be prioritized in order to provide the greatest degree of public benefit.

The Finance and Asset Management Departments are responsible for facilitating the development of the capital and operating budgets at the town. This involves facilitating discussions on the selection of proposed capital investment projects over the long-term planning period. The town's Asset Management Strategy⁴² (AMS) outlines the criteria used to assess the different types of capital projects based on associated drivers and relative weightings which are used to guide the prioritization discussions. This framework categorizes project needs into four driver categories: health and safety; maintaining existing service levels; sustainability (environmental and financial); and growth and service enhancements. The AMS project prioritization framework is used in conjunction with the asset risk priority matrix which considers both the likelihood of asset failure and the consequences of failure. This project priority framework is the corporate-wide tool that is used for long-term capital planning as part of the overall budget process.

The following criteria may also be considered by the Community Services Commission to supplement the AMS prioritization framework in order to guide capital decisions, maximize public benefit, and prioritize the needs identified in this plan. As appropriate, the existing AMS framework may be amended to consider other factors such as social impact and alignment with Council priorities and master plans.

⁴² <https://www.oakville.ca/getmedia/2fe77151-83b6-4954-abc9-fdadb6d4d95e/town-hall-finance-asset-management-strategy.pdf>

Table 47: Examples of Prioritization Criteria to support Evidence-based Decision-making

| Category | Criteria |
|-------------------------------------|--|
| Risk and Liability | <ul style="list-style-type: none"> - Safety and legislative compliance |
| Quality Infrastructure | <ul style="list-style-type: none"> - Lifecycle requirements - Barrier-free accessibility upgrades - Functionality improvements, adaptability (multi-use) - Aesthetic improvements - Ease of implementation |
| Demonstrated Demand | <ul style="list-style-type: none"> - Existing gap in service (alignment with provision targets) - Anticipated level of use (population, growth) - Emerging demand (waitlists) - Consistent with trends and leading practices - Public support - Core service, existence of alternate providers |
| Social Impact | <ul style="list-style-type: none"> - Equity and inclusion (service to priority populations) - Broad community benefits (scale of impact) - Land use compatibility |
| Financial Viability | <ul style="list-style-type: none"> - Financial improvement, efficiency - Full life cycle costing - Cost of implementation, efficient use of resources - Leverage outside funding, cost-sharing potential |
| Environmental Sustainability | <ul style="list-style-type: none"> - Energy efficiency - Contribution toward greenhouse gas and carbon neutral goals - Resiliency from future weather events and climate change |
| Alignment | <ul style="list-style-type: none"> - Supported by master plan vision and goals - Corporate priority supported by Council - Sport tourism / economic impact - Leverage community partnerships - Historic relevance, preservation - Coordination of works |

Data needs to be collected to sufficiently support the evaluation process. This includes but is not limited to information on lifecycle requirements, public demand, capital and operational costs, and more.

Weights and measures can then be applied to the above criteria to guide the evaluation process, with the caveat that additional investigation and considerations may still be required to validate the results of the scoring exercise. For example, facilities and services operate at different scales, serving unique catchment areas and priority populations. Sometimes these scales and factors are difficult to define. It is best to use the criteria to evaluate projects with similar characteristics and implementation windows, including those being considered within

the annual budget process or a four-year term of Council. Context is also important, but challenging to account for, such as comparing the development of new facilities and renewal of existing ones in different areas of the town.

Projects that advance necessary safety improvements and legislative compliance will always take priority over all other discretionary projects. Readiness also comes into play as projects with defined sites and funding sources may proceed more quickly than projects without these necessary pre-conditions. Inserting facilities into existing parks (where appropriate) may expedite implementation if funding is available. In other instances, new land will be needed to accommodate the facilities. As the master plan identified facility needs to 2051, some lands may not yet be ready to accept the facilities; thus, appropriate phasing that aligns with the growth and development process is essential. Successful implementation requires that the town’s land use and park planning processes be aligned with the priorities emerging from this master plan.

Due to their site-specific nature, some facilities examined in the master plan – such as park washrooms – will require further analysis to manage future investment and establish specific priorities. Where required, asset-specific studies should examine need and provision options, with consideration given to: existing supplies and distribution; demonstrated demand; partnership and alignment opportunities; site impacts; and relevant policy frameworks.

Prioritization of investments will be ongoing as part of the plan’s implementation.

| Actions – Priority Setting | | |
|--|-------------------------|--|
| <p>93. Complete a capital renovation and replacement strategy for recreation and cultural facilities that assesses the cost/benefit of renovating, upgrading, or repurposing and and/or underperforming assets.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | Criteria to support this analysis have been identified within this master plan and supported through asset management practices. |
| <p>94. Ensure that planning for major capital projects includes meaningful community engagement, feasibility studies that validate building program and service requirements, and consideration of potential partnerships.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |

8.2 Financial Considerations

A note about Bill 23 (More Homes Built Faster Act, 2022)

Passed on November 28, 2022 by the Provincial Legislature, Bill 23 resulted in extensive changes⁴³ to Acts and regulations including the Development Charges Act, Planning Act, Municipal Act, and others. Bill 23 will have a significant and direct impact on the town's ability to create and fund complete communities.

While the town unanimously approved the Housing Pledge as part of its commitment to achieving the province's goal of building 1.5 million homes, there remain significant concerns about the impact of Bill 23 on municipal finance and revenue models, particularly the potential for shortfalls for growth-related infrastructure through development charges as well as parkland dedication. Should these funding sources be reduced, this will result in more pressure on taxpayers to cover the cost of growth and maintain service levels. Currently, much is still yet to be confirmed about the longer-term impacts on the town's capital forecast and the ability to deliver infrastructure to meet the growth expectations.

The town will lean on its creativity and leadership to enable full implementation of this plan. It is vital that external and growth-related funding sources are maximized. Financial processes and practices will support the maximization of available funds and be supplemented by other approaches, where possible.

Approaches that are financially sustainable will be encouraged. For example, when assessing opportunities to address emerging needs supported in this plan, the town will typically employ a decision-making framework that examines the following responses in priority order:

1. first, examine existing assets for their ability to accommodate new demands through changes in programming or optimization initiatives (e.g., adjustments to scheduling, hours, staff deployment, etc.);
2. second, consider potential partnerships with other providers that may be able to leverage outside resources in meeting the emerging needs at little to no cost to the taxpayer;
3. third, consider the potential to expand an existing asset to enhance capacity;
4. then, only if none of the above options are suitable, the town will examine the viability of new facility construction to address demonstrated needs.

In all cases, a priority should be placed on partnerships that leverage assets and resources to provide the best value to residents, building cost-effective multi-use facilities rather than those designed for a single use, and pursuing senior government grants and outside funding.

The town's annual budget and long-term forecast contains considerable detail regarding capital projects to be undertaken during the next 10-year period (subject to change based on

⁴³ Note: Not all changes proposed in Bill 23 are in force; some are still to be confirmed by the Provincial government.

needs/priorities, funding availability, etc.). Oakville’s parks, recreation, and library capital projects are primarily funded from development charges, community benefit charges, tax levy, capital reserves, debt, and outside sources such as senior government grants.

This master plan will have an influence on the projects that are included in the town’s long-term capital forecast. To assist the town and OPL in its future budgeting, below is a table identifying the major capital projects recommended within this master plan for the short-term (2024-2033). These estimates and recommended sequencing of capital works should be revisited annually through the budget process.

Table 48: Capital Cost Estimates for Selected Recreation/Culture and Oakville Public Library Master Plan Projects, 2024-2033 (order of magnitude)

| Recommended Capital Project | Capital Cost Estimate | General Timing | Classification | Status |
|--|--|--|--------------------------------|---|
| Recreation and Culture | | | | |
| Palermo Village Community Centre – land | Identified in budget | Identified in budget | Growth | Funded (construction forecasted 2032-34) |
| Trafalgar Urban Core South Community Centre – land | \$35 M to \$45 M (assume up to 3ha site) | 2025/26 | Growth | Partially funded in long-term capital forecast (\$25.1 M for 2031/32) |
| Glen Abbey Community Centre expansion/ revitalization | \$50 M to \$70 M | Detailed planning to begin 2027 | Growth/ Infrastructure Renewal | Unfunded |
| Sir John Colborne Recreation Centre for Seniors Expansion | \$8 M to \$12 M | 2028/29 (275,000 pop.) | Growth/ Infrastructure Renewal | Unfunded |
| New South Oakville Outdoor Pool (plus pool decommissioning) | \$8 M to \$10 M (assuming owned site) | 2032 (300,000 pop.) | Infrastructure Renewal | Infrastructure Renewal In long-term capital forecast |
| Kinoak Arena Repurposing | To be determined through further study | To be determined through further study | Growth/ Infrastructure Renewal | Unfunded (renewal projects in capital forecast) |
| New North Oakville Twin Pad Arena - Land | \$25 M to \$45 M (assume 3-ha site) | 2031/32 | Growth/ Infrastructure Renewal | Unfunded |
| Oakville Public Library | | | | |
| Palermo Village Branch - land | Identified in budget | Identified in budget | Growth | Funded (construction forecasted 2032-34) |
| Central Branch Replacement | Refer to Downtown Cultural Hub | 2024-26 | Infrastructure Renewal | Ongoing project – in capital budget and forecast |

| Recommended Capital Project | Capital Cost Estimate | General Timing | Classification | Status |
|--|---|---------------------------|--------------------------------------|--|
| Trafalgar Urban Core South Branch – land and construction | \$35 M to \$45 M | 2028/29 (275,000 pop.) | Growth | Partially funded in long term capital forecast (\$22 M in 2024, 2027-2029) |
| Bronte/QEPCCC Branch (tbd) – construction/renovation | \$3 M to \$6 M (renovations and collections) | 2032 (300,000 pop.) | Growth/ Infrastructure Renewal | Unfunded |

Notes: Estimated capital costs are shown in current year dollars and are subject to change based on further study, project scoping, prevailing market conditions (land, construction costs, etc.), etc.

Additionally, this master plan has recommended the preparation of several topic-specific strategies, studies, policies, etc. to guide future service delivery and/or capital projects. Some studies may require the retention of consultants, while others may be completed by town/library staff. Examples include (but may not be limited to):

- capital renovation and replacement strategy
- community garden policy
- Deerfield Golf Course infrastructure condition assessment and future use options study
- Kinoak and Maplegrove Arena repurposing studies
- leash-free dog area policy
- outdoor pool modernization strategy
- park and trail design guidelines (update)
- park revitalization strategy
- public art master plan
- racquet sports strategy
- site-specific feasibility studies for new and expanded/revitalized community centres and libraries (e.g., GACC, SJC, ROCC, etc.)
- special event strategy (update)
- sport tourism strategy
- sports field strategy
- technology strategy (OPL)
- TPCC fitness centre viability study
- White Oaks Pool viability study

Operating funds for programs, services, and facilities (existing or recommended under this plan) are derived from several sources, including (but not limited to) municipal taxation and user fees. Recreation and culture user fees represent Oakville’s second largest source of funding. An analysis of operating budget implications and partnership options should be undertaken prior to approving major capital projects and that sufficient annual operating funds would be allocated to any approved project.

This master plan identifies the parks, recreation, and library facilities and land (capital) needs of the Town of Oakville until the year 2051; updates can be expected to ensure that future directions remain responsive to changing needs. The master plan should be used as a resource in developing the town’s annual and long-term budget documents, secondary plans,

and related studies. Through implementation of the plan, the town will take into consideration available capital and operating funding via available sources to identify potential budget shortfalls or overruns and areas for adjustment. On an annual basis, the town should reconcile the recommendations with its fiscal capacity and focus on the highest priority items.

Over time, infrastructure will age and service expectations will evolve, resulting in changing pressures on available funding. The town has readied itself to respond to a large portion of its renovation and renewal needs by establishing proactive measures such as a disciplined reinvestment strategy that is further supported by a robust asset management program and application of reserves. However, inflation is at its highest level in decades, putting strain on the town’s finances. Council has shown leadership through its commitment to fund necessary parks, recreation, and library services and infrastructure projects that will help to provide affordable opportunities for all residents.

| Actions – Financial Considerations | | |
|---|-------------------------|----------------------|
| <p>95. Use this master plan as a resource in developing the town’s annual budget and capital forecasts, strategic plans, secondary plans, and related studies. Prioritization of projects will be ongoing as part of the plan’s implementation.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>96. Maximize funding sources through effective financial processes and practices, including alternative growth-related funding tools to minimize the impact on existing taxpayers.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>97. Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery targets.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |
| <p>98. Assess operating budget implications and partnership options prior to approving major capital projects.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Ongoing (best practice) | n/a |

8.3 Plan Evaluation and Monitoring

The town should regularly review and assess the recommended actions of this Parks, Recreation, and Library Master Plan to ensure that they remain reflective of local conditions and responsive to the changing needs of the community. This will require monitoring of activity patterns, tracking user satisfaction levels, regular dialogue with community

organizations, annual reporting on implementation and short-term work plans, and undertaking a detailed 10-year update to the plan. Through these mechanisms – or as a result of other internal or external factors – adjustment of resource allocations and priorities may be required.

Reviewing the master plan requires a commitment from all staff, officials, organizations and residents involved in the planning, financing, and delivery of parks, recreation, and library services. An appropriate time for this is prior to the annual budget process.

The following steps may be used to conduct an annual review of the master plan:

- a) review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.);
- b) identification of issues impacting the coming year (anticipated financial and operational constraints, emerging opportunities, etc.);
- c) cursory review of the plan for direction regarding its recommendations;
- d) preparation of a staff report to indicate prioritization of short-term projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.);
- e) communication to staff and officials regarding the status of projects, criteria used to prioritize projects and projects to be implemented in the coming year; and
- f) budget requests/revisions as necessary.

Lastly, additional data collection and evaluation has been recommended to inform performance measures and targets. Monitoring the efficiency and effectiveness of service delivery and facility management will be an important part of this plan moving forward, as will regular reports to the public on master plan progress and implementation priorities.

| Actions – Plan Evaluation and Monitoring | | |
|---|----------------------|--|
| <p>99. Implement a system for the regular monitoring of the master plan, including the use of evidence-based assessment tools and guidelines to improve performance measurement and business intelligence.</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | Opportunities to link the master plan to Council’s Strategic Plan should also be sought. |
| <p>100. Develop a communications plan following approval of the master plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the master plan, including an annual update to the community (e.g., report card).</p> | | |
| Priority | Proposed Timing | Implementation Notes |
| High | Short-term (2024-33) | n/a |

Actions – Plan Evaluation and Monitoring

101. Update the accomplishments, priorities, and actions of the master plan in **five to 10-years** to inform growth-related planning and funding strategies.

| Priority | Proposed Timing | Implementation Notes |
|----------|----------------------|----------------------|
| High | Short-term (2024-33) | n/a |

Appendix: Summary of Feedback on Draft Master Plan

1. Introduction

In May and June 2024, the draft Town of Oakville Parks, Recreation and Library Master Plan underwent a comprehensive feedback phase to ensure the proposed directions were thoroughly tested and refined before finalization. Engagement tactics consisted of an online survey and sessions with community stakeholders. Community feedback was also solicited through the project website where the draft plan was posted for review.

The results of these initiatives are summarized below.

2. Online Survey

The online survey – chosen for its accessibility and capacity to engage a broad audience – played a key role as the primary means of collecting feedback on the Parks, Recreation and Library Master Plan. The survey launched on May 28 and closed on June 30, 2024. It was promoted through several marketing channels to ensure a high response rate.

The survey sought to gauge the level of agreement to selected high priority and shorter-term actions within the draft master plan. Respondents were asked if they agreed, disagreed or were neutral on these selected actions and could provide additional feedback in a comment box if desired.

The survey garnered a total of **1,579 responses**. Results are summarized below, with statements ordered by level of agreement.

Recreation – Selected Actions

Nine of 10 (**90%**) respondents agreed that the town should continue to foster **partnerships** with schools, libraries, and others to expand the reach and accessibility of recreation and cultural services (1% disagreed and 8% were neutral). Some open-ended suggestions included exploring partnerships for additional gymnasium space, new indoor pool facility opportunities, and increasing programming in less-served areas of Oakville such as Clearview.

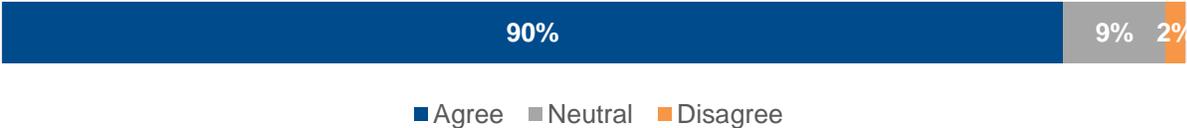
- 1. Continue to foster partnerships with schools, libraries, and others to expand the reach and accessibility of recreation and cultural services. (n=1571)**



■ Agree ■ Neutral ■ Disagree

Nine of 10 (**90%**) respondents agreed that the town should expand **recreation programming** through community centre sites and support initiatives that remove barriers and increase participation for all (2% disagreed and 9% were neutral). Some open-ended suggestions included adding more drop-in programming (e.g., art classes, pickleball, yoga, indoor playgrounds, etc.), expanded aquatic and arena program times and options, and more inclusive programming opportunities for children with disabilities. Suggestions were also received for improving the registration process.

2. Expand recreation programming through community centre sites and support initiatives that remove barriers and increase participation for all. (n=1570)



Over four of five (**84%**) respondents agreed that the town should increase **community access to indoor pools** through alternate programming strategies, new pools such as the Sixteen Mile Community Centre and future multi-use centres, and strategic enhancements to existing pools (2% disagreed and 14% were neutral). Some open-ended suggestions included expanding and improving the flexibility of aquafit classes and improving booking practices for drop-in programs. Suggested enhancements included improving accessibility and changerooms within existing pools and designing new pools for competitive swimming (e.g., 50-metre pool serving Oakville and the broader region).

3. Increase community access to indoor pools through alternate programming strategies, new pools such as the Sixteen Mile Community Centre and future multi-use centres, and strategic enhancements to existing pools. (n=1567)



Over four of five (**83%**) respondents agreed that the town should investigate the potential to **expand and revitalize existing community centres** to address emerging needs, such as Glen Abbey Community Centre and Sir John Colborne Recreation Centre for Seniors (3% disagreed and 14% were neutral). Some open-ended suggestions included adding a family changeroom to the Glen Abbey Community Centre and expanding the existing pool.

4. Investigate the potential to expand and revitalize existing community centres to address emerging needs, such as Glen Abbey Recreation Centre and Sir John Colborne Recreation Centre. (n=1568)



Over three of four (**77%**) respondents agreed that the town should include **gymnasiums** within all new community centres and explore opportunities to add them to existing facilities where needed (3% disagreed and 20% were neutral). Gymnasiums can support a range of activities such as indoor pickleball, which was a popular open-ended comment.

5. Include gymnasiums within all new community centres and explore opportunities to add them to existing facilities where needed. (n=1571)



Over two of three (**70%**) respondents agreed that the town should prepare a strategy to modernize the town's **outdoor pools** and right-size the supply (in consultation with the community), including replacing up to four older pools with two new outdoor destination pools and other park amenities such as splash pads (11% disagreed and 19% were neutral). Open-ended comments on outdoor pools provided a range of opinions, such as there being an overdue need to revitalize the pools, a desire to maintain existing locations to improve local accessibility, and requests for new pools in growing areas.

6. In consultation with the community, prepare a strategy to modernize the town's outdoor pools and right-size the supply, including replacing up to four older pools with two new outdoor destination pools and other park amenities such as splash pads. (n=1565)



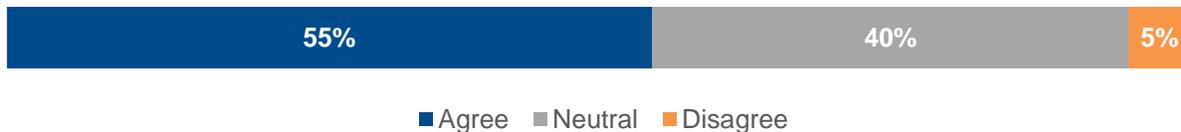
Three of five (**61%**) respondents agreed that the town should explore options for increasing year-round programming and community access to **indoor turf fields** (5% disagreed and 34% were neutral). Some open-ended comments also included suggestions for indoor walking tracks.

7. Explore options for increasing year-round programming and community access to the indoor turf fields. (n=1563)



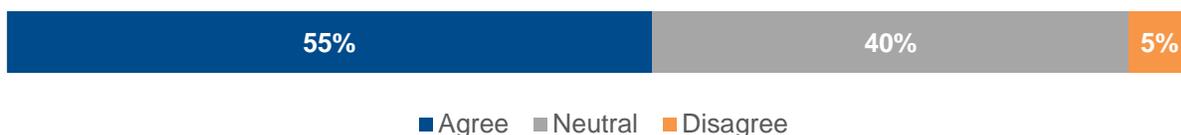
Over half (**55%**) of respondents agreed that the town should begin development of a local **community centre in the Palermo area** within the next 10 years (5% disagreed and 40% were neutral).

8. Begin development of a local community centre in the Palermo area within the next 10 years. (n=1563)



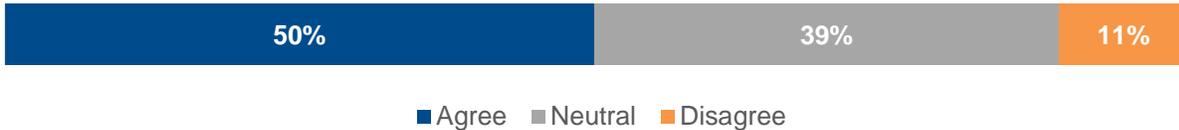
Over half (**55%**) of respondents agreed that the town should evaluate opportunities to remove the ice from one **single pad arena** (in consultation with the community) and repurpose the site into year-round community activity/sport hubs or parks within the next five to 10 years, while addressing longer-term needs through new multi-pad arena facility development (5% disagreed and 40% were neutral). Some open-ended comments indicated a desire for more arenas (especially in growing areas) and expanded town ice programs.

9. In consultation with the community, evaluate opportunities to remove the ice from one single pad arena and repurpose the site into year-round community activity/sport hubs or parks within the next five to 10 years. Address longer-term needs through new multi-pad arena facility development. (n=1563)



Half (**50%**) of respondents agreed that the town should develop a **Sport Tourism Strategy** to address sport-specific priorities, in consultation with local and regional partners (11% disagreed and 39% were neutral). Some open-ended comments indicated that swim meets are an opportunity to draw a large number of people to the town.

10. Develop a Sport Tourism Strategy to address sport-specific priorities, in consultation with local and regional partners. (n=1544)



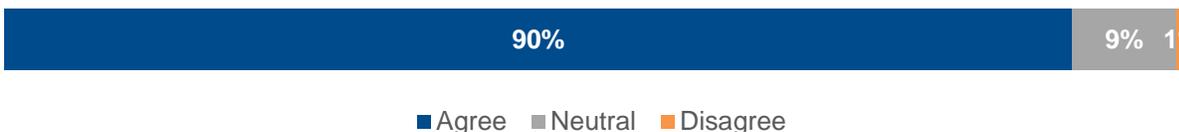
Top open-ended suggestions for Oakville’s recreation services and facilities (41% of surveys provided comments)

- Maintain or expand indoor pool service levels
- Build a 50-m indoor pool
- Expand indoor pickleball facilities
- Invest in outdoor pools/do not reduce supply
- Enhance and expand recreation/arena programming
- Develop a community centre in Clearview
- Enhance and expand aquatic programming
- Offer affordable programs
- Address accessibility and inclusion
- Build more arenas

Parks – Selected Actions

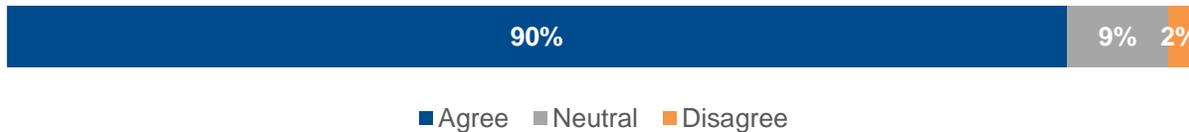
Nine of 10 (**90%**) respondents agreed that the town should continue to **maximize parkland amounts** through land development approvals and to enhance community accessibility to parkland (1% disagreed and 9% were neutral). Some open-ended suggestions included a need for additional parkland in areas such as North Oakville, College Park, and strategic growth areas. A variety of opinions were received as to whether new parkland should be left in a natural state (passive activities) or developed for sports and community amenities (active activities).

1. Continue to maximize parkland amounts through land development approvals and to enhance community accessibility to parkland. (n=1422)



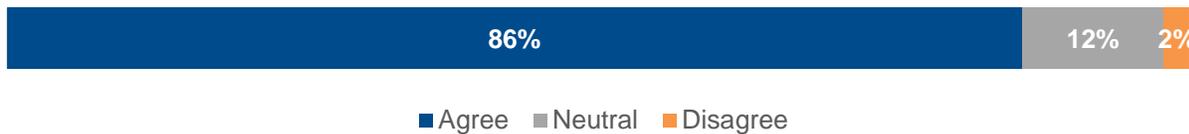
Nine of 10 (**90%**) respondents agreed that the town should continue to install **park amenities** such as playgrounds, splash pads, basketball courts, skate parks ("all wheels" parks), leash-free dog areas, and community gardens in new growth areas and priority communities (2% disagreed and 9% were neutral). Specifically, open-ended suggestions highlighted a desire for more playgrounds (with rubber surfacing), leash-free areas in neighbourhoods without them, and community gardens.

2. Continue to install park amenities such as playgrounds, splash pads, basketball courts, skate parks ("all wheels" parks), leash-free dog areas, and community gardens in new growth areas and priority communities. (n=1424)



Over eight of 10 (**86%**) respondents agreed that the town should prepare a **Park Revitalization Strategy** to guide reinvestment in key sites (e.g., older parks, waterfront parks) and improvements to barrier-free (e.g., accessibility, seating, shade, etc.) that will promote year-round usage (2% disagreed and 12% were neutral). A desire for more washrooms (with year-round access), seating, and shade was prominent in the open-ended comments.

3. Prepare a Park Revitalization Strategy to guide reinvestment in key sites (e.g., older parks, waterfront parks) and improvements to barrier-free (e.g., accessibility, seating, shade, etc.) that will promote year-round usage. (n=1420)



Eight of 10 (**80%**) respondents agreed that the town should enhance **environmental sustainability** in parks, including initiatives that support climate action such as greenspace preservation and urban biodiversity (4% disagreed and 16% were neutral). Some open-ended suggestions included engaging the community through sustainability initiatives (e.g., invasive species removal, pollinator gardens, workshops, tree planting, etc.).

4. Enhance environmental sustainability in parks, including initiatives that support climate action such as greenspace preservation and urban biodiversity. (n=1416)



Three of four (**75%**) respondents agreed that the town should continue to improve accessibility, upgrade, and expand the **off-road recreational trails system**, including wayfinding signage (4% disagreed and 21% were neutral). Open-ended suggestions spoke to a desire for improved connectivity and signage relating to the trails system.

5. Continue to improve accessibility, upgrade, and expand the off-road recreational trails system, including wayfinding signage. (n=1424)



Nearly three of four (**72%**) respondents agreed that the town should develop a **Sports Field Strategy** to examine opportunities (such as lighting and improvements to selected fields) to enhance the capacity of fields for soccer, baseball, cricket, rugby, football, lacrosse, etc. (4% disagreed and 24% were neutral). Open-ended comments expressed a desire for additional sports field capacity, while being mindful of impacts on neighbouring properties.

6. Develop a Sports Field Strategy to examine opportunities (such as lighting and improvements to selected fields) to enhance the capacity of fields for soccer, baseball, cricket, rugby, football, lacrosse, etc. (n=1423)



Nearly two of three (**64%**) respondents agreed that the town should prepare a **Racquet Sports Strategy** to guide the sustainable long-term provision of outdoor tennis and pickleball courts and consider the potential for a year-round community-based court complex, informed by stakeholder and public input (6% disagreed and 30% were neutral). Some open-ended suggestions mentioned how demand has grown for both pickleball and tennis, that many existing tennis courts are in deteriorating condition, and that the placement of courts needs to be considered due to potential noise impacts on nearby properties.

7. Prepare a Racquet Sports Strategy to guide the sustainable long-term provision of outdoor tennis and pickleball courts and consider the potential for a year-round community-based court complex, informed by stakeholder and public input. (n=1425)



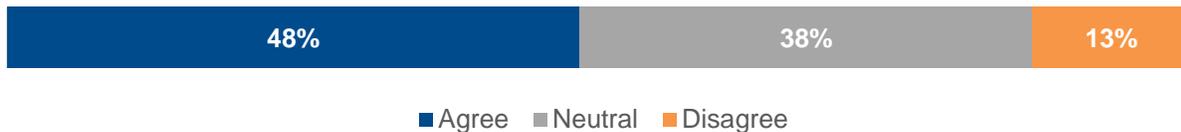
Nearly three of five (**57%**) respondents agreed that the town should prioritize the enhancement of park spaces that can support community-driven **special events** (8% disagreed and 35% were neutral). Some open-ended comments indicated that greater by-law enforcement would help to improve the experience at local events (parking, trash, crowding, and overuse of park space were noted concerns).

8. Prioritize the enhancement of park spaces that can support community-driven special events. (n=1421)



Nearly half (**48%**) of respondents agreed that the town should undertake an infrastructure assessment at **Deerfield Golf Course** to inform potential alternative future uses, including opportunities for community-level golf, special events, and passive park uses (13% disagreed and 38% were neutral). Open-ended comments relating to this statement were mixed, with some being concerned that this would result in the loss of local golf opportunities and others supporting the need for a broader range of parks and recreational activities that the site could provide.

9. Undertake an infrastructure assessment at Deerfield Golf Course to inform potential alternative future uses, including opportunities for community-level golf, special events, and passive park uses. (n=1425)



Top open-ended suggestions for Oakville’s parks services and facilities (21% of surveys provided comments)

- Preserve natural spaces
- Improve more playgrounds (including rubber surfacing)
- Add more pickleball courts
- Develop more trails and bike paths
- Provide more washrooms (year-round)
- Enhance park amenities (benches, trash cans, etc.)
- Provide more shade
- Improve and develop more tennis courts
- Develop more off-leash dog areas
- Improve enforcement of park rules

Libraries – Selected Actions

Nearly four of five (**79%**) respondents agreed that Oakville Public Library should ensure that libraries offer **flexible spaces** that can support evolving needs, services, and programming (3% disagreed and 18% were neutral).

1. Ensure that libraries offer flexible spaces that can support evolving needs, services, and programming. (n=1377)



Nearly four of five (**78%**) respondents agreed that Oakville Public Library should where possible, coordinate and **integrate new libraries with other community and/or recreation facilities** (3% disagreed and 18% were neutral). Some open-ended suggestions included the Clearview neighbourhood as a possible location for a new or expanded library co-located with a community centre and nature reserve.

2. Where possible, coordinate and integrate new libraries with other community and/or recreation facilities. (n=1382)



Nearly four of five (**78%**) respondents agreed that Oakville Public Library should continue to **expand technologies** within the library to support persons requiring access and to foster experimentation and innovation (4% disagreed and 18% were neutral). Some open-ended suggestions included to continue adapting new technologies (e.g., creation zones with 3D printing, offering workshops for seniors, etc.) and for offering more eBooks on easy-to-use platforms.

3. Continue to expand technologies within the library to support persons requiring access and to foster experimentation and innovation. (n=1369)



Two of three (**67%**) respondents agreed that Oakville Public Library should develop a **Future Operating Hours Plan** to consider extending hours at selected locations (5% disagreed and 27% were neutral). It was noted through some open-ended comments that extended hours are offered in other communities and would be particularly useful to students (evenings) and families (weekends).

4. Develop a Future Operating Hours Plan to consider extending hours at selected locations. (n=1376)



Two of three (**67%**) respondents agreed that Oakville Public Library should respond to population growth by developing **new library branches** in the Trafalgar Urban Core area (north of Dundas Street) and the Palermo area within the next 10 years (6% disagreed and 27% were neutral).

5. Respond to population growth by developing new library branches in the Trafalgar Urban Core area (north of Dundas Street) and the Palermo area within the next 10 years. (n=1375)



Three of five (**62%**) respondents agreed that Oakville Public Library should explore the potential to offer additional **social services** within libraries (in partnership with others) to better support at risk and marginalized populations (11% disagreed and 27% were neutral). Open-ended comments on this topic were mixed, with many agreeing that there is a need for more social supports but questioning the best approach for providing these.

6. Explore the potential to offer additional social services within libraries (in partnership with others) to better support at risk and marginalized populations. (n=1376)



Three of five (**61%**) respondents agreed that Oakville Public Library should continue to expand **outreach and alternative delivery models** to emerging communities and gap areas (e.g., OPL Express locations, etc.) (5% disagreed and 34% were neutral). Different opinions were expressed through the open-ended comments, with some being unclear as to what these models would mean for their area, and others indicating a preference for full-time staffed libraries.

7. Continue to expand outreach and alternative delivery models to emerging communities and gap areas (e.g., OPL Express locations, etc.). (n=1378)



Nearly three of five (**58%**) respondents agreed that Oakville Public Library should review options and locations for enhanced library services within the **Bronte area** (6% disagreed and 35% were neutral). Open-ended suggestions included looking for a space in Bronte Village or establishing a library branch at QEPCCC.

8. Review options and locations for enhanced library services within the Bronte area. (n=1373)



Nearly three of five (**58%**) respondents agreed that Oakville Public Library should include a library branch in the planning for **Midtown Oakville** (8% disagreed and 34% were neutral).

9. Include a library branch in the planning for Midtown Oakville. (n=1373)



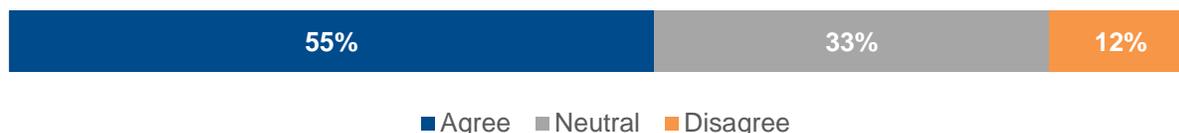
Nearly three of five (**56%**) respondents agreed that Oakville Public Library should support Oakville's growing diversity by enhancing **multi-lingual collections and programming** (e.g., English as a Second Language, etc.) (12% disagreed and 32% were neutral). Open-ended comments and opinions on this topic were more mixed, with some being concerned that this would lead to fewer English and French resources (our two official languages).

10. Support Oakville's growing diversity by enhancing multi-lingual collections and programming (e.g., English as a Second Language, etc.). (n=1378)



Over half (55%) of respondents agreed that Oakville Public Library should prioritize the redevelopment of the **Central Library** as part of the Downtown Cultural Hub Initiative (12% disagreed and 33% were neutral). Mixed opinions were evident through the open-ended comments, which identified paid parking as a barrier to using the Central Library and a desire to prioritize library branches in developing communities.

11. Prioritize the redevelopment of the Central Library as part of the Downtown Cultural Hub Initiative. (n=1383)



Top open-ended suggestions for Oakville's Public Library's services and facilities (16% of surveys provided comments)

- Retain or expand library services in Clearview
- Enhance and expand library programming
- Extend library hours
- Expand quiet spaces and meeting rooms
- Develop a library branch in Bronte or at QEPCCC
- Improve access to eBooks/new platform
- More technology support/programs
- Offer more activities for children
- More physical books
- Improve/free parking at central library

Demographic Analysis

The following is a high-level summary of the demographic profile of responding households from the master plan survey.

- 98% of respondents indicated they live in the Town of Oakville. This was followed by 33% and 26% of respondents indicating they have a L6H or L6M postal code.
- Responding households in the L6H, L6K, and L6L postal code areas were appropriately represented according to Canada Post household data. L6J (Southeast Oakville) responding households were slightly over-represented, L6M (West/Northwest Oakville) were slightly under-represented, and 3% of respondents were non-residents or did not know their postal code.

Distribution of Responding Households by Postal Code

| Postal Code | # of Respondents | % of Respondents | Canada Post Postal Code FSA |
|--------------------------|------------------|------------------|-----------------------------|
| L6H (East/Northeast) | 460 | 33% | 35% |
| L6J (Southeast) | 224 | 16% | 10% |
| L6K (South Central) | 94 | 7% | 8% |
| L6L (Southwest) | 220 | 16% | 14% |
| L6M (West/Northwest) | 356 | 26% | 32% |
| Don't Know / Other | 31 | 3% | n/a |
| answered question | 1,385 | 100% | 100% |

- There were a total of 4,547 people living in responding households, for an average of 3.3 persons per household. Extrapolated to include the entire sample, this represents approximately 2.3% of Oakville's population.
- Compared to the Census, responding households were slightly over-represented by children (under 10 years) and adults (35-54 years). Conversely, responding households were slightly under-represented in young adults (20-34 years), older adults (55-69 years), and seniors (70 years and over). This is common as family households are generally more likely to complete a survey of this type.

Age Group Distribution of Responding Households

| | # of Households | # of People | % of People | 2021 Census (Pop) |
|--------------------------|-----------------|--------------|-------------|-------------------|
| Under 10 years | 536 | 881 | 19% | 10% |
| 10-19 years | 402 | 623 | 14% | 13% |
| 20-34 years | 298 | 440 | 10% | 15% |
| 35-54 years | 834 | 1509 | 33% | 26% |
| 55-69 years | 417 | 665 | 15% | 23% |
| 70 years and over | 266 | 429 | 9% | 13% |
| answered question | 1,366 | 4,547 | 100% | 100% |

- 98% of survey respondents indicated speaking English at home. Other common languages amongst the sample included French (14%), Mandarin (6%), Hindi (4%), Spanish (3%), and Yue (Cantonese) (3%).
- 11% of respondents identified as a person with a disability, whereas 85% did not identify. 4% preferred not to answer.

3. Website and Written Submissions

To boost engagement with the Master Plan survey, the town launched a social media campaign during the public feedback collection period in June 2024, inviting residents to share their feedback on the draft plan and recommendations via email and/or phone. Emails were sent to over 22,000 subscribers, achieving a 61% open rate. Additionally, the town placed posters and digital screens in all community centres and set up mobile signs in all wards throughout the survey period.

The campaign generated over 46,000 social media impressions and prompted several emails regarding recommendations for outdoor pool facilities and splash pad service provisions. Another email suggested exploring new methods to engage with newcomers.

Staff responded to all email inquiries, thanking residents for their feedback, and providing appropriate responses regarding recommendations and additional background information as needed.

4. Stakeholder Groups

Staff hosted two stakeholder group consultation sessions to gather feedback on the draft recommendations of the Parks, Recreation, and Library Master Plan, which were presented to Town Council in May 2024. The sessions were held on the evening of June 11, 2024 and during the day on June 19, 2024. Invitations were sent to over 100 organizations, including all groups previously invited to the consultation sessions in May 2023.

Participating groups included:

- Bandology
- Food for Life
- Oakville Aquatics Club
- Oakville Arts Council
- Oakville Crusaders Rugby Club
- Oakville Gymnastics
- Oakville Pickleball Association
- Oakville Soccer Club
- Skate Oakville

Overall, feedback from the sessions was positive and supportive of the proposed Master Plan recommendations. Participants raised questions about the planned actions for various strategies, particularly those involving racquet sports and sport tourism. There were also discussions about the future process for repurposing the single-pad arena facilities. Additionally, the Oakville Aquatics Club requested further clarification on the service provision calculations for aquatic facilities.

5. Conclusion

Strong support was expressed for the selected master plan actions across all engagement activities. This input has been used to clarify and refine the master plan that will be presented to Council for approval. By seeking input from the public and stakeholders, there is a high level of confidence in the directions of the Parks, Recreation and Library Master Plan as a guiding document for the Town of Oakville and Oakville Public Library.



REPORT

Council

Meeting Date: November 5, 2024

FROM: Recreation and Culture

DATE: October 22, 2024

SUBJECT: Community Activation Grant

LOCATION:

WARD: Town-wide

Page 1

RECOMMENDATION:

That the information contained in the staff report dated October 22, 2024, entitled Community Activation Grant, from the Recreation and Culture department, be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- The annual funding for the Community Activation Grant program is \$35,000.
- The Community Activation Grant program is intended to support small, community led initiatives for informal groups.
- Staff were requested to report back to Council after one year of operation.
- Due to high interest, in May 2024 staff determined the number of applications would exceed the budget and the maximum funding was changed from \$2,000 to \$750 per application.
- 67 applications were received by community groups, organizations, and residents.
- 38 applications have been approved or tentatively approved, utilizing \$28,700, to date in 2024.
- The grant provided support that positively impacted more than 2,000 community members.

BACKGROUND:

Council approved the 2023 Operating Budget, in February 2023, that included \$35,000 to develop and implement a Community Activation Grant program. The program is intended to distribute small value, or micro grants, to community-based organizations, residents and informal groups, to lead and organize initiatives focused on enhancing the sense of belonging for residents. A program framework was developed including a user-friendly online application, an evaluation framework and simple templates to assist applicants.

The program was launched in November 2023 to support projects in 2024. Submissions were evaluated by the Community Development team in Recreation and Culture using the established evaluation criteria. Successful submissions required applicants to enter into an agreement and all funds were required to be spent as documented in the submission. Applicants agreed to complete a final report after the project and while receipts were not required to be submitted, all proof of purchases were required to be retained for a period of 12 months. Staff were requested to report back on the success of the program and any recommended changes after one year in operation.

COMMENT/OPTIONS:

One of this Council's strategic priorities is community belonging: *Enhancing community belonging to ensure residents are invited to engage in a fulfilling community life that is built to support wellbeing.* The Community Activation Grant program enabled residents to come together to lead and implement initiatives that they wanted to see, in their local neighbourhood or community.

Applications were submitted throughout 2024 on an ongoing basis. Staff met with grant applicants to review projects, eligible expenses, and when necessary, provided additional support on navigating the facility rental and special event application process. The program provided financial support and staff guidance to make these small-scale but impactful ideas come to life. By building capacity in the community, to bring people together around a common interest, bring awareness and/or enhance spaces, a small investment can go a long way to enhance the vibrancy and livability of Oakville for all.

The objectives of the Community Activation Grant program are to:

- Focus on small scale community events, activities, and programs, to enhance community capacity and increase access.
- Support residents, ad-hoc groups, and not-for-profit organizations to enhance the community wellbeing for all Oakville residents by building capacity through engaging activations and project.
- Provide a user-friendly collaborative application and administration process to reduce barriers and provide opportunities.

- Prioritize new activations and projects that are not eligible for other direct or indirect town funding streams such as the Cultural Grant, Community Event Funding, or funding through the BIAs.

Supporting Council's strategic priority, community belonging, the Community Activation Grant program demonstrates how the project aligns with this mandate through:

1. Enhancing connectedness between neighbours.
2. Reducing isolation and loneliness amongst older adults.
3. Expanding access by providing programs and services to equity deserving individuals and groups.
4. Championing mental health and wellness.
5. Championing physical literacy and wellness.
6. Championing arts and culture in the community.

The Community Activation Grant received a high amount of interest from the community and in May 2024 staff determined the number of applications would quickly exceed the budget. After a review of multiple scenarios, it was determined to it would be best to fund more projects than fewer. This was achieved by modifying the staff developed program guidelines by changing the maximum funding from \$2,000 to \$750 per application.

As of the start of October 2024, 38 projects, totaling \$28,700 in funding, have been approved or tentatively approved. It is anticipated that the entire grant budget of \$35,000 will be allocated to eligible projects by the end of 2025.

A number of applications were denied and/or withdrawn. The primary reasons for not being approved for this program were because the applicant was receiving other tax-based funding, their event included a fundraising component, or a date/location conflict with their proposed event existed.

Applicants that successfully received funding demonstrated how the new initiative would enhance the target audience's sense of belonging in the community. Typical expenses included permit fees and insurance, food, equipment rentals, supplies, advertising, and entertainment.

Highlights of the Community Activation Grant program include:

- 67 applications were received by community groups, organizations, and residents.
- 38 applications have been approved or tentatively approved to date in 2024.
- Combined, these projects will receive \$28,700 of the total \$35,000 budget (82%).

- The grant provided support that positively impacted 2,000 community members.

A detailed list of the approved Community Activation Grant projects can be found in Appendix A.

During the first year of the grant program staff experienced some challenges including numerous applications being received less than four to six weeks before their scheduled start date. This posed a challenge to review the projects, meet with the applicants to provide clarification on eligible expenses and town procedures, and to process permits and funds prior to the event date.

One of the program requirements for potential projects included increased community participation and alignment with objectives such as reducing isolation and loneliness in older adults and expanding access to programs and services for equity deserving groups. Under the current program framework transportation costs are not an eligible expense and being able to access the location of an activation or event can be a barrier for some participants. Additionally, there are areas related to eligible entertainment expenses that could be included in the future such as attendance to a gallery or theatre for a group that would not typically have access as a lower income individual.

The nature of many non-profit organizations or informal community groups is the need for donations and fundraisers to support the work they do in the community. Under the current grant framework fundraising at events is restricted for applicants. While the event remains free and open to the public, groups have inquired about the opportunity to promote their fundraising initiatives at their event, such as selling gala tickets, a licensed raffle, or silent auction activities.

Staff intends to review the eligibility of transportation and entertainment costs as it relates to accessibility and participation, as well as other potential eligible expenses within the program framework in 2025. Staff will also review the restriction on fundraising to maintain the integrity of free events while balancing the needs of the community to showcase additional opportunities to support their organizations.

To assist in the effective administration of process timelines, as well as to streamline resources, scheduled and advertised application windows may be used in the future with additional consideration to when other town grant funding is administered.

In 2025, in the second year of operation, staff will be working towards accommodating new user group applications with increased awareness to the community. Consideration should be given to purchase some items that could be loaned to applicants to avoid rental costs. This would include commonly used items such as a portable microphone/speaker, folding tables and chairs, outdoor games.

Moving forward, the momentum and success of the Community Activation Grant will continue to grow as it fills a need within the community to enable residents to initiate and implement small-scale activations they want to see in their neighbourhood.

CONSIDERATIONS:

(A) PUBLIC

This report provides information to the public regarding a review of the town's Community Activation Grant. The 2025 program launch will be broadly shared through town social media, past grant applicants, and relevant customer distribution groups as well as through various community partners.

(B) FINANCIAL

There are no financial impacts with this report.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Finance, Transportation Engineering, and the Special Events and Culture sections have been involved in the ongoing distribution and administration of the Community Activation Grant. Corporate Communications has also supported the implementation and communication phases.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:

- Promote Livability to further Oakville's goal of being the most livable town in Canada.
- Promote an Engaged Community.

(E) CLIMATE CHANGE/ACTION

There are no impacts with this report.

APPENDICES:

Appendix A: Community Activation Grant Projects

Prepared by:

Chris Clapham and Elizabeth Gordon, Community Development Specialists

Submitted by:

Julie Mitchell, Director – Recreation and Culture

Paul Damaso, Commissioner – Community Services

APPENDIX A

Community Activation Grant recipients as of October 8, 2024:

Approved:

| <u>Applicant</u> | <u>Project/Event Description</u> |
|---|---|
| 1 Adults in Motion Oakville | Adults with Disabilities Community Open House |
| 2 Agalateya Sports Club | Running Clinics |
| 3 ArtWorks Oakville Association | Public Gallery Exhibition & Event |
| 4 Bronte Historical Society | Historical Scavenger Hunt |
| 5 Catalyst | Neighbourhood Pizza Night |
| 6 Circle of Souls | Women's Aqua Therapy Classes |
| 7 Halton Muslim Youth Association | Youth Basketball Program |
| 8 Joshua Creek Residents' Association | Community Spring Clean-up |
| 9 Musfit | Women's Sport Workshops |
| 10 Neighbours of Langtry Park Association | Community Picnic |
| 11 Oakville Fibre Artists | Public Gallery Exhibition |
| 12 Oasis Youth Care Programs | At Risk Youth Mentorship Program |
| 13 Portage Arts Group | Public Gallery Exhibition |
| 14 Private Resident | Art Workshop In The Park |
| 15 Private Resident | Breadmaking Workshop |
| 16 Private Resident | Interfaith Iftar |
| 17 Private Resident | Neighbourhood Street Party |
| 18 Private Resident | Neighbourhood Street Party |
| 19 Private Resident | Neighbourhood Street Party |
| 20 Private Resident | Neighbourhood Street Party |
| 21 Private Resident | Neighbourhood Street Party |
| 22 Private Resident | Neighbourhood Street Party |
| 23 Private Resident | Neighbourhood Halloween Party |
| 24 Trafalgar Township Historical Society | Fall Fair |
| 25 We Rock the Spectrum Oakville | People With Disabilities Community Open House |
| 26 White Oaks DECA | Youth Entrepreneur Activity |

Pending Approval:

| <u>Applicant</u> | <u>Project/Event Description</u> |
|---|--|
| 1 Canadian Federation of University Women Oakville Club | The 75th Anniversary Open House |
| 2 Food For Life | Good Food Lockers – Open House |
| 3 Links2Care | Christmas Social and Lights Tour |
| 4 Oakville Community Association | Photos with Santa Event |
| 5 Oakville JIU-JIU Senior Association | Community Outreach Dance Program |
| 6 Private Resident | Bird Watching Club Activities |
| 7 Private Resident | Neighbourhood Halloween Party |
| 8 Private Resident | Page Turners Paradise Book Club |
| 9 Private Resident | Shake the Blues- Fall Prevention for Seniors |
| 10 Private Resident | Public Gallery Exhibition |
| 11 Private Resident | Winter Festive Celebration |
| 12 The Women’s Centre Halton | Community Training on Reporting and Responding to Sexual Assault and Gender Based Violence |



THE CORPORATION OF THE TOWN OF OAKVILLE

BY-LAW NUMBER 2024-167

A by-law to confirm the proceedings of a meeting of Council

COUNCIL ENACTS AS FOLLOWS:

1. Subject to Section 3 of this by-law, every decision of Council taken at the meeting at which this by-law is passed and every resolution passed at that meeting shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
2. The execution and delivery of all such documents as are required to give effect to the decisions taken at the meeting at which this by-law is passed and the resolutions passed at that meeting are hereby authorized.
3. Nothing in this by-law has the effect of giving to any decision or resolution the status of a by-law where any legal prerequisite to the enactment of a specific by-law has not been satisfied.

PASSED this 5th day of November, 2024

Rob Burton

Mayor

Vicki Tytaneck

Town Clerk