

REPORT

APPENDIX A

PLANNING AND DEVELOPMENT COUNCIL MEETING

MEETING DATE: OCTOBER 5, 2015

FROM: Commissioner of Community Development and
Commissioner of Community Services

DATE: September 24, 2015

SUBJECT: Downtown Cultural Hub Master Plan

LOCATION: Downtown Commercial District

WARD: 3

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RECOMMENDATION:

1. That Council receive the report entitled "*Downtown Cultural Hub Master Plan*" dated September 24, 2015; and
2. That Council approve the following key elements:
 - A phased implementation plan for a dispersed model in the downtown.
 - A Performing Arts Centre including a 750 seat main theatre and a 325 seat secondary theatre. Confirmation of the theatre types and sizes will be undertaken prior to the implementation to ensure that we have the most current information on demand. Located on the Centennial Square site.
 - New Library of approximately 40,000 sq. ft. that will reflect the strategic plan now being undertaken by the Library Board which will likely include a blend of traditional and digital services. Located centrally to the Downtown along George Street. Post Office offers a good location, however Lot 2 may also provide some opportunities.
 - Oakville Galleries accommodated in up to 30,000 sq. ft. space consolidating their facilities currently located at the existing downtown library and Gairloch Gardens. Located at the former Post Office in synergy with the Library would be positive, however for the most part the Galleries are self-funded and may need alternatives which could be lot 2 or even as part of a residential development on the Fire Hall site.
 - Cultural Program Space with a preference that it is co-located with the performing arts centre.
 - A new flexible performance and events space in front of the new performing arts centre, incorporating Navy Street which can be closed to accommodate large gatherings. Design of the space will be coordinated with planned amenities at Towne Square.

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- Riverfront Park between the Centennial Square facilities and Sixteen Mile Creek.
- Introduction of new residential and commercial uses within the Downtown on potential town sites such as the Fire Hall site, former post office site, Lot 2 located south of the former post office site.
- Introduction of new residential and commercial uses within the Downtown on Centennial Square site provided that the ground floor is publicly accessible.

KEY FACTS:

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

- In June 2012, Council received a report from the CAO indicating that staff was initiating a Downtown Cultural Hub Study in order to define a redevelopment plan for the Centennial Square site, the former post office site and other assets of town owned properties in the downtown. It was expected that the outcomes of the study would provide the town with a preferred redevelopment strategy to be considered in the context of the objectives of the Cultural Plan, the Downtown Strategic Plan and Livable Oakville. The timing of the study was also important in order to provide the opportunity to take advantage of any potential funding from the federal government to celebrate the upcoming sesquicentennial in 2017.
- In October 2013 Council endorsed the initiation of Phase 2 of the Downtown Cultural Hub to begin to outline detailed program requirements, market and financial implications and procurement strategies as well as a community engagement program.
- Needs assessments were completed in 2014 for the Cultural and Performing Arts Centre spaces, Oakville Public Library and Oakville Galleries and those assessments have informed this report.
- Three interim reports were endorsed by Council at the July 7, 2014 Planning and Development Council; the overarching Downtown Plan Report; and two companion reports, the Downtown Cultural Hub and the Downtown Transportation and Streetscape Study.
- A progress report Downtown Cultural Hub Update was received by council at the March 9, 2015 Planning and Development Council meeting.
- For council's consideration there is a Downtown Plan implementation report with three companion reports being presented at this meeting. The three companion reports are; The Downtown Parking Strategy, The Retail Strategy and this report The Downtown Cultural Hub Master Plan.
- Council endorsement of the recommendation in this report will conclude the Master Plan which will be used as a background document in the implementation of the Downtown Cultural Hub.

From: Commissioner of Community Development and
Commissioner of Community Services

Date: September 24, 2015

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BACKGROUND:

In June 2012, Council received a CAO report indicating that staff was initiating a Downtown Cultural Hub Study (DCH) in order to define a redevelopment plan for the Centennial Square site, the former post office site and other assets of town owned properties in the downtown. It was being undertaken in response to several recommendations from a number of recent planning documents including the Downtown Oakville Action Plan, Parks, Recreation, Culture and Library Master Plan, the Cultural Plan, and the Oakville Centre for the Performing Arts Strategic Business Plan. All of these plans spoke to the significant role that culture plays in creating and supporting a strong, vibrant and viable community and specifically to the importance and value of culture to Oakville.

The vision of the Downtown Plan is “to create an attractive, active, animated and vibrant downtown where people come together to live, work, shop, stay, meet and engage. It will be the cultural, social and economic heart of our community where citizens and visitors can celebrate and experience the natural setting, heritage, culture and the arts”.

The Downtown Plan sets out five objectives to achieve this vision.

1. To contribute to a successful economically vibrant downtown
2. To create a cultural focus for the Town and the Downtown the downtown area
3. To provide facilities that meet existing and future needs
4. To protect and enhance the natural environmental and historic importance of the downtown
5. To develop solutions that are financially sustainable

The intent of the Downtown Cultural Hub initiative is to identify potential cultural opportunities and investments that could contribute to the realization of the Downtown Plan’s vision and objectives. In October 2013 Council endorsed the initiation of the next phase of the Downtown Cultural Hub to begin to outline detailed program requirements, market and financial implications and procurement strategies as well as a community engagement program.

In 2014 staff worked with consultants to conduct needs assessments for each of the elements of the Cultural Hub. The following needs assessments were completed and are attached as appendices to the Downtown Cultural Hub Master Plan;

- Cultural and Performing Arts Centre Needs Assessment prepared by Webb Management Services Inc.
- Oakville Library Needs Assessment prepared by Ward 99 Architects
- Oakville Galleries Needs Assessment prepared by Ward 99 Architects

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Council endorsed the further analysis of four themes for the Downtown Cultural Hub at the July 7, 2014 Planning and Development Council. A further interim report Downtown Cultural Hub Update was received by council at the March 9, 2015 Planning and Development Council meeting.

For council's consideration there is a Downtown Plan implementation report with three companion reports being presented at this meeting. The three companion reports are; The Downtown Parking Strategy, The Retail Strategy and this report The Downtown Cultural Hub Master Plan.

COMMENT/OPTIONS:

Downtown Cultural Hub Master Plan

Based on the objectives outlined for the Cultural Hub the study team evaluated the themes based on the five objectives endorsed by Council. While the dispersed theme which distributed the Library and Galleries to the former post office site best meets the objectives, staff continued with the following three options for evaluation:

Option One - Adapt Existing Facilities

This option identifies minimal improvements to the Oakville Library and OCPA buildings. Only the back of house deficiencies and accessibility issues are addressed at the theatre. A new studio theatre is built to the south of the OCPA sharing a new lobby space on Navy Street frontage. The existing library is expanded at the north end to provide additional program space on the main level. The additional space is shared between the library and Oakville Galleries. In this option, both the Post Office and Fire Hall site are sold for private development.

Option Two - Major Renovation of Existing Facilities

This option includes a major renovation of the OCPA- the existing theatre to be redeveloped as a 325 seat studio theatre, and a new 750 seat main theatre to be added to the south end of the building. The two theatres would share a new lobby space on Navy Street frontage. The existing library is expanded at the north end to provide additional program space on the main level. The additional space is shared between the library and Oakville Galleries. As in the first option, both the Post Office and Fire Hall site are sold for private development.

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Option Three - New Facilities on Centennial Square and Post Office Sites

This option considers a complete redevelopment of the Centennial Square site and the preferred dispersed development model identified through our public consultation process. The existing OCPA and Oakville Public Library will be demolished and replaced with new development. The OCPA will be located on the southern end of the site and will feature a new 750 seat main hall, a 325 seat studio theatre, a new large lobby, meeting rooms and flexible cultural space. The Oakville Public Library and Galleries will relocate to a new Downtown location along George Street. For Option Three, the Library was assumed to be relocated to the Post Office site. Key heritage elements are retained along Church Street frontage and a significant northern exposure of the existing building is expanded. A new mixed use building is introduced on Centennial site.

In all options, Centennial Pool will be demolished and relocated to the future South Central Community Centre on the Oakville-Trafalgar Memorial Hospital Lands. Fire Services will be relocated to the Trafalgar Park site at Rebecca and Kerr Street by 2017.

Park and Open Space

Two major open space areas are contemplated in all three options: a Navy Street Plaza and a new Riverfront Park on Centennial Square. These elements were identified through the Needs Assessment Space Study for the cultural buildings, the Use of Space Study completed by the town and extensive public feedback. These two elements were widely supported during the public consultation. The redevelopment of the Navy Street Plaza will provide the downtown with a centralized, outdoor community gathering area and purpose built event space. It would be designed to support a range of activities, including cultural festivals, open-air markets and community gatherings. The design of this plaza will complement the future revitalization of Towne Square.

The Riverfront Park is proposed for the area west of the Centennial Square facilities and east of the creek along Water Street. It will connect to the Navy Street Plaza. The intent is to provide greater public access to the riverfront with the intent to showcase the natural beauty of the space and the river, and enable a range of cultural experiences. It will provide new opportunities to display public art in open space and support performances in an outdoor amphitheater. The design of the park will be a flexible, innovative cultural space for Oakville. This element of the plan was one of the most popular among public consultation attendees.

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Option Assessment Summary

All options were analyzed against five key objectives. Option 3 performed the best throughout the analysis.

To contribute to a successful economically vibrant downtown

Option Three will attract the largest and most diverse visitation and distributes its activity throughout the downtown. It has the potential to draw the largest number of patrons due to the expanded capacity of the theatre, new residential and commercial opportunities. Locating a modern digital library and a consolidated Oakville Galleries centrally in downtown will create multiple cultural destinations. Option One is essentially a minor renovation and small addition to existing theatre space and will not be impactful. Limited improvements will be made to the galleries and library and will not greatly increase visitors to the downtown. Option Two does expand audience capacity for the theatre potentially increasing visits to the downtown, however does not expand the residential or commercial potential.

To create a cultural focus for the town in the downtown

Option Three provides the quality and scale of indoor and outdoor performance and event space that will make it competitive with other GTA facilities. Option One will not raise the current theatre complex to the same competitive/quality level as other municipal theatres in the western part of the GTA. Option Two does increase the capacity and competitiveness of the theatre complex but centralizes the cultural focus on a westerly site. It will not enable the development of a cultural district with multiple opportunities for artistic destinations. Adapting or renovating the current library space to accommodate digital services and a consolidated Oakville Galleries may not result in optimal cultural facilities that best meet their needs.

To provide facilities and infrastructure that meet existing and future needs

Option Three offers performance space that meets contemporary requirements of existing culture users and enables longer term competitiveness with other GTA cultural facilities. The sequencing plan for this option ensures flexibility to sequence individual projects within the larger plan which enables “shovel ready” projects to compete for federal and provincial dollars as they become available. Option One facilities will not meet future needs, particularly the theatre. Option Two will deliver improved facilities to meet current needs but has no opportunity for future flexibility and will not meet other key criteria.

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To protect and enhance the natural environment and cultural heritage of downtown

Option Three makes the best use of the heritage Post Office building, disperses activity closest to other heritage structures and districts and connects most effectively to the surrounding river landscape. This option maximizes public access to the natural beauty of two sites: the riverfront backing onto the Centennial Square site and breathtaking views of Sixteen Mile Creek and marshland from the former Post Office site. Option One and Option Two only showcase the Centennial Square riverfront.

To develop solutions that are financially sustainable

Option Three has the highest cost of the three options presented, but provides the greatest benefit in terms of direct services and amenities to the Town and residents, and also offers the highest indirect economic benefits to the downtown core and town. Because this option requires sequencing of construction in order to complete the plan, it also gives the town the flexibility to move forward on different components of the plan when it can afford to do so. It also enables “shovel ready” components to be eligible for federal/provincial funding without the constraints of being smaller elements in one large project. Option One costs the least; however future investment will be required within ten-fifteen years as it will continue to lose competitiveness with other cultural institutions, particularly the theatre. Option Two is less expensive than Option Three but does not meet other key criteria as the flexibility to sequence projects in an affordable schedule.

Public Consultation

The Downtown Plan is one of the town’s largest planning, development and public engagement projects to date. Public participation was critical to ensure we captured the needs and wants of the community, user groups, business owners and visitors. The Downtown Plan uniquely brought together the Downtown Cultural Hub and the Downtown Transportation and Streetscape Study to ensure that participation incorporated all elements of the downtown.

The Downtown Plan project was publicly launched in December 2013. Following the launch a number of engagement opportunities were employed to allow the public to provide input on the Downtown Cultural Hub study. These engagement events have included community open houses, targeted stakeholder workshops, an online discussion forum, surveys and monthly e-newsletters. A dedicated project website was also developed to house project materials and to allow the public to stay up-to-date on the events and activities associated with the project. The website served to complement the in-person open houses/workshops by providing an online portal for the public to submit their ideas and feedback on the work completed. Over 1,500

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residents and business owners actively participated in meetings, open houses, and workshops and over 1,800 individuals subscribed to the e-newsletter. Further, the DCH study benefited from the input received from a project Focus Group which included a diverse range of members from cultural groups, patrons, businesses and resident associations. The following is a brief summary of the major inputs received from consultation participants throughout the development of the Master Plan.

Attracting Visitors to the Downtown

Residents are tremendously proud of the unique places of interest already available in downtown Oakville. However, many residents have expressed a need for a more diverse range of activities and facilities that attract a greater number of visitors from outside the core.

Connecting the Downtown to its Surroundings

Downtown's beauty is reflected in its proximity to Lake Ontario and Sixteen Mile Creek, and in its historical character. Consultation participants outlined a need to consider linkages to the waterfront and the heritage district. High quality open spaces that connect to Sixteen Mile Creek, while supporting active and passive uses were identified as an important element of the proposed new cultural hub. Participants also commented on the need to provide connections to popular shopping destinations within the downtown but also on the adjacent side of the Sixteen Mile creek towards the Kerr Village.

Improved Cultural Facilities

The existing cultural facilities in the downtown are highly valued but they must be renewed and reinvented to serve the needs of existing and future users. In particular, flexible spaces that accommodate a range of different uses were highlighted as an important feature that should be considered for modernized or new cultural buildings in the downtown.

Supporting Uses

New cultural spaces in the downtown should be supported by a range of complementary uses. Participants agreed that the establishment of the cultural hub will provide an opportunity to introduce new housing and office uses in the downtown to help support the existing restaurant and retail offering.

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Urban Design

A number of participants expressed a desire for compelling new buildings that contribute positively to the image and activity of surrounding streets. Potential new facilities introduced at the hub should be at the forefront of design quality and should maximize the locational advantage to the waterfront.

The three DCH options as outlined in the Master Plan were presented at a Public Meeting on June 24, 2015 at the Oakville Centre for the Performing Arts. Following the meeting the options were made available on the town website. The following is a summary of additional feedback received at the public meeting and through 50 submissions received to date.

Timelines/Cost

There was discussion around what facilities do we need now, how long do we have to wait for new facilities and how are we going to pay for it. Some individuals and groups wanted an accelerated schedule to see a new theatre built sooner than later; others were focused on the costs, benefits and needs. Some individuals were concerned about postponing other projects in the capital forecast in order to build the Cultural Hub. Others were concerned about construction disruption especially the downtown merchants, business owners and residents. There was additional discussion if it was better to phase projects over a long period of time or complete them as quickly as possible.

To ensure the development of an affordable implementation plan projects have been sequenced in phases. It allows key elements to be considered as individual projects potentially eligible for provincial and federal funding, sponsorship and naming opportunities and enables the potential for public private partnerships. A sequenced implementation schedule ensures the downtown is not overloaded with multiple construction projects at the same time. It also ensures affordability. The Downtown Plan Implementation report on the same agenda identifies a financial strategy that would allow for the plan to move forward. Staff are recommending that the town not be the sole funder for this initiative.

Sale of Public Lands

Since the release of the options, this has been a controversial topic. Should the town sell off public lands to development? Some say do not sell any public lands on Centennial Square as it is a unique and desired location along the riverfront that should be kept in the public domain for the good of all the community. Others are in favour of selling town assets to help off-set the costs of a new cultural hub. Density was also a discussion item; build residential and business to bring new people in to

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the downtown core both during the day and evening; others think there is too much congestion already and do not want any high density. If development was to occur, residents wanted to ensure public access to the riverfront and/or include commercial/office/cultural facilities on the main/second floor of these developments.

Staff are recommending that the opportunity for additional residential and commercial be a key element of the downtown plan in order to encourage greater activity to support the downtown. Also the sale of the public lands will help the town finance the Downtown Plan. Staff do recognize that the potential sale of some of the public lands on the Centennial site is a significant concern. Accordingly in any redevelopment of the Centennial Square site public accessibility through the ground floor of the site should be mandatory.

Current Economic Situation

Several people asked will this cultural hub improve the current economic situation downtown; need to improve downtown business conditions before developing cultural hub – other say build the cultural hub to improve downtown conditions.

As part of the Downtown Plan staff have completed an economic study of the downtown which concluded that the cultural facilities would be a positive contribution to the long term viability of the downtown. Staff have undertaken in partnership with the BIA a retail Action Plan also on this agenda which sets out actions to be implemented by the downtown businesses' coordinate through the BIA.

Library

People were split on not only where these facilities should go but also about the programming. There seemed to be a fear that a digital library meant losing books. Many could see the need to modernize and increase the library offerings including digital, but others just wanted to ensure the library retained a sense of belonging for all ages. The vision of moving the library from Centennial Square to the former post office site was very difficult for many people. They felt moving the library would mean losing the view to the riverfront. Others could clearly see that with the right design, residents would gain not only more resources in a digital library but take advantage of a new riverfront view with new opportunities for outdoor space. Whether the library should be moved to another location downtown or even outside of the downtown core to the old OTMH site was also discussed.

The nature of the future facility and programming for the new library will be addressed through the library board's new strategic plan and the upcoming refresh of the Parks, Recreation, Culture and Library Master Plan.

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Theatre

From the patrons, community groups and users of the theatre most acknowledge the current inadequacies of the facility and consistently see the benefits of a new performing arts centre before the current building becomes obsolete. Some current user groups of the theatre were strong advocates for the need for improvements to the theatre. A few others do not see the need for theatre redevelopment. Some are more concerned with the programming and ticket prices and would like to see “better” acts. Everyone agreed that accessible amenities were necessary.

The analysis outlined in the Cultural and Performing Arts needs Assessment clearly outlines the need for the theatre facilities as outlined in the Master Plan.

Hotel and residential

Hotel would bring visitors and business rather than just people who are there mostly in the evening. Some do not want more visitors or traffic which causes more traffic congestion.

Hotel uses are currently permitted in the downtown and the Master Plan would allow for those uses to occur as part of redevelopment. Representatives of the hotel industry have indicated that a hotel within the four story height limits is not viable; but with increased height they could see an interest in developing a hotel downtown.

In addition the consultant has undertaken a traffic assessment which determined that the implementation of the Master Plan would not result in traffic congestion downtown.

Parking

It was pretty unanimous that providing enough parking for the new facilities was a must.

Parking for the cultural facilities will be provided. On the same agenda a Parking Strategy also recommends an additional 150 – 200 parking spaces to support the downtown.

For more detailed information on the public consultation plans please see Appendix B1 Downtown Plan Public Participation Plan December 2013–July 2014 and Appendix B2 Downtown Plan Public Consultation July 2014–October 5, 2015.

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Parking Strategy Impacts

While the Downtown Cultural Hub study was underway, the town requested that staff review the feasibility of a parking garage in the downtown. The conclusions of the Parking Strategy were received by staff in August 2015. While the assumption had been made early in the DCH study that parking lots would not be considered for cultural facility locations, the conclusion of the parking strategy study requires a reconsideration of that assumption. As the analysis shows that the construction of a parking garage on Lot 2 is not fiscally responsible and therefore Lot 2 should be considered as a possible site for DCH facilities

As a result, Option Three with the Library and Galleries on the Post Office site is now not the only configuration that would support for the dispersed theme. Either the library or galleries could be located on Lot 2 or another location along George Street, and achieve the same objectives.

Key Elements

In June we presented Option Three as a preferred option to the public however in light of information received from the public and through the Parking Strategy received in August, staff are recommending that council approve key elements as outlined in this report.

Staff are recommending that council approve the following key elements;

- A phased implementation plan for a dispersed model in the downtown:
- A Performing Arts Centre including a 750 seat main theatre and a 325 seat secondary theatre. Confirmation of the theatre types and sizes will be undertaken prior the implementation to ensure that we have the most current information on demand. Located on the Centennial Square site.
- New Library of approximately 40,000 sq. ft. that will reflect the strategic plan now being undertaken by the Library Board which will likely include a blend of traditional and digital services. Located centrally to the Downtown along George Street. Post Office offers a good location, however Lot 2 may also provide some opportunities.
- Oakville Galleries accommodated in up to 30,000 sq. ft. space consolidating their facilities currently located at the existing downtown library and Gariloch Gardens. Located at the former Post Office in synergy with the Library would be positive, however for the most part the Galleries are self-funded and may need alternatives which could be lot 2 or even as part of a residential development on the Fire Hall site
- Cultural Program Space with a preference that it is co-located with the performing arts centre.

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- A new flexible performance and events space in front of the new performing arts centre, incorporating Navy Street which can be closed to accommodate large gatherings. Design of the space will be coordinated with planned amenities at Towne Square.
- Riverfront Park between the Centennial Square facilities and Sixteen Mile Creek.
- Introduction of new residential and commercial uses within the Downtown on potential town sites such as the Fire Hall site, former post office site, Lot 2 located south of the former post office site.
- Introduction of new residential and commercial uses within the Downtown on Centennial Square site provided that the ground floor is publicly accessible.

CONSIDERATIONS:

(A) PUBLIC

The community has been extensively involved in the preparation of each of the Master Plans, strategies and action plans. Staff have consulted with the Downtown Focus group in the preparation of Downtown Cultural Hub report. Appendix B1 and B2 attached to this report outline the details of the public consultation. Notification has been provided to the Downtown Plan contact list of approximately 1800 and in the Oakville Beaver.

(B) FINANCIAL

The Downtown Plan represents a significant capital investment. The town's current annual capital funding envelope for non-growth related capital projects is in the \$50 to \$60 million range. An investment of the magnitude required to implement the plan will require a unique funding solution. As a result the 10 year capital forecast includes funding to explore the market interest in implementing Phase one as identified in the Downtown Plan Implementation Report.

The Town's 10 year Capital Forecast will be presented to the Budget Committee on the morning of October 5, 2015, and will be on the Town's website shortly thereafter.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Departments within each of the three commissions have been consulted throughout the preparation of the various studies

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(D) CORPORATE AND/OR DEPARTMENT STRATEGIC GOALS

This report addresses the corporate strategic goal to:

- enhance our cultural environment
- be the most livable town in Canada

(E) COMMUNITY SUSTAINABILITY

The recommendations of this report and those of the major studies informing the implementation strategy address each of the 4 pillars of sustainability – social, economic, environment, and cultural.

APPENDICES:

Appendix A Downtown Cultural Hub Master Plan

Appendix B1 Downtown Plan Public Participation Plan, December 2013–July 2014

Appendix B2 Downtown Plan Public Consultation, July 2014–October 5, 2015.

Submitted by:

Jane Clohecy, Commissioner Community Development

Colleen Bell, Commissioner Community Services

TOWN OF OAKVILLE

DOWNTOWN CULTURAL HUB MASTER PLAN

September 2015



STUDY TEAM

The development options discussed in this document have been designed by Urban Strategies and N. Barry Lyons Consultants Ltd with input from MHPM Project Managers (MHPM), P3 Advisors, Ward99 Architects (Ward99), Webb Management Services Inc.(Webb), the Oakville Galleries, Diamond Schmitt Architects Inc. (DSAI), Hatch Mott MacDonald (Hatch), Strybos Barron King Landscape Architects (SBK), and Oakville Town Staff. The development options also reflect feedback from the focus group, key community stakeholders and Oakville residents.

Focus Group

Loren Francis, Julia Hanna, Leon Hawes, Matthew Hyland, David Mallen, Doug McKirgen, Charlotte Meissner, Esther Merikanskas, Don Pangman, Sharlene Plewman, Gillian Santangeli, Bill Smith, Boyd Waites

Prepared For

Town of Oakville

Prepared By:

Urban Strategies Inc. & N. Barry Lyons Consultants Ltd.

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VIEW OF SIXTEEN MILE CREEK/WATER STREET

EXECUTIVE SUMMARY

The Town of Oakville has a reputation as a distinct cultural venue, with flourishing performing arts groups and a broad and engaged audience. That cultural presence has been an important and defining part of the life of the town. Since the downtown cultural buildings were built fifty years ago the town has grown almost four-fold in population and the range and depth of its cultural offering has grown alongside. The centennial-era Oakville Centre for Performing Arts, downtown Library and Galleries are however in need of renewal. They do not fit the needs of the broad and growing range of arts users for contemporary performance and exhibition and they are substandard with respect to accessibility and other requirements.

Decisions about the future character, location and specification of Oakville's principal cultural hub must also be taken within the larger context of the downtown, riverfront and lakefront. The Town's Livable Oakville plan sets clear aspirations for this most important district with respect to its retail and economic health and the way it sits within its distinctive historical and open space context.

This report represents the culmination of two years of extensive analysis of the Town's cultural facilities and recommends an exciting and achievable Master Plan for their comprehensive renewal in a way that optimises benefits for the Downtown and wider Oakville community and best celebrates its unique heritage and setting. The conclusions of the report have benefited not only from detailed technical market, costing, functional and design analysis, but from the active involvement of Oakville's cultural community, the users and patrons of the facilities, local businesses and residents.

The recommend Master Plan and the study are described in detail in the body of the report. The Key Elements of the Plan can however be summarised as follows:

- Dispersal of the cultural facilities within the downtown;
- A new Performing Arts Centre, consisting of a 750 seat main stage and a 325 seat studio theatre, large event sized lobby, meeting rooms and flexible cultural space should be constructed on the southern end of the Centennial Square site;
- A new Oakville Library with enhanced digital capacity should be constructed in a more central location in the downtown. The former Post Office site is a good central location for this use provided that renovations to the building to accommodate the new Oakville Library maintains the building's heritage façade;
- A new Oakville Galleries possibly coupled with the new Oakville Library should be constructed in a central location in the downtown;
- A new Navy Square Plaza that provides flexible event and performance space in front of the new Performing Arts Centre incorporating a re-designed Navy Street which can be closed to accommodate large gatherings;
- A new River Park including a new amphitheatre and park area on the Sixteen Mile Creek frontage of the Performing Arts Centre;

- Streetscape improvements along Church and George Street linking to Towne Square;

- A new purpose-built cultural innovation space should be developed as a component of the theatre, library or other cultural buildings to increase the Town's inventory of flexible, multi-purpose space. This space should serve as an ideal location for a wide variety of activities ranging from registered programs and camps, cultural workshops, art exhibits, meeting space, classroom space, pop-up events, cultural performances (dance, theatre, music), indoor festivals and special events; and

- Ancillary development of appropriate scale, urban design and use would be encouraged on the site of the existing Fire Hall and the northern part of the Centennial Square site.

This Master Plan recommends a dispersed approach with new facilities on Centennial Square, the Post Office and possibly on other downtown sites. It is intended to provide Council and the citizens of Oakville with direction on the future investment, location and design of its revitalised cultural hub and the wider downtown. The plan has been designed to allow flexibility to respond to changing circumstances and future community needs, and allows for a phased development approach that best supports the existing facilities. Much additional detailed work will be required to achieve successful implementation of the Master Plan but the recommended way forward will provide the Town with an agreed goal that is within the Town's resources and respects and celebrates its unique aspirations, character and setting.

01/INTRODUCTION

1.1 Project Overview

For many decades, Downtown Oakville has been the centre for cultural activities, performance and event venues and creative industries. The presence of a vibrant performing arts centre, gallery, library and cafes, along with active public spaces have contributed to the creation of a 'Cultural Hub' in the downtown. Centennial Square, the home of many of these facilities, represents a core component of that hub. The depth of the cultural offerings provided in the downtown has expanded alongside the town's growing population. However, the centennial-era facilities have now reached the end of their functional lifespan and are in need of major renewal or replacement to support the broad and growing range of arts users in the town.

In 2013, Urban Strategies Inc. (USI) and N. Barry Lyon Consultants Limited (NBLC) were retained by the Town of Oakville to undertake a Downtown Cultural Hub (DCH) study that would explore the optimal mix and make-up of new or redeveloped cultural facilities to best serve Oakville for the next fifty years or more.

The first phase of the study outlined, at a high level, the range of opportunities related to the development of a renewed cultural hub in the downtown and defined a redevelopment plan for the downtown that was consistent with the objectives of the Town's Cultural Master Plan, the Downtown Strategic Action Plan and that could support the vision for the downtown outlined in the Livable Oakville Plan.

The first phase of the study presented a range of opportunities for a Cultural Hub in Downtown Oakville. To better understand the feasibility of developing this hub, Town Council endorsed the initiation of a more detailed second phase that defined the full program in greater detail, assessed the implication of the development sites, and outlined capital and operating costs for new cultural facilities. Through this work several themes and options for the cultural hub were examined, combining different types of cultural facilities and utilizing different downtown locations. These themes and options were then assessed in terms of their provision of required cultural spaces and their fit in the downtown.

The development of this Master Plan represents a long term vision for the types of facilities that the Town should plan for to ensure a cultural hub of activity that serves the town as a whole. The Plan sets a direction for the preferred location for these facilities in order to achieve the goals and objectives of the Plan. It is intended to give direction and overall structure to the design of the cultural hub and outlines the role of the hub in the downtown. The Plan evaluates three development options that represent the full spectrum of opportunities available to the Town. These options range from modest upgrades of existing facilities to a complete redevelopment that allows for a greater mix of uses and more significant development opportunities in the downtown.

These options also consider the potential to cluster the program elements on the Centennial Square site and/or a more dispersed combination of locations including Centennial Square, the Post Office site and other available sites within the downtown. This Master Plan concludes with an evaluation of each option against the objectives for the DCH and identifies a preferred theme that will provide a set of directions for the implementation phase of work.

1.2 Vision and Objectives for the Downtown Cultural Hub

On July 7, 2014, Council endorsed a vision, objectives and an evaluation framework for the DCH and the Downtown Transportation and Streetscape Study (DTS), which together form the 'Downtown Plan'. The Downtown Plan vision is to create an attractive, active, animated and vibrant downtown where people come together to live, meet, work, shop, stay, interact and engage. It will be the cultural and social heart of the community where citizens and visitors can celebrate and experience the natural setting, heritage, culture and the arts.

Accompanying this vision are five objectives that are to be achieved with the implementation of the DCH.

The objectives are:

- To contribute to a successful economically vibrant downtown;
- To create a cultural focus for the town in the downtown;
- To provide facilities and infrastructure that meet existing and future needs;
- To protect and enhance the natural environment and cultural heritage of downtown; and
- To develop solutions that are financially sustainable.

Based on these objectives the study team prepared a number of due diligence reports that explored various themes and options for a renewed cultural hub. These investigations assessed the benefits of establishing new or redeveloped cultural facilities on the Centennial Square site or dispersing the cultural facilities throughout the downtown. Each approach carried a variety of design considerations and construction cost implications.

The findings of this work was initially used to develop five detailed development themes that were presented to Council in 2014. The themes were broadly organized based on a 'renovate' and 'new build' model. The 'renovate' themes included a status quo option that proposed to modernize the existing facilities as best as possible for accessibility, and an 'adapt existing' theme that included additions to the existing facilities to create enhanced program spaces. These modest upgrades would remediate the most immediate accessibility shortcomings and would provide some improvements to existing program functions.

The 'new build' theme considered complete redevelopment to accommodate new facilities that could either be centralized on the Centennial Square site, dispersed throughout the downtown, or partially relocated outside of the downtown. This would require a more significant investment but would better support the Town's cultural needs.

Following the endorsement by Council, Town Staff along with the DCH consulting team conducted an assessment to identify the preferred themes that best meet the intent of the DCH and align with the objectives and vision of the Downtown Plan. After the evaluation of each theme, the dispersed theme, that promoted distributing elements of the Town's cultural offerings throughout the downtown, ranked highest within the 'new build' model and the adapt existing theme within the renovation model.

Following this evaluation, three sets of options were developed and carried forward into the analysis undertaken in the final stage of the Master Plan: one under the 'new build' model and two under the 'renovate' model. These options are detailed in this report.

1.3 From a Vision to a Master Plan

The DCH study was publicly launched in December 2013. Following the launch a number of engagement opportunities were employed to allow the public to provide input on the DCH study. These engagement events have included community open houses, targeted stakeholder workshops, an online discussion forum, surveys and monthly e-newsletters. A dedicated DCH study website was also developed to house DCH materials and to allow the public to stay up-to-date on the events and activities associated with the DCH study. This website served to complement the in-person open houses/workshops by providing an online portal for the public to submit their ideas and feedback on the work completed. To date, over 1,500 residents and business owners have actively participated in meetings, open houses, and workshops and over 1,800 individuals have subscribed to the e-newsletter.

Further, the DCH study benefited from the input received from a Focus Group which included a diverse range of members from cultural groups, patrons, businesses and resident associations.

The following is a brief summary of the major inputs received from consultation participants.

Attracting Visitors to the Downtown:

Downtown residents have showed to be tremendously proud of the unique places of interest already available in downtown Oakville. However, many residents have expressed a need for a more diverse range of activities and facilities that attract a greater number of visitors from outside the core.

Connecting the Downtown to its Surroundings:

Downtown's beauty is reflected in its proximity to Lake Ontario and Sixteen Mile Creek, and in its historical character. Consultation participants outlined a need to consider linkages to the waterfront and the heritage district. High quality open spaces that connect to Sixteen Mile Creek, while supporting active and passive uses were identified as an important element of the proposed new cultural hub. Participants also commented on the need to provide connections to popular shopping destinations within the downtown but also on the adjacent side of the Sixteen Mile creek towards the Kerr Village.

Improved Cultural Facilities:

The existing cultural facilities in the downtown are highly valued but they must be renewed and reinvented to serve the needs of existing and future users. In particular, flexible spaces that accommodate a range of different uses were highlighted as an important feature that should be considered for modernized or new cultural buildings in the downtown.

Supporting Uses:

New cultural spaces in the downtown should be supported by a range of complementary uses. Participants agreed that the establishment of the cultural hub will provide an opportunity to introduce new housing and office uses in the downtown to help support the existing restaurant and retail offering.

Urban Design:

A number of participants expressed a desire for compelling new buildings that contribute positively to the image and activity of surrounding streets. Potential new facilities introduced at the hub should be at the forefront of design quality and should maximize the locational advantage to the waterfront.

This feedback has served to enhance our understanding of the downtown and the needs of various cultural groups.

02/THE CULTURAL HUB IN DOWNTOWN OAKVILLE

2.1 Overall Ambitions for the Downtown

This DCH Master Plan was conducted as part of the Downtown Plan study which includes the DCH Study and the Downtown Transportation and Streetscape (DTS) Study. The DTS study was completed in the spring of 2015 and is comprised of a Streetscape Master Plan including a Transportation Study for all downtown streets including a redesign for Lakeshore Road from Allen to Navy Street.

Together, the DCH and DTS studies provide a comprehensive plan for revitalization in the downtown core. These studies will ensure the downtown remains active and vibrant by encouraging a greater mix of uses, increasing the cultural character, creating important linkages to key destinations and improving road and parking access and conditions. As the new cultural facilities form a cultural hub within the downtown, the planned streetscaping and other open space improvements proposed as part of the DTS

study will become the spokes connecting that hub to the downtown's retail and business activity, its adjacent residential communities, its public spaces, the creek and the lake.

It is anticipated that the recommendations proposed in the DTS study will proceed in concert with the implementation of the DCH and associated open spaces, and will thus set the context for specific urban and architectural design of new buildings and places.

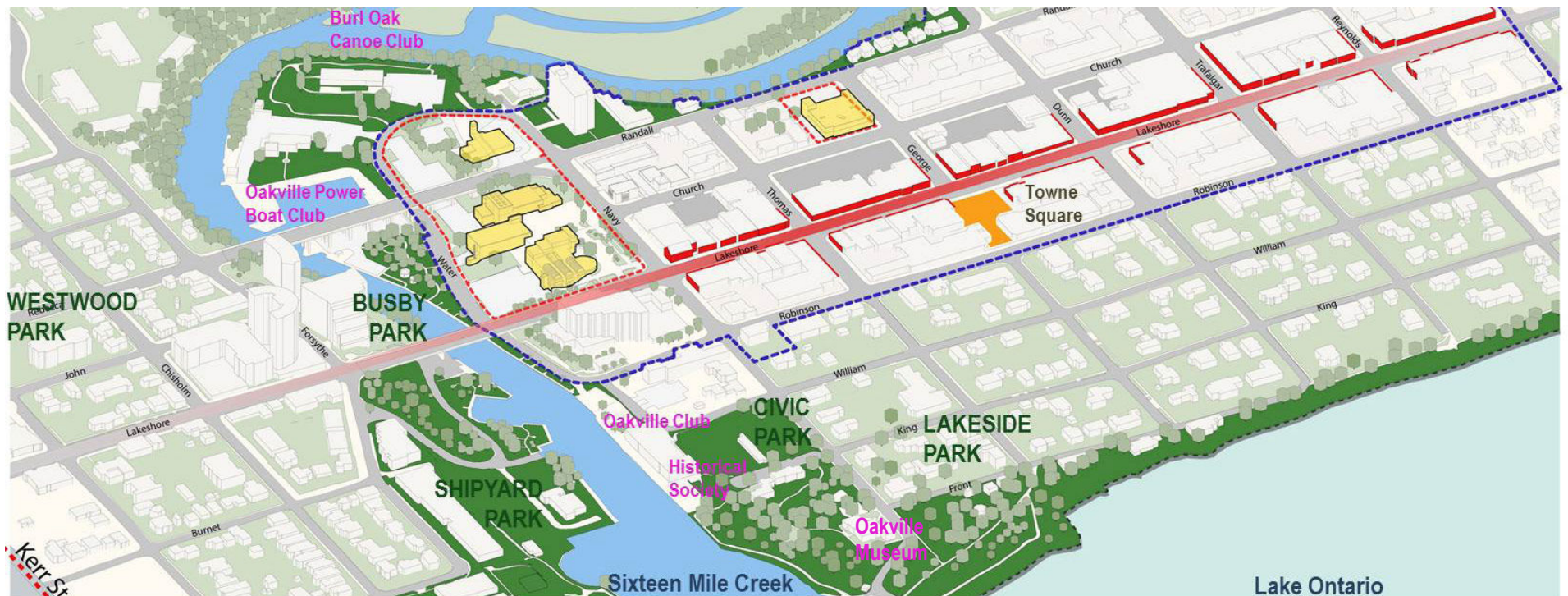


FIGURE 1: THE CREEK AND LAKESHORE

2.2 Available Buildings and Sites in the Wider Downtown Oakville Context

While the Town's cultural facilities are now all located on Centennial Square, other locations were also considered as potential homes for cultural components or as opportunities for co-development. A summary of the sites reviewed as part of this study is provided below.

2.2.1 Post Office Site

The former Canada Post office building, a property with heritage elements, has the potential to be repurposed for new cultural program uses. This corner site has the advantage of direct access to and frontage on three different streets (Randall, George and Church) and offers excellent ravine views of Sixteen Mile Creek to the north of Randall.

2.2.2 Fire Hall Site

The site currently occupied by Oakville Fire Station #3 is located immediately north of Centennial Square, at the top of a sloping terrain which allows for unimpeded views of Sixteen Mile Creek on most of the north, south and west sides and thus has considerable private development potential. For the purpose of this study we have assumed that the Fire Station function could be relocated to the Oakville Arena site at Rebecca and Kerr Street, which would continue to provide required fire service to the downtown.

2.2.3 Surface Parking Lots

Surface parking lots in close proximity to the Centennial Square site were also reviewed as part of this study to determine how these lands could best support the development of the cultural hub. Parking Lot 10 and 11A currently service the Performing Arts Centre and the Oakville Library and provide short-term parking (2-3 hours max) for patrons. Parking Lot 11B and the on-street parking west/north of Water Street are designated as long term parking (9hrs max). Given the proximity of these lots to Sixteen Mile Creek they are desirable lands for new open space areas that will increase the recreational opportunities in the downtown and support outdoor cultural events and programs. Parking Lot 6 and 6A were also considered as potential sites that would support the expansion of the Post Office to accommodate new cultural facilities.

As publicly owned lands these sites will play an important role in revitalizing the downtown, particularly along Church Street. The introduction of new uses on these sites will serve to enhance the vibrancy and attractiveness of the downtown, by providing additional housing options for Oakville residents, and by supporting the downtown restaurant and retail base.

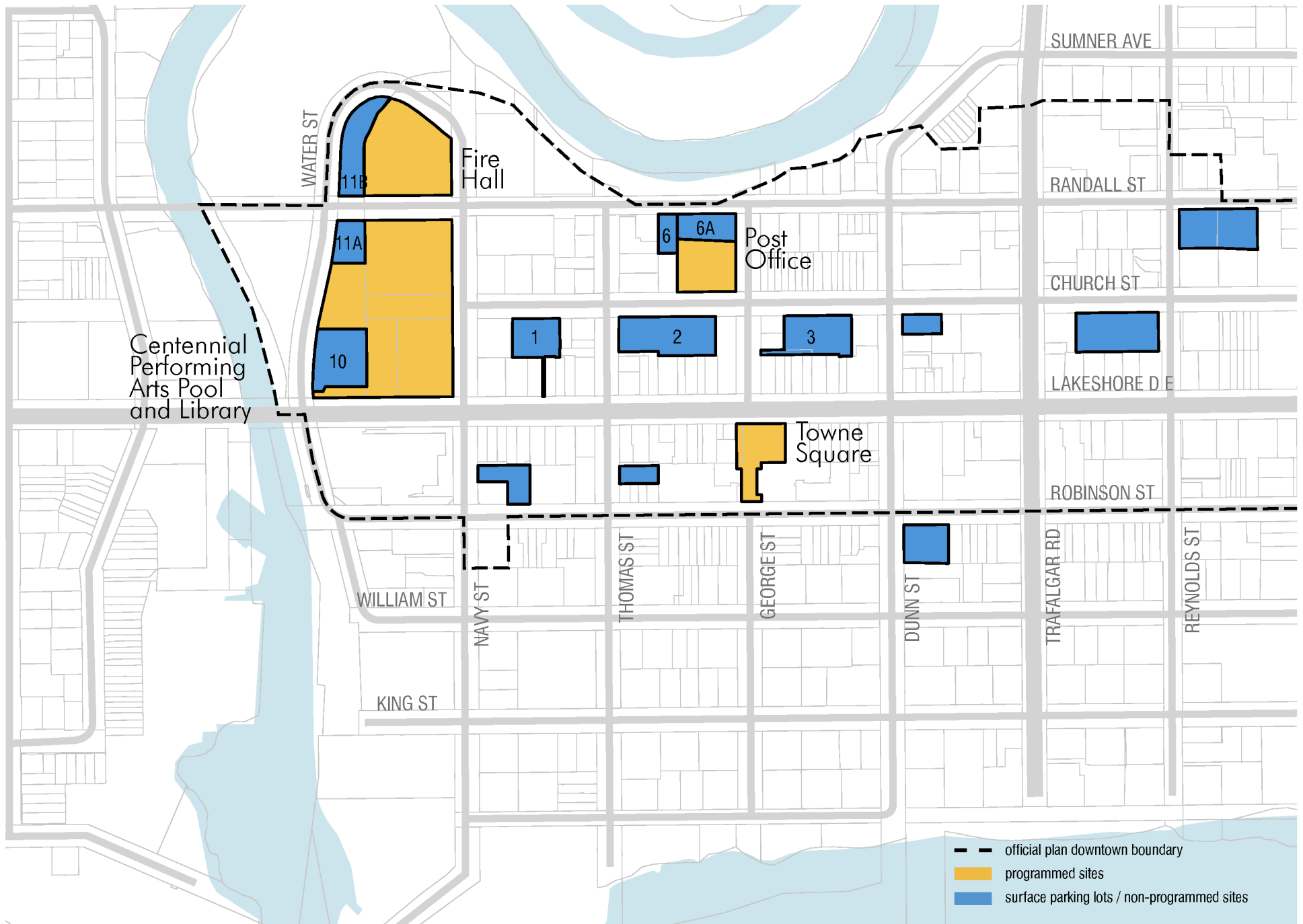


FIGURE 2: TOWN OWNED PROPERTIES IN DCH STUDY

2.3 Ambitions for the Cultural Elements

This Master Plan has been informed by three complementary Needs Assessment Studies for each of the primary cultural hub components: the Oakville Centre for the Performing Arts (OCPA), the Oakville Public Library, and the Oakville Galleries, which are appended to this report. A summary of the major findings and conclusions from each study is provided below.

To better understand the demand for cultural offerings and spaces within downtown Oakville, a number of key stakeholder interviews and group meetings with facility staff were organized, and two public surveys were issued. A series of important themes emerged from the meetings and interviews including the following; the majority of constituents are enthusiastic about the idea of culture in the downtown; there is consensus that current outdoor facilities in the downtown area are insufficient; there is a desire to take advantage of the landscape and river to create better outdoor performance facilities; and there is an opportunity to develop downtown Oakville as a visitor destination.

2.3.1 Oakville Centre for Performing Arts

The Needs Assessment for the performing arts centre included a review of the current operations and audiences in the existing OCPA, an assessment of the adequacy of the existing building, an extensive analysis of the market for performing arts events, and other potential meeting space demand both locally and regionally. This work also examined the size, facilities, and performance of competitive centres across the region.

This research found that there is a strong demand across the Greater Toronto Area for cultural programming that serves all population segments. In 2010, nearly all Ontarians aged 15 or older (99.7 per cent) participated in at least one arts, culture, or heritage activity; 39.4 per cent attended a popular musical performance such as pop/rock, jazz, blues, folk, country and Western; and 12.6 per cent attended a symphonic or classical music performance. Survey results from the 2011 Ontario Arts Engagement study also highlighted that 60 per cent of Ontarians attend professional music concerts at least once a year; 55 per cent attend professional plays or musicals; and 51 per cent visit art museums or galleries.

According to the findings of the report cultural consumers are seeking more stimulation, more convenience and more opportunities for an interpretation-rich experience. They are also more motivated by the social experience around the performance, as much as the performance itself. To meet these growing demands for cultural events and activities, and to respond to changing consumer behaviours, cultural facilities must provide spaces and services that are able to enhance the social experiences for audiences. They must also be flexible enough to provide options for audiences to engage with performances, and for the community to actively participate in activities that help express their own creativity. Further, facilities must be physically appropriate for a wider range of programming and their audiences and must meet all accessibility requirements.

The Assessment also highlighted gaps in existing services. The OCPA is limited in terms of how it can accommodate audiences, participants, users and touring programs. Though the facility is one of the most active regional venues, it has the smallest main theater which is currently not suitable for unamplified live music.

The facility is in need of upgrades to enhance accessibility and to remediate front and back of house deficiencies, and current users have expressed that the facility lacks adequate dressing rooms, lobby space, and the existing Studio Theatre is compromised in that it cannot be used simultaneously with the main theater.

The Assessment concluded that there is a need for new and higher quality performance spaces to augment the existing OCPA and Queen Elizabeth Park Community and Cultural Centre (QEPCCC), providing local and regional arts groups with access to larger capacity, better technology and different physical resources that allow for them to develop and expand their artistic endeavors.

A number of development options regarding performing arts facilities were outlined as part of this research. While the options differed in the type and configuration of the spaces, the study indicated that a new facility should have a large hall of between 600-800 seats and a secondary hall of 200-350 seats.

In view of these findings this Master Plan proposes three development options for the provision of future performing arts space in downtown Oakville. It carries forward a 750 seat arrangement for the large hall and 325 seat arrangements for the secondary hall. A further detailed study will be needed closer to construction to determine the exact size and type of facilities. The development options for the performing arts facilities include the following:

- A modification of the existing performing arts centre building, to remedy its accessibility deficiencies and poor back-of-house facilities and other shortcomings. This would consist of an absolute minimum improvement program. In addition, this development option would introduce a modest 325 seat studio theatre at the main floor level, and add to the existing building to incorporate a large event lobby;
- A more major renovation of the existing main theatre to become a 325 seat studio theatre and a new state-of-the-art 750 seat main hall developed adjacent to the redeveloped studio theatre. Both theatres would benefit from access to a new large event lobby. This concept best utilizes the existing facilities while providing enhanced theatre spaces; and
- A complete 'new build' that would comprise a 750 seat main hall, a 325 seat studio theatre, a large event lobby, as well as meeting and conference rooms. This concept would provide the greatest ability to create facilities that respond to existing and future cultural programming needs in the town.

Required gross floor areas, functional requirements and capital costs were prepared for each of the options. Each also has very different operating costs, market risk and performer and audience satisfaction characteristics.



VIEW OF OAKVILLE CENTRE FOR THE PERFORMING ARTS
LOOKING WEST

2.3.2 Oakville Public Library

A detailed needs assessment of the central branch of the Oakville Public Library (OPL) was also undertaken. This analysis involved an assessment of the current library building, a review of the state of contemporary library facilities design, and an understanding of the role a new central library might play within the overall Oakville Public Library system.

Stakeholder interviews and group meetings were conducted with Oakville Public Library staff as part of the Needs Assessment Study. Staff discussions focused on the existing conditions of the Oakville Public Library, the state of the existing library system, library programming and their ideas and vision regarding a revitalized downtown library building. Through these discussions staff noted the following issues; the central branch building is an obstacle to promoting library services and programs and is a place that has accessibility challenges; the building does not encourage creativity; the exterior main entrance is not inviting, it is hidden and not obviously identifiable from the exterior, the building is not a welcoming community space where the public can catch up on the latest events (local and global); and the auditorium is described as too small to provide the majority of library programs.



VIEW OF OAKVILLE PUBLIC LIBRARY LOOKING WEST

Staff expressed a need for the Oakville Library to provide for a digital learning environment that is fully integrated within the main library spaces and that can support and provide space for cultural innovation and creative programs. Further, staff noted a desire for outdoor green space to provide for additional lounge and programming space for its users.

In addition to the staff meetings a public survey was developed to understand the public's satisfaction with the Oakville Public Library building, services and programs.

Thirty-five percent of survey respondents indicated physical and visual accessibility is a problem inside and outside of the library and that the existing configuration of the stairs was problematic.

Over 40 per cent of respondents indicated that the existing building is dated, dark, uninteresting, uninviting and requires maintenance and upgrading. Nearly 30 per cent indicated that the interior layout is poor, cluttered, cramped, disorganized, inefficient and confusing. The existing library building was described as too small and the variety of spaces poor.

This analysis concluded that a larger library would be needed to provide a full range of library facilities serving all user groups.

If the current building were to be retained and redeveloped, a significant expansion on the main level would be required. If a new building were to be developed on Centennial Square or elsewhere in the downtown, space for an approximately 40,000 square foot building would be needed.

The proposed new or redeveloped Oakville Library is intended to serve as a 'Digital Creation Hub' for the downtown community and the entire Town of Oakville. While the Oakville Library will still provide traditional services, it will have a digital focus that will transform the library into a centre of collaboration by providing library spaces that are specifically designed for the people. This translates into providing opportunities for people of all ages and introducing spaces that offer equipment for use and loan (computers, laptops, e-readers, tablets), access to special programs (software training, recording and editing of music and videos, creation, design and production of art, objects or books) and physical spaces for social interaction, business, study and research that allow for the interaction of digital interfaces (touch screens, simulation rooms, interacting with virtual environments, etc).

These enhanced digital services will allow the Oakville Library to meet existing and future demand for technological supports and services.

2.3.3 Oakville Galleries

The Oakville Galleries prepared a Needs Assessment and Business Plan for the Gairloch Gallery (located in Gairloch Gardens) and the Centennial Gallery (located in the Central Branch of the Oakville Public Library). To complement this research a more recent assessment of the Oakville Galleries was prepared as part of the DCH study.

Both assessments found that the Galleries' potential and future growth was limited by the size and nature of its current facilities and that there is a strong need for the Oakville Galleries to co-locate its storage, exhibition, administrative and programmatic space under one roof. The findings of this work concluded that a new, separately identifiable gallery including visitor services, exhibition space, teaching/education space, and other required elements were needed in downtown Oakville.

Similar to the Oakville Public Library, the required program needs could be accommodated in a redeveloped and expanded facility at Centennial Square or in a new building in the downtown. Approximately 30,000 square feet would be needed to support existing and future needs.

2.3.4 Other Cultural Hub Opportunities

In addition to the improvements needed to the cultural facilities, the Needs Assessment Studies recommended the creation of flexible Cultural Program Space that could accommodate a range of uses. The establishment of a purpose-built cultural innovation space as a component of the theatre, library or other cultural buildings would increase the town's inventory of flexible, multi-purpose space. It is expected that this space will serve as an ideal location for a wide variety of activities ranging from registered programs and camps, cultural workshops, art exhibits, meeting space, classroom space, pop-up events, cultural performances (dance, theatre, music), indoor festivals and special events. The inclusion of this space within the DCH, and its close proximity to the key cultural establishments of downtown Oakville (Galleries, Oakville Library, OCPA and the Oakville Museum) will allow these entities to share in the access to and animation of this space.

There is also an opportunity to introduce ancillary uses such as a new restaurant, retail, offices, or other uses to support the cultural hub and expand the existing offerings in the downtown.



VIEW OF OAKVILLE GALLERIES LOOKING WEST

2.4 Ambitions for Open Space Elements

High quality open spaces that connect to Sixteen Mile Creek and the lakefront, while supporting active and passive uses were identified as an important element of the proposed new cultural hub. To determine the best function of new or enhanced open spaces the Town completed a Use of Space Visioning Study. This study, in conjunction with the DTS and previous phases of the DCH study, identified the following system of downtown open spaces that could be used for various kinds of cultural and community programming.

2.4.1 Centennial Square Plaza

In its current design, the Centennial Square is an awkward space with poor visibility and connection to the rest of the downtown. Through the redevelopment of the cultural hub and the streetscape improvements the Square could be transformed into a more attractive location for outdoor events which could be properly serviced and programmed for a range of performances and activities.

2.4.2 Navy Street

Navy Street fronts onto Centennial Square and could be redesigned to support the Square. Temporary closure of the street from Church to Lakeshore will provide for a significant expansion of outdoor activities on Centennial Square. This space could accommodate more frequent events such as farmers markets, festivals and celebrations that complement the existing events in the downtown.

2.4.3 George Street

George Street is a particularly important street, as it connects the former Post Office building and Towne Square into the heart of the downtown. The DTS study proposed the conversion of George Street into a flexible street to better support pedestrians in the downtown and to provide additional program space for events and activities. The study also encouraged enhanced streetscape amenities on George Street including a double row of street trees and an extra wide boulevard to strengthen the public realm connection between Towne Square and the Post Office site.

2.4.4 Riverfront Park

The area west of the existing cultural facilities leading down to the creek level is currently dominated by large parking lots. Poor landscaping and limited water's edge access has made the area undesirable/unattractive. The redevelopment of the Centennial Square site offers a major opportunity to connect the downtown and new cultural buildings with the lake and the river valley while providing much needed access to underused green and water spaces. A new riverfront park would link the riverfront with the new cultural facilities on Centennial Square. Planning for the cultural hub has assumed that the park could accommodate both passive and active uses and house a large open air amphitheater for performances and special events.

2.4.5 Connections/Open Space Linkages



















To the immediate west of Centennial Square is the Sixteen Mile Creek valley, an attractive green corridor animated with many water activities. However, visual and pedestrian connections to the creek are not obvious or well connected. The redevelopment of the Centennial Square site provides an opportunity to create new pedestrian linkages from Navy Street down to the water's edge.



WATER STREET LOOKING NORTH



CENTENNIAL SQUARE SITE PARKING LOT LOOKING WEST

DESCRIPTION	SIZE (SQ.F)
 Navy Street/Centennial Square	3,230
 Multi-use Surface (Gathering Space/Booths/Market)	1,200
 Stage	
 Digital Display Screen	
 Removable Bollards	
 Heritage Trees	
 Drop-off Area (Taxi, Service Vehicles, etc)	
 Riverfront Park Connection/Access	225
 Restaurant/Lounge	
 Riverfront Open Space	5,350
 Multi-Purpose Activity Surface	765
 Sculpture Garden	1,100
 Parking/Loading Area (Parking space could be expanded to the east)	570
 Amphitheatre Area 1-Fixed/Step seating Area 2-Movable/Flat seating Area 3-Stage (Stage and flat area could be shifted depending on number of people or could be removed for other activity purposed)	600 1,070
 Promenade (Pedestrian/Cycling Route)	935
 Service Route/New Water St.	1,680
 Playground Option1-South of Children's Library Option2-Within Riverfront Open Space	550 470
 Hard Surface Area (Public art display, Interactive Playground, etc)	

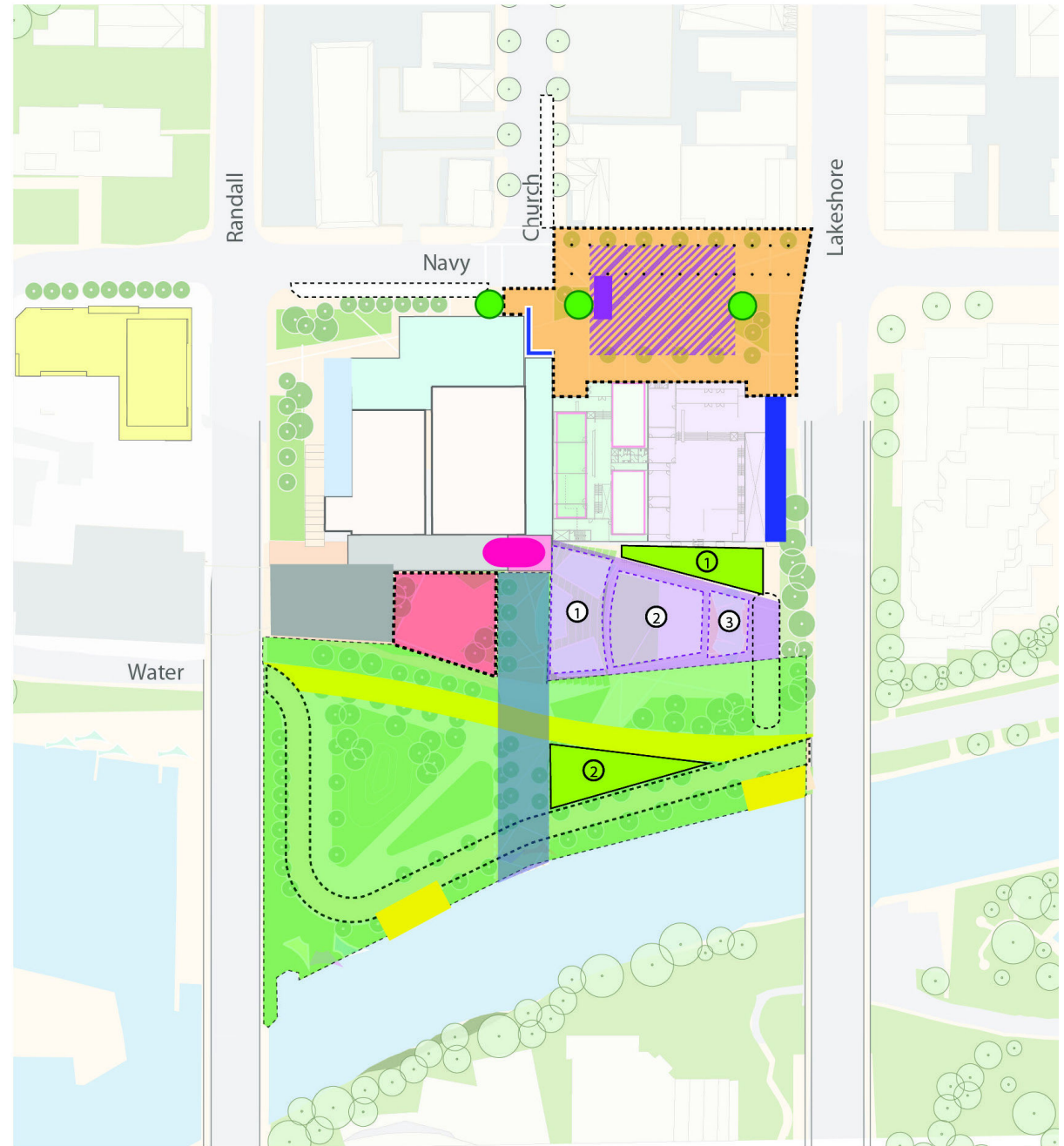


FIGURE 3: A CONCEPTUAL ILLUSTRATION OF THE FUNCTIONS AND POSSIBLE LAYOUT OF THE NEW RIVERFRONT PARK SYSTEM

03/THE CULTURAL HUB DEVELOPMENT OPTIONS

3.1 Approach & Inputs

Following the theme assessment and using the results of the Needs Assessment Studies along with feedback received from stakeholders, the public and Town staff, three development options under two development approaches ('renovate' and 'new build') were created. In addition to the primary cultural uses identified, opportunities for residential, office, restaurant and retail uses have been added to the use mix for each option.

In developing these options, environmental, heritage, geotechnical and planning issues were considered at each development site. Development on each site was assumed to be constrained within the guidelines established by Conservation Halton. With respect to the height of buildings, development was proposed within a framework that is appropriate for the site, but with some elements that are above the permitted height limit. A maximum height for new development of 4 storeys is currently proposed on the Post Office site, 6 storeys on the Lakeshore frontage of Centennial Square and 8 storeys on its Randall frontage, and 12 storeys on the Fire Hall site. The ultimate height of new development on each site will be determined through the Official Plan review process after an assessment of their adequacy to meet broader downtown revitalization objectives.

The pool will be demolished and relocated to the future South Central Community Centre to be located on the Oakville-Trafalgar Memorial Hospital Lands and the Fire Services are assumed to be relocated outside of the downtown to the Oakville Arena site at Rebecca and Kerr Street.

A summary of what each option delivers it provided below.

	Option 1: Adapt Existing Facilities	Option 2: Major Renovation of Existing Facilities	Option 3: New Facilities on Centennial Square and Post Office Sites
Performing Arts Centre	<ul style="list-style-type: none"> Renovated 495 seat main theatre New 325 seat secondary theatre New lobby New restaurant/lounge 	<ul style="list-style-type: none"> New 750 seat main theatre Renovated 325 seat secondary theatre New lobby New restaurant/lounge 	<ul style="list-style-type: none"> New 750 seat main theatre New 325 seat secondary theatre New lobby New restaurant/lounge New space for meetings/conferences
Oakville Library	<ul style="list-style-type: none"> Renovated and expanded digital library to meet all program needs 30,000 sf of program space required (does not include Administration and Bibliographic/Technical Services) 	<ul style="list-style-type: none"> Renovated and expanded digital library to meet all program needs 30,000 sf of program space required (does not include Administration and Bibliographic/Technical Services) 	<ul style="list-style-type: none"> Digital library program delivered on the post office site 40,000 sf of program space required (includes Oakville Public Library Administration and Bibliographic/Technical Services)
Oakville Galleries	<ul style="list-style-type: none"> Renovated and expanded gallery to meet all program needs 30,000 sf of program space required 	<ul style="list-style-type: none"> Renovated and expanded gallery to meet all program needs 30,000 sf of program space required 	<ul style="list-style-type: none"> Digital gallery program delivered on the post office site 30,000 sf of program space required
Cultural Innovation Space			<ul style="list-style-type: none"> 10,000 sf of cultural innovation space
Non Cultural Elements	<ul style="list-style-type: none"> Opportunities for new private development on the Post Office and Fire Hall sites 	<ul style="list-style-type: none"> Opportunities for new private development on the Post Office and Fire Hall sites 	<ul style="list-style-type: none"> Opportunities for new private development on the Fire Hall site A mixed-use building on the Centennial Square site consisting of a six storey podium with mixed-used opportunities at the base, and an eight storeys residential development

3.2 Option One: Adapt Existing Facilities

Option One involves minimal improvements to the existing Oakville Public Library and OPCA buildings to fix the most immediate accessibility shortcomings of the existing facilities. In this option the existing main stage of the OPCA is retained at 495 seats and its accessibility and back of house deficiencies are remedied. A new studio theatre is built to the south of the remodeled OPCA sharing a new lobby space on the Navy Street frontage.

At the Oakville Library site, the existing building is expanded at the north end to provide additional square feet of program space on the main level. This additional space is shared between the Oakville Galleries and Library.

To support the long-term maintenance of the existing cultural facilities and to enable other improvements within the downtown, the Post Office and Fire Hall sites are considered to be sold in this option. At the Fire Hall site a mid-rise residential building fronting Randall and Navy Street is anticipated. The building would include a six storey podium and an additional six storeys of residential above, for a total building height of 12 storeys.

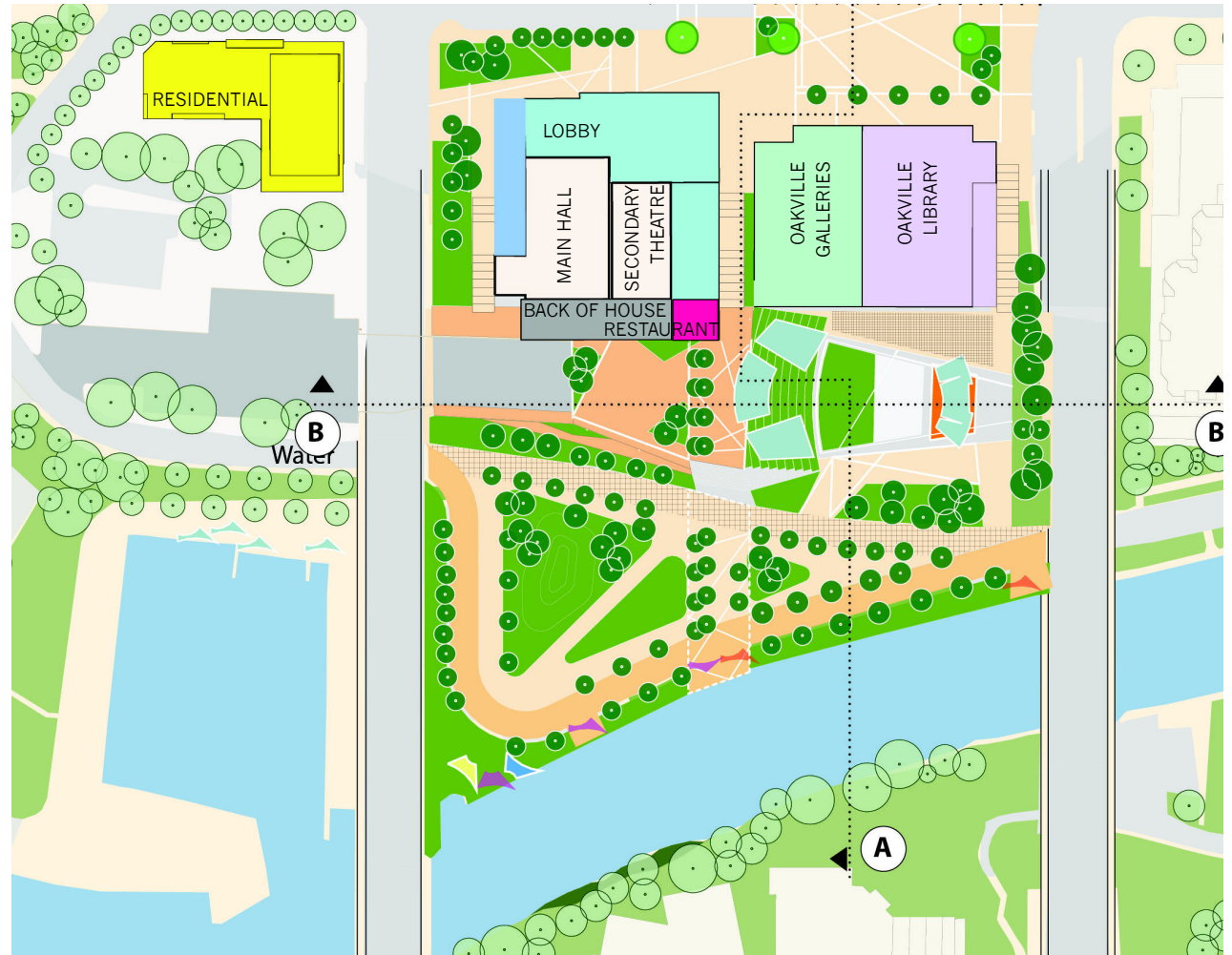


FIGURE 4: ADAPT EXISTING FACILITIES



FIGURE 5: ADAPT EXISTING FACILITIES LOOKING NORTH WEST



FIGURE 6: ADAPT EXISTING FACILITIES LOOKING NORTH EAST

3.3 Option Two: Major Renovation of Existing Facilities

Option Two considers a major renovation of the existing OCPA. The existing main theatre is redeveloped to become a 325 seat studio theatre, and a new 750 seat main theatre is built to the south of the existing building. The redeveloped studio theatre and new main theatre share a new lobby space on the Navy Street frontage.

As with Option One, this option assumes the existing Oakville Library building is expanded at the north end to provide additional square feet of program space on the main level. This additional space is shared between the Oakville Galleries and Library.

To support the long-term maintenance of the existing cultural facilities and to enable other improvements within the downtown, the Post Office and Fire Hall sites are considered to be sold in this option. At the Fire Hall site a mid-rise residential building fronting Randall and Navy Street is anticipated. The building would include a six storey podium and an additional six storeys of residential above, for a total building height of 12 storeys.

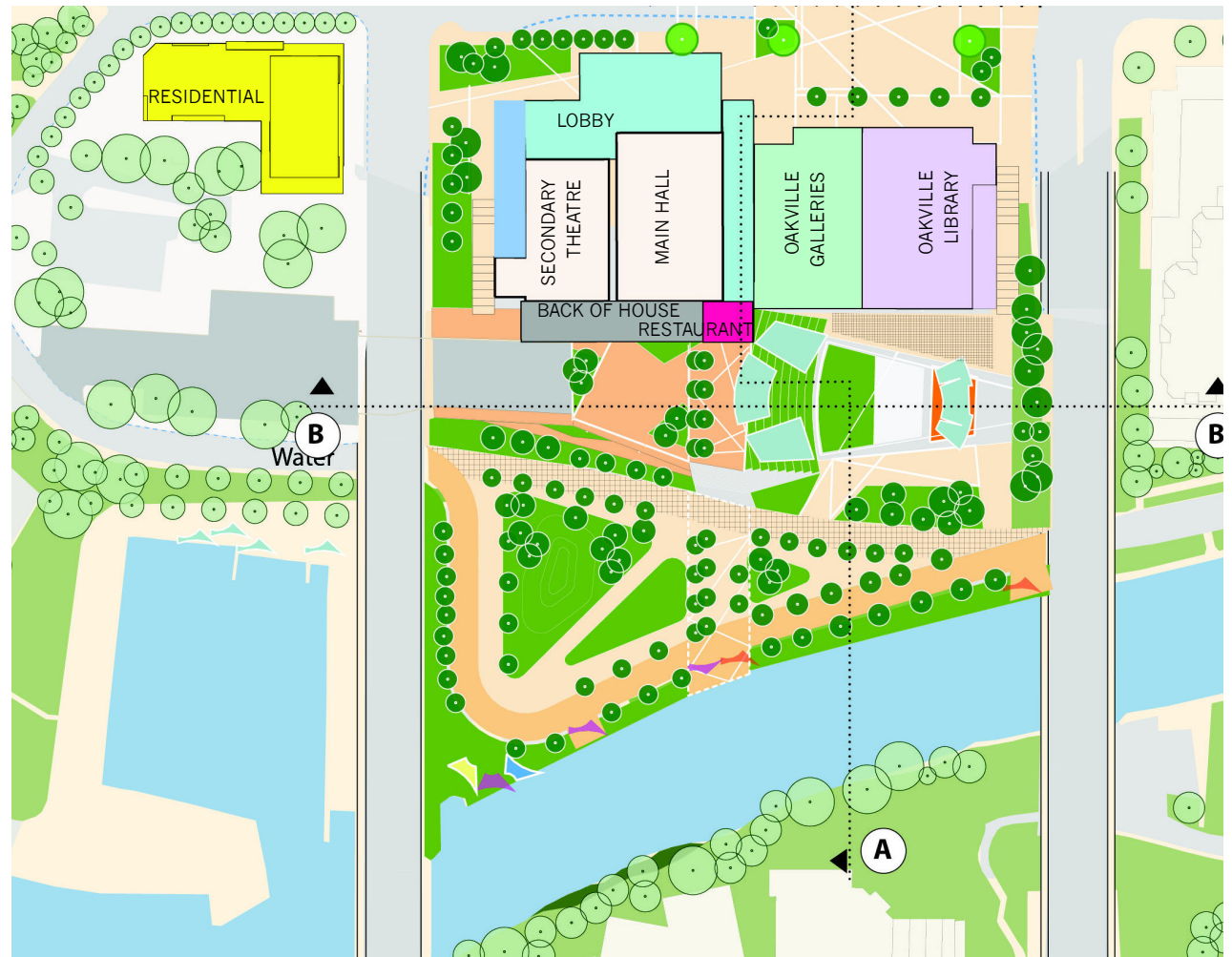


FIGURE 7: MAJOR RENOVATION OF EXISTING FACILITIES



FIGURE 8: MAJOR RENOVATION OF EXISTING FACILITIES LOOKING NORTH WEST



FIGURE 9: MAJOR RENOVATION OF EXISTING FACILITIES LOOKING NORTH EAST

3.4 Option Three: New Facilities on Centennial Square, Post Office and Other Downtown Sites

Option Three considers a complete redevelopment of the Centennial Square site and a dispersed cultural development model. The existing OCPA and Oakville Public Library will be demolished and replaced with new development. The OCPA will be located on the southern end of the site and will feature a new 750 seat main hall, a 325 seat studio theatre, a new large lobby, meetings rooms and flexible cultural space.

The Oakville Library and Galleries could be relocated to the former Post Office site. The re-use of the Post Office site would assume the retention of the heritage elements along the Church Street frontage and a significant northern expansion of the existing building. An additional lot to the northwest of the site owned by the Town is proposed to be included in this concept to accommodate the required gross floor area requirements of the both the Oakville Library and Galleries.

At the north end of Centennial Square, a new mixed-use building is introduced. The building includes a six storey podium with mixed-use opportunities at the base, and eight storeys residential development. At the Fire Hall site a mid-rise residential building fronting Randall and Navy Street is anticipated. The building would include a six storey podium and an additional six storeys of residential above, for a total building height of 12 storeys.

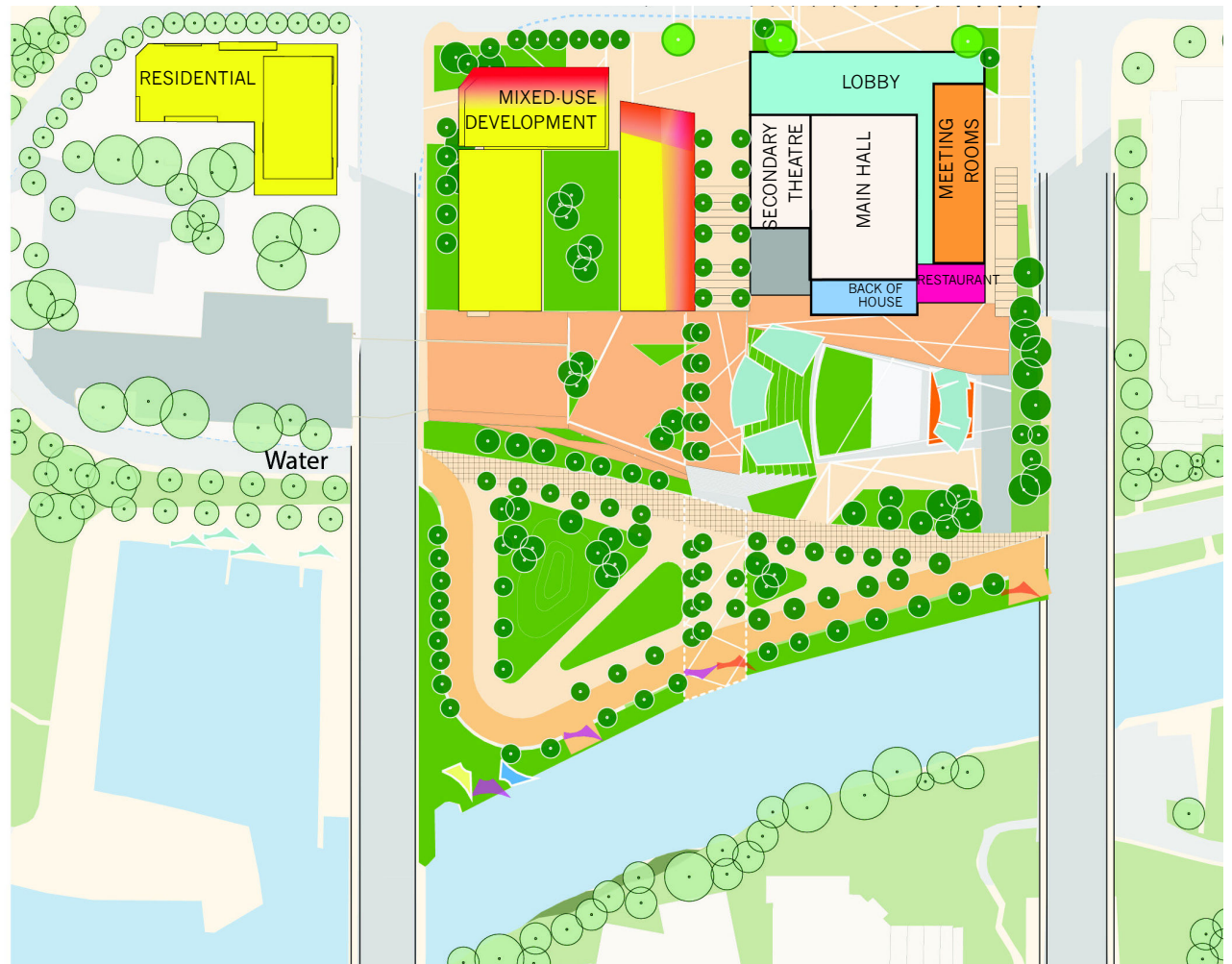


FIGURE 10: NEW FACILITIES ON CENTENNIAL SQUARE



FIGURE 11: NEW FACILITIES ON CENTENNIAL SQUARE LOOKING NORTH EAST



FIGURE 12: NEW FACILITIES ON CENTENNIAL SQUARE LOOKING NORTH WEST

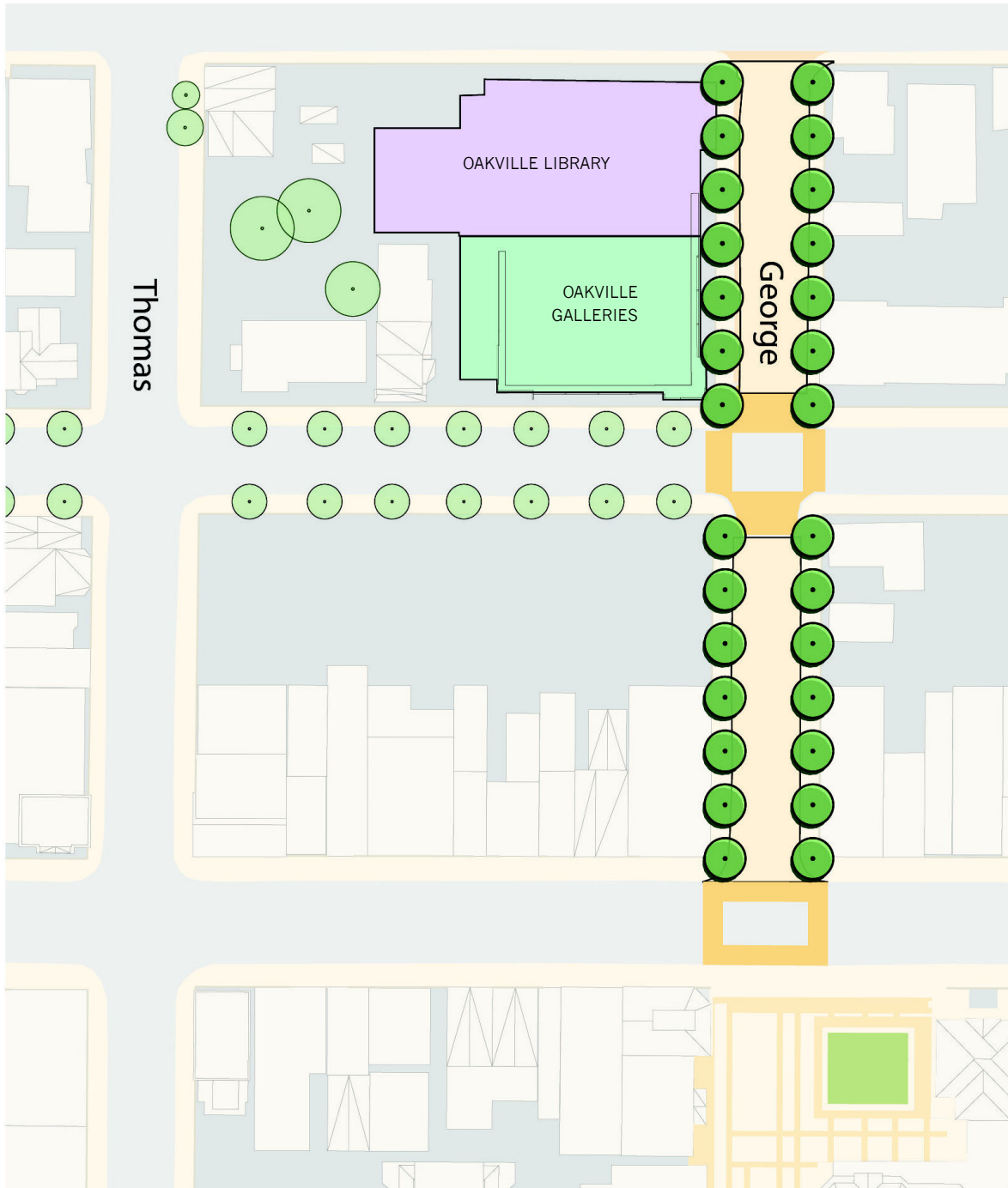


FIGURE 13: NEW FACILITIES AT POST OFFICE



FIGURE 14: NEW FACILITIES AT POST OFFICE

3.5 Open Space

The Open Space elements are largely identical in all development options and are based on the Needs Assessment Studies for the cultural buildings, the Use of Space Study completed by the Town, and public feedback. Two major open spaces areas are contemplated that will serve to support the new cultural offerings in the downtown.

3.5.1 Navy Street Plaza

The redevelopment of the Navy Street Plaza will provide downtown Oakville with a centralized outdoor community gathering area and purpose-designed event space. The flexibility of the design of this space will allow for the hosting of short-term and one-off events, as well as longer-term, on-going and larger-scale community events and activities (including cultural festivals, open-air markets, and community gatherings), for which suitable space does not currently exist. The positioning of this space at Lakeshore Road and Navy Street will allow for the creation of a community gateway that connects the animation of downtown to the parkland and riverfront adjacent to Water Street.

The design of the Navy Street plaza will be developed to complement and balance the future plans for the revitalization of Towne Square. Where future plans recommend that Towne Square be programmed with smaller performances and seasonal animations that augment the business and

retail environment of the square, the proposed Navy Street plaza will more adequately provide flexible event space and amenities, including the ability to expand the surface area of the space through temporarily closing Navy Street, between Church and Lakeshore for hosting larger events.

This space will be programmed by Town departments, community organizations, and individuals wishing to host events and activities meeting the mandate of the space. When not programmed with animations or community events, the Navy Street Plaza will adapt for use as casual congregation and community space. Intended to attract engagement and establish a sense of place, this space may include moveable tables and chairs, planters, sunshade, and passive activity options including chess boards, reading areas, and a water feature.

3.5.2 Riverfront Park

A new Riverfront Park is proposed for the area west of the Centennial Square facilities and east of the creek along Water Street and will connect to the public square area proposed for the corner of Lakeshore Road and Navy Street.

The Riverfront Park is envisioned to use landscape design principles to immerse visitors of all ages in the physical, cognitive, social and emotional elements of cultural learning and experience. While this vision is a departure from the

existing purposes of the Town's established parks and green space, the design of the Riverfront Park is intended to draw on how physical space and the natural environment can stimulate cultural experiences.

It is expected that this space will serve as an ideal space for a wide variety of planned and organic, active and passive activities. The amenities of this space are envisioned to accommodate new and emerging cultural interactions, including displays (public art, sculpture, outdoor exhibits), an interactive playground, provisional recreation space as well as opportunities to engage in the riverside ecology of the area, and showcase the history of the region.

Riverfront Park is intended to become an innovative outdoor venue that will support and showcase the cultural talent and creativity of the Oakville community on both large and small scales.

A major feature of the park will be an outdoor amphitheatre that can accommodate over 1,600 people over three levels but, that can also be transformed into a more intimate space for smaller gatherings. The ultimate design of the park will ensure maximum flexibility and will incorporate uses that draw visitors in all seasons, day and night.



FIGURE 15: VIEW OF PROPOSED RIVERFRONT PARK LOOKING EAST

04/PARKING, TRAFFIC & ACCESS CONSIDERATIONS

A fundamental prerequisite to all parking solutions is to ensure any improvements created by new facilities, public realm and street investments are not adversely impacted by any parking solution.

In order to assess the parking requirements for the DCH proposed development options, a comparison of the required parking rates was conducted using the Parking Generation Manual, 3rd Edition published by the Institute of Transportation Engineers (ITE), as well as the Town of Oakville, City of Toronto and Mississauga parking bylaws for the PM peak hour.

Town of Oakville Zoning By-law 2014-014 does not contain requirements for theatre uses. A first-principle methodology was used to estimate the parking requirements for this type of land use.

Parking requirements for the Oakville Library and Galleries uses are slightly higher than the rates published by ITE, while the requirements for residential condominium uses with units greater than 807 square feet are slightly lower than the ITE rates.

For the DCH Centennial Square site, the existing Oakville Library is approximately 45,700 sq ft and the Galleries is approximately 3,300 sq ft. The By-law required parking for these two uses is higher than the estimates using the ITE parking rates. Given the potential for shared parking between the uses proposed for the Centennial Square site, this analysis has been based on the lower ITE parking rates that differentiate between the library and museum/gallery parking rates.

For all options there is a consistent approach to parking for the primary sites. All development options are proposing removal of Parking Lot 10 and retention of Lots 11A and 11B. In addition, all options assume that Water Street between Randall Street and Lakeshore Road will be converted into a flexible street with pedestrian priority.

Centennial Square will maximize the underground parking provided and replace any lost parking due to the proposed riverfront park. The Fire Hall site will deliver all its required residential parking with two to three levels of underground parking.

A parking review of the Centennial Square site and surrounding area has shown that there are approximately 53 parking spaces being used by others that are not associated with the existing Centennial Square site. The DCH parking estimates assume that these spaces must be replaced within or in the proximity of the redevelopment site.

The following section describes the particular parking differences for each option:

4.1 Option One: Adapt Existing

Working within the constraints of maintaining and expanding the existing facilities, an underground parking facility is proposed below the new studio theatre and the expansion area of the Oakville Public Library. Development proposed on the Fire Hall site would need to meet the Town's requirements. No development is proposed for the Post Office site.

It is estimated that this option will require a minimum of 305 parking spaces. The proposed underground parking facility can accommodate approximately 128 spaces over two levels. The shortfall of 177 spaces will need to be provided elsewhere in the downtown.

4.2 Option Two: Major Renovation of Existing Facilities

As with Option One, this option can accommodate underground parking below the new main hall and the expansion area of the Oakville Public Library. Development proposed on the Fire Hall site would need to meet the Town's requirements. No development is proposed for the Post Office site.

It is estimated that this option will require a minimum of 356 parking spaces. The proposed underground parking facility can accommodate approximately 128 spaces over two levels. The shortfall of 228 spaces will need to be provided elsewhere in the downtown.

4.3 Option Three: New Facilities on Centennial Square, Post Office and Other Downtown Sites

In this option the entire Centennial Square site is being converted to cultural and residential uses and therefore utilized for underground parking. Development proposed on the Fire Hall site would need to meet the Town's requirements.

A new Oakville Library and Oakville Galleries are proposed for the Post Office or other downtown sites.

It is estimated that this option will require a minimum of 422 parking spaces. It is possible to accommodate the required spaces within the proposed underground parking facility on the Centennial Square and Post Office sites.



FIGURE 17: CONCEPTUAL PARKING FOOTPRINTS
DOWNTOWN CULTURAL HUB MASTER PLAN 35

4.4. Considerations for Parking Entries, Servicing and Circulation

All options will need to deliver a clear and efficient drop-off, and parking and servicing strategy for the cultural components while also managing the variety of land uses on the Centennial Square site.

4.4.1 Centennial Square Access Locations

Centennial Square is anticipated to generate a total of 94 net new inbound trips and 24 outbound trips in the weekday PM peak hour based on the development options. For a single entry lane ramp equipped with push button entry control, generally a capacity of 400 vehicles per hour is considered appropriate. Based on the peak inbound vehicular volumes, it is anticipated that a single lane entry ramp would serve the expected demand adequately. However, a secondary access in addition to a primary access should be provided to deal with emergency situations. Four potential locations have been identified for the primary access:

- Randall Street – At-grade access from Randall Street west of Navy Street intersection;
- Navy Street – West of the Navy/Church Street intersection by providing a west leg to form a 4-leg intersection;
- Lakeshore Road – From Lakeshore Road west of the Navy Street intersection; and
- Water Street – From north and south under the Randall Street and Lakeshore Road bridges, respectively.

A primary all-turns access from Randall Street west of Navy is not feasible given the proximity of the Sixteen Mile Creek structure and requirements for corner clearance from Navy Street. A primary access from the Navy/Church Street intersection and Lakeshore Road, in conjunction with the closure of the section of Navy Street between Lakeshore Road and Church Street, and conversion of Navy, Randall and Church streets to two-way traffic flow would increase vehicular traffic on the Navy Street, Randall Street and Church Street corridors, and increase conflicts with pedestrians in the Navy Street – Church Street area. A primary access from the south via Water Street under the Lakeshore Road bridge to access the Library area may be possible but would need to be buffered from the pedestrian areas and amphitheater proposed in the southwest area of the site.

The existing parking Lot 11A is to be retained and access from the south for visitor and commercial vehicles that passes through the lot to an entrance to underground parking below the new building proposed between the Performing Arts Centre and the Library may also be possible. However, both of these accesses would be located within the flood plain area of Sixteen Mile Creek and will require the entrance to the underground parking to be set above the flood line.

A secondary access from the Navy and Church Street intersection into the underground parking could be considered as an alternate access that is located outside of the flood line and hazard lands. However, this would have potentially negative impacts on the public realm character and flexibility from Lakeshore to Randall.



FIGURE 17: POTENTIAL ACCESS LOCATIONS

05/COST AND OPTION ASSESSMENT

5.1 Cost Considerations

An objective of the Downtown Plan is to develop solutions that are financially sustainable considering three main financial components – operating costs, capital investment and risk management. Following is a description of the methodology and results of an order-of-magnitude assessment of costs and revenue opportunities relating to each of the DCH development options. Project capital, operation and maintenance costs are calculated. For the purposes of this analysis, an implementation contingency (assumed to be 15% of capital costs) is included in consideration of additional project costs relating to accessibility standards, possible facility and program relocations, phasing, financing and project risk. These costs will be further refined in later phases of work through business plan analyses for the DCH components.

5.2 Capital Cost Assessment

Order of magnitude estimates of net costs relating to each of the potential DCH options has been developed through input from the Town, public stakeholder groups and other consultants including MHPM Project Managers (MHPM), Ward99 Architects (Ward99), Webb Management Services Incorporate (Webb), Diamond Schmitt Architects Incorporated (DSAI), Hatch Mott MacDonald (Hatch) and Strybos Barron King Landscape Architects (SBK). This cost assessment relies on cost information and precedent research provided by the study team consultants and Town staff in order to synthesize the order of magnitude capital costs in each theme.

It should be noted that the capital cost of each facility has been updated from previous phases of work and is based on refinements to programming requirement estimates developed by the Town and its consultants with construction cost experience from similar projects.

A number of key assumptions have been incorporated in the capital cost estimates for each DCH option. These assumptions are outlined in Appendix D.

Note that these capital cost estimates include the cost of the Oakville Galleries space which would be funded independently.

The following are the range of expected gross cost estimates for each of the three DCH options:

- The costs of adapting the existing cultural facilities in Option One ranges between \$95 and \$107 million;
- Option Two's major renovation and expansion of existing facilities is estimated to cost between \$112 and \$146 million; and,
- Option Three's dispersed cultural hub with new cultural facilities is estimated at between \$158 and \$207 million.

5.3 Potential Revenue From the Sale of Land

For the purposes of this study, three of the Town-owned sites are considered available for potential sale or use as part of the near-term redevelopment of the DCH. This includes the Centennial Square site itself, the existing Fire Hall site, and the former Post Office site. The revenues associated with the sale of redevelopment rights or the outright sale of parcels would be subject to the determination of height and density through planning policy, as well as prevailing market conditions at the time of sale. It is understood that there may be an opportunity in the near future to reconsider the appropriate height and density for important locations in the downtown.

Based upon the gross floor area estimates developed for the three parcels in each of the varying DCH options, this assessment has produced a land value analysis for the redevelopment sites. The analysis seeks to establish the estimated land value (RLV) based on what a developer building out the site and requiring a 15% profit on gross revenue, might be willing to pay for the land.

The basic methodology of the RLV analysis determines the revenue attributed to the project, less the hard and soft costs of developing the project, resulting in a calculated “Residual Land Value and Profit”. The profit value is then subtracted

from this amount to determine the residual land value, or the value attributed to the site once all revenues and costs associated with the proposed development are accounted for. This value is then discounted to the present day to give the RLV, or land value of the site, in present dollars.

Market inputs for each RLV analysis have been developed through a review of actively marketing condominium apartment projects and a review of recent commercial lease activity in downtown. A number of key assumptions have been incorporated in the pro forma analyses used to estimate potential land sale revenue for each DCH option. These assumptions are outlined in Appendix D.

For the purposes of this analysis, the estimated revenue potential from the subject sites if sold today could range from \$21.9 to \$29.7 million in present dollars, depending on the DCH option, associated building heights and the pro forma assumptions herein. The summary tables at the end of this section summarize the range of potential revenue estimates in each option.

5.4 Capital Cost Recovery

In each of the DCH options, it is assumed that the costs associated with the construction of Oakville Galleries facilities would be funded independently and are recoverable by the Town. Full cost recovery is assumed. Based on the options assessed in this analysis the value of the Oakville Galleries spaces are estimated to range between approximately \$11.5 and \$18.2 million.

5.5 Other Revenue Sources

Other opportunities for revenue generation are also important to note. While the following potential revenue sources have not been included within the financial models at this stage of the analysis, cultural facilities typically attract significant amounts of public and private funding. It is anticipated that a program to solicit donations would be part of any capital funding strategy. Provincial and federal funding programs have, in the past, provided funding for similar facilities. However, for the purposes of this analysis, we have not assumed any funding from these sources.

Among others, potential revenue sources that should continue to be considered as the DCH study progresses include:

- Deferred capital maintenance costs;
- Opportunities for the sale of naming rights or sponsorships;
- Fundraising and endowments from philanthropic sources; and,
- Contributions from senior levels of government.

5.6 Summary of Potential Investments

To the extent possible, the cost estimates for each item in the DCH options are illustrated in Tables 2-4 as modules which account for itemized capital project costs. That is, hard building construction costs, parking costs, furniture fixture equipment and soft costs are itemized independently.

While the inclusion of space for the Oakville Galleries forms an important cultural component of the DCH options, the capital cost of this facility is beyond the purview of the Town. The cost for new space for the Oakville Galleries as part of a DCH redevelopment would have to be funded independently and would not be incurred as a Town cost. For the purposes of this study, the Oakville Galleries costs are illustrated separately from Town facilities.

Tables 2-4 summarize the order of magnitude capital costs and revenues for each DCH option. Project costs and potential land revenues are illustrated as order of magnitude estimates in present dollars. We note that these costs should be considered estimates at an order of magnitude level as detailed architectural plans or quantity survey analyses have not been undertaken. Moreover, these costs represent a snapshot of one-time costs and exclude any detailed accounting of financing costs, operating and maintenance costs, construction escalation, as well as costs relating to project risk.

When considering capital recovery and land sale revenue, the Town's potential capital investment for each option would be as follows:

- Option One is estimated to range between about \$61 and \$67 million.
- In Option Two, the Town's capital investment is estimated to range between \$79 and \$106 million; and,
- In Option Three, the Town's potential capital investment might be in the order of \$120 to \$159 million.

We note that there could also be opportunities to include Oakville Galleries facilities at the base of private development on Centennial Square in Option Three. Compelling a developer partner to provide this space could reduce the site's potential land sale revenue, but may also provide greater flexibility to the Town in terms of phasing and delivery, while animating the north half of the site with publicly accessible cultural spaces.

TABLE 2: COST SUMMARY OPTION ONE - ADAPT EXISTING FACILITIES

Option 1 - Adapt Existing Facilities								
Estimate of Project Costs								
Item		Est. GFA Sq. Ft.	Est. Cost \$PSF (-/+ 12.5%)			Est. Total Cost (-/+ 12.5%)		
1	CPA - 495 Seat Main Theatre Renovation	27,000	\$370	-	\$475	\$9,990,000	-	\$12,825,000
	CPA - New 325 Seat Secondary Theatre	23,000	\$395	-	\$506	\$9,085,000	-	\$11,644,000
	CPA - FF&E					\$2,100,000	-	\$2,700,000
2	Exterior Space - Amphitheatre	17,000	\$30	-	\$35	\$510,000	-	\$595,000
	Exterior Space - Navy Square	35,000	\$55	-	\$70	\$1,925,000	-	\$2,450,000
	Exterior Space - New Riverfront Park Area	110,000	\$40	-	\$50	\$4,400,000	-	\$5,500,000
3	Oakville Library - Renovation (Full Digital Facility)	23,000	\$200	-	\$260	\$4,600,000	-	\$5,980,000
	Oakville Galleries - Renovation	24,000	\$265	-	\$345	\$6,360,000	-	\$8,280,000
	Oakville Library - Expansion	7,000	\$375	-	\$485	\$2,625,000	-	\$3,395,000
	Oakville Galleries - Expansion	6,000	\$375	-	\$485	\$2,250,000	-	\$2,910,000
	Oakville Library - FF&E	30,000	\$30	-	\$35	\$900,000	-	\$1,050,000
4	Public Parking - 305 Stalls	105,000	\$135	-	\$170	\$14,175,000	-	\$17,850,000
Subtotal - Cost Estimate		272,000	\$215	-	\$275	\$58,920,000	-	\$75,179,000
Soft Cost Estimate			22%	-	28%	\$12,889,000	-	\$21,144,000
Parking Reserve Fund Repayment						\$10,500,000	-	\$10,500,000
Implementation Contingency			15%			\$12,346,000	-	\$16,023,000
Cost Estimate			\$350	-	\$395	\$94,655,000	-	\$106,823,000
Estimate of Revenue Opportunities								
Capital Cost Recovery - Oakville Galleries (Including Parking)						\$11,544,000	-	\$14,885,000
Sale of Land - Fire Hall Site						\$10,600,000	-	\$13,700,000
Sale of Land - Post Office Site						\$11,300,000	-	\$11,300,000
Philanthropy/ Sponsorship						TBD	-	TBD
Revenue Estimate						\$33,444,000	-	\$39,885,000
Net Cost Estimate						\$61,211,000	-	\$66,938,000

Note: Costs & revenues are in 2015 dollars and exclude inflation & taxes.

TABLE 3: COST SUMMARY OPTION TWO - MAJOR RENOVATION OF EXISTING FACILITIES

Option 2 - Major Renovation of Existing Facilities							
Estimate of Project Costs							
Item		Est. GFA Sq. Ft.	Est. Cost \$PSF (-/+ 12.5%)			Est. Total Cost (-/+ 12.5%)	
1	CPA - 325 Seat Main Theatre Renovation	22,000	\$370	-	\$475	\$8,140,000	- \$10,450,000
	CPA - New 750 Seat Secondary Theatre	45,000	\$460	-	\$590	\$20,700,000	- \$26,550,000
	CPA - FF&E					\$2,363,000	- \$3,038,000
2	Exterior Space - Amphitheatre	17,000	\$30	-	\$35	\$510,000	- \$595,000
	Exterior Space - Navy Square	35,000	\$55	-	\$70	\$1,925,000	- \$2,450,000
	Exterior Space - New Riverfront Park Area	110,000	\$40	-	\$50	\$4,400,000	- \$5,500,000
3	Oakville Library - Renovation (Full Digital Facility)	23,000	\$200	-	\$260	\$4,600,000	- \$5,980,000
	Oakville Galleries - Renovation	24,000	\$265	-	\$345	\$6,360,000	- \$8,280,000
	Oakville Library - Expansion	7,000	\$375	-	\$485	\$2,625,000	- \$3,395,000
	Oakville Galleries - Expansion	6,000	\$375	-	\$485	\$2,250,000	- \$2,910,000
	Oakville Library - FF&E	30,000	\$30	-	\$35	\$900,000	- \$1,050,000
4	Public Parking - 356 Stalls	123,000	\$135	-	\$170	\$16,605,000	- \$20,910,000
Subtotal - Cost Estimate			\$245	-	\$315	\$71,378,000	- \$91,108,000
Soft Cost Estimate		289,000	22%	-	28%	\$15,614,000	- \$25,624,000
Parking Reserve Fund Repayment						\$10,500,000	- \$10,500,000
Implementation Contingency			15%			\$14,624,000	- \$19,085,000
Total Cost Estimate			\$390	-	\$505	\$112,116,000	- \$146,317,000
Estimate of Revenue Opportunities							
Capital Cost Recovery - Oakville Galleries (Including Parking)						\$11,544,000	- \$14,885,000
Sale of Land - Fire Hall Site						\$10,600,000	- \$13,700,000
Sale of Land - Post Office Site						\$11,300,000	- \$11,300,000
Philanthropy/ Sponsorship						TBD	- TBD
Revenue Estimate						\$33,444,000	- \$39,885,000
Net Cost Estimate						\$78,672,000	- \$106,432,000

Note: Costs & revenues are in 2015 dollars and exclude inflation & taxes.

TABLE 4: COST SUMMARY OPTION 3 - NEW FACILITIES ON CENTENNIAL SQUARE & POST OFFICE

Option 3 - New Facilities on Centennial Square & Post Office Sites							
Estimate of Project Costs							
Item		Est. GFA Sq. Ft.	Est. Cost \$PSF (-/+ 12.5%)			Est. Total Cost (-/+ 12.5%)	
1	CPA - New 750 Seat Main Theatre & 325 Seat Secondary Theatre & Cultural Innovation Space	105,000	\$440	-	\$565	\$46,200,000	- \$59,325,000
	CPA - FF&E					\$2,100,000	- \$2,700,000
2	Exterior Space - Amphitheatre	17,000	\$30	-	\$35	\$510,000	- \$595,000
	Exterior Space - Navy Square	35,000	\$55	-	\$70	\$1,925,000	- \$2,450,000
	Exterior Space - New Riverfront Park Area	110,000	\$40	-	\$50	\$4,400,000	- \$5,500,000
3	Oakville Library - Full Digital Facility at Post Office	40,000	\$375	-	\$485	\$15,000,000	- \$19,400,000
	Oakville Library - FF&E		\$30	-	\$35	\$1,200,000	- \$1,400,000
	Oakville Galleries - Located at Post Office	30,000	\$375	-	\$485	\$11,250,000	- \$14,550,000
4	Public Parking - 422 Stalls	146,000	\$135	-	\$170	\$19,710,000	- \$24,820,000
5	Demolition on Centennial Square & Post Office	106,000	\$15	-	\$15	\$1,590,000	- \$1,590,000
Subtotal - Cost Estimate		337,000	\$310	-	\$395	\$103,885,000	- \$132,330,000
Soft Cost Estimate			22%	-	28%	\$22,725,000	- \$37,218,000
Parking Reserve Fund Repayment						\$10,500,000	- \$10,500,000
Implementation Contingency			15%			\$20,567,000	- \$27,007,000
Total Cost Estimate			\$470	-	\$615	\$157,677,000	- \$207,055,000
Estimate of Revenue Opportunities							
Capital Cost Recovery - Oakville Galleries (Including Parking)						\$14,184,000	- \$18,245,000
Sale of Land - Fire Hall Site						\$10,600,000	- \$13,700,000
Sale of Land - Centennial Square Site						\$12,400,000	- \$16,000,000
Philanthropy/ Sponsorship						TBD	- TBD
Revenue Estimate						\$37,184,000	- \$47,945,000
Net Cost Estimate						\$120,493,000	- \$159,110,000

Note: Costs & revenues are in 2015 dollars and exclude inflation & taxes. It is anticipated that library admin space is captured within contingency costing.

5.7 Areas for Further Analysis

As the DCH process advances and phasing, plans and programming spaces become refined, key areas that will require more detailed research with respect to costing will include:

- Renovation costs – in any option involving a renovation, deep retrofit or addition to an existing building, further building condition assessment and specific costing analysis should be undertaken to confirm both the technical and financial implications of the project. This would apply to Options One and Two, and the component of all concepts which envision the reuse of the Post Office structure (which also has heritage implications).
- Geotechnical and environmental costs – a significant amount of engineering work has already been completed on the subject sites and the proposed DCH options appear to be viable. However, it will be important for continued analysis to occur in order to refine and establish an appropriate build-to line along the Sixteen Mile Creek valley lands as well as to identify any potential cost implications relating to slope stability or environmental contamination.

- Parking – some further detailed analysis of parking considerations, primarily on the Centennial Square site, should be undertaken to confirm the technical feasibility and capacity of the site, as well as opportunities for phasing. It will also be important to ensure that the amount and types of parking provided contemplated within a parking strategy associated with a preferred DCH theme supports the economic function of the downtown as a whole.
- Streetscape and open spaces – further detailed design will help refine the estimated cost of the Navy Streetscape and open spaces along the valley lands
- Oakville Galleries costs – costs assumptions in this analysis are based on precedent research. Further design and costing analysis should be conducted, particularly in order to better define the Oakville Galleries specific space requirements.

5.8 Operating Environment

The business plan process, which is to be undertaken in a later stage of the DCH study process, will evaluate operating costs in greater detail. Initial conclusions of the relative viability of the DCH options are as follows:

- Maintaining only one relatively small performance space in the town limits the operating revenue potential and capacity for growth among local cultural user groups, it restricts the theatres viability to enhance the offering and present high quality performances to the community at an affordable ticket price, and limits the viability of the theatre as a whole. It has been demonstrated that the offering of two theatres are likely required to sustain the town's local arts groups.
- As noted in the Performing Arts Centre Needs Assessment the current theatre is one of the most active regional venues, and availability of booking dates are extremely limited. In order to continue to serve the growing community two theatres of varying sizes are needed.

Increasing the potential for new or expanded programming options could create an opportunity to attract additional revenue sources. However, there are likely to be risks in attracting these revenues. Risks may increase proportionately with the intensity and specialized nature of varying cultural options.

Table 5 illustrates a preliminary estimate of the range of potential annual Town operating subsidy requirements for each of the DCH options. This information has been compiled with information from the Town, Webb and Ward99 and is intended to illustrate the magnitude of potential operating costs versus the existing Town costs with respect to downtown cultural facilities.

In addition, the tables also include a building maintenance and reserve fund/ lifecycle cost allocation. This annual cost allocation is required as a Town policy which ensures that new capital facilities remain well maintained throughout their lifecycle and that capital funding is available for replacing facilities at the end of their lifecycle. The formula for this cost allocation was provided by the Town of Oakville. In Option One, the formula assumes a 40-year lifecycle. In Options Two and Three, a 50-year lifecycle is calculated.

The estimates illustrate that overall annual Town operating subsidy requirements are likely to remain generally consistent in Options One and Two, as the scale of facilities and revenue opportunities are generally consistent. Option Three is the most expensive due to the scale of its facilities, however the revenue opportunities for performing arts facilities are also greater.

When examining the estimated Town operating subsidy requirements on a per square foot basis, each of the new DCH developments appear to be more efficient in comparison to the maintenance of existing facilities. The current facilities are estimated to require an annual operating subsidy in the order of \$18 per square foot, whereas a new DCH development might result in an annual operating subsidy requirement of between \$9 and \$10 per square foot, depending on the option. When lifecycle and maintenance costs are also included, total annual operating and maintenance subsidies are estimated to be in the order of \$21 to \$23 per square foot.

5.9 Risk Assessment

An important consideration for the Town is the ability to implement the DCH study in a way that minimises project risks. In addition to the options assessment, a risk assessment was undertaken to determine the potential project risks associated with each option.

- Option One includes only a modest expansion of the existing facilities. As a result, it will have significant limitations related to the adaptability of infrastructure to meet the needs of the cultural space users. In addition, it is likely that the estimated operations and capital costs (design, construction) will be higher for this option due to unforeseen conditions associated with the existing facility. The ongoing lifecycle expenses for these older facilities will also be more challenging to support over the longer term.
- Option Two contemplates a more major renovation of the existing Centennial Square facilities. While this expansion will allow for some enhancements to program space, this option also contains limitations related to the adaptability of infrastructure to meet functional requirements. Given that this option will require modification to an existing facility which will interface with a new facility, there is also a potential risk that unknown situations will be encountered during construction, resulting in potential delays and/or extra costs.

- Option Three considers the development of new facilities on both the Centennial Square and Post Office sites. The development of new facilities will reduce the risk associated with maintaining older facilities that are less adaptable. However, in this option there is still a moderate risk that as a result of potential schedule slippage during the construction of new facilities, the ongoing programming cost could be higher.

TABLE 5: ESTIMATED ANNUAL OPERATING SUBSIDY

Est. Annual Town Operating Subsidy			
DCH Option	Facility	Town Op. Cost.	GFA & Est. Op. Cost PSF
Existing Facilities	OPCA*	\$891,000	127,000 sf
	Library	\$1,053,000	
	Gallery**	\$334,000	
Est. Annual Operating Subsidy		\$2,278,000	\$17.90
Option 1 - Adapt Existing Facilities	OPCA*	\$1,271,000	272,000 sf
	Library	\$1,053,000	
	Gallery**	\$334,000	
	Park Spaces	\$194,000	
	Parking Facilities	-\$243,200	
Est. Annual Operating Subsidy		\$2,852,000	\$10.50
<i>Building Maint. Reserve Fund/ Lifecycle Allocation ***</i>		<i>\$3,224,000</i>	<i>\$11.90</i>
Est. Annual Subsidy including Lifecycle		\$6,076,000	\$22.30
Option 2 - Major Renovation of Existing Facilities	OPCA*	\$1,257,000	289,000 sf
	Library	\$1,053,000	
	Gallery**	\$334,000	
	Park Spaces	\$194,000	
	Parking Facilities	-\$243,200	
Est. Annual Operating Subsidy		\$2,838,000	\$9.80
<i>Building Maint. Reserve Fund/ Lifecycle Allocation ***</i>		<i>\$3,308,000</i>	<i>\$11.40</i>
Est. Annual Subsidy including Lifecycle		\$6,146,000	\$21.30
Option 3 - New Facilities on Centennial Square & Post Office Sites	OPCA*	\$1,573,000	337,000 sf
	Library	\$1,053,000	
	Gallery**	\$334,000	
	Park Spaces	\$194,000	
	Parking Facilities	-\$771,400	
Est. Annual Operating Subsidy		\$3,154,000	\$9.40
<i>Building Maint. Reserve Fund/ Lifecycle Allocation ***</i>		<i>\$4,669,000</i>	<i>\$13.90</i>
Est. Annual Subsidy including Lifecycle		\$7,823,000	\$23.20

Compiled with information from the Town, Webb, Ward 99 and Oakville Galleries. Options assumes one year of full operation and represent net Town costs. Figures exclude financing costs and maintenance costs, as well as costs relating to project risk.

* Includes the staffing requirements to program the amphitheatre and outdoor space

** Municipal contribution to Oakville Galleries operating costs.

*** Per Town formula based on project capital costs.

5.10 Regeneration Benefit to Downtown Oakville

The analysis also reviewed the relative contribution of each of the options with respect to the economic health of the downtown's wider retail, cultural and event management role. The parallel DTS study has proposed an extensive series of streetscape improvements to the downtown's major streets – principally Lakeshore, Church and George Streets – intended to stimulate retail activity by providing a pleasant and convenient environment for pedestrians and patrons.

There are clear differences in the extent to which each of the options analysed supports this ambition, differences that are summarised in the 'heat maps' associated with each option.

In Option One the relatively low level of investment in the performing arts facilities suggests that any improvements in pedestrian activity will largely be focused around the

existing Oakville Library and Galleries building which is to be renovated and the public space in front to be improved. Beneficial impacts to surrounding businesses are thus limited to the west end of Lakeshore and the south end of Navy Street

The 'heat map' for Option Two reflects the greater regeneration benefits for the northern end of Navy Street resulting from the greater investment in the improvement of the performing arts buildings. The greater critical mass of this option suggests a deeper benefit to retail/restaurant and related activity running east along Lakeshore.

Option Three, by virtue of dispersing cultural facilities through the downtown, will achieve the highest level and extent of beneficial improvement to the downtown, as

illustrated in the Option Three 'heat map'. Most significantly the location of the Oakville Library and Galleries in or adjacent to the former Post Office site can be expected to stimulate retail, restaurant and other business activity on George and Church Streets because of their greater pedestrian traffic and visibility. Randall Street, now something of a through traffic route, can also be expected to benefit from the active frontage of the library.

OPTION 1



OPTION 2



OPTION 3



FIGURE 16: REGENERATION BENEFITS TO DOWNTOWN OAKVILLE

5.11 Sequencing Plan

A preliminary sequencing strategy for each concept has been considered to ensure continuity of the downtown's cultural offer. The sequencing plan is intended to minimize periods of temporary closure or shut down of all or some operations. It assumes that in all options the existing centennial pool is demolished and a new park/open space network is created to the west of the Centennial Square facilities. Residential development contemplated for the Fire Hall site could begin at any time.

Option One:

The development of the expanded Oakville Library and Oakville Galleries building can commence at any time. A temporary location for the cultural facilities would be established in the downtown. Once the expansion was completed, the cultural facilities would return to the Centennial Square site. The second phase of work for this option includes the creation of a new secondary theatre alongside the existing main hall at the OCPA. This would also see the development of the underground parking structure. The final phase of work would involve upgrading the main hall to meet accessibility requirements. While this work is undertaken, the secondary theatre may be used to support program needs, but it is likely that the main theatre will close temporarily to allow for upgrades to the facility.

Option Two:

Option Two can be delivered under a similar sequencing plan as Option One. The Oakville Library and Oakville Galleries occurs first, and a new larger main theatre is delivered in the second phase of work. Finally, the former main theatre is renovated to become a more flexible secondary theatre. Construction of a new theatre and conversion of the main theatre to a secondary theatre may result in temporary closure of the facility operations.

Option Three:

In Option Three the new Oakville Library and Oakville Galleries building are first developed at the post office site. The former Oakville Library and Oakville Galleries building is demolished and a new high quality performing arts centre is developed at the former site while maintaining the existing OCPA operations. Once the new centre is completed the former facility is demolished and new residential buildings are developed on the site. Construction phasing of the new facilities will help reduce the need for periods of temporary closure.

More detailed program and design work will allow for the development of a comprehensive phasing strategy.

5.12 Evaluation Process

In order to determine which of the proposed options was preferred, the DCH study team undertook a detailed options assessment of the options based on the evaluation objectives outlined in Section 1.2. Each option has varying potential to meet the requirements of the evaluation objectives. The DCH team commenced with a review of the options and compared them in their effectiveness in meeting the requirements and evaluation objectives relative to each other.

At an aggregate level, Table 1 depicts how each of the options rank relative to each other. The option to disperse the new facilities on the Centennial Square, Post Office and/or other central locations in the downtown emerged as the strongest option and is recommended for further consideration. Detailed analysis of the other potential downtown sites for the Oakville Library and Galleries was not undertaken at this stage.

The options were ranked based on a scale of 1 to 3 as follows:

- 1 – High potential to meet requirements/objectives; relative to other options
- 2 – Medium potential to meet requirements/objectives; relative to other options
- 3 – Low potential to meet requirements/objectives; relative to other options

Criteria	Adapt Existing Facilities	Major Renovation of Existing Facilities	New Facilities on Centennial Square and Post Office Sites
Economic Vibrancy	3	2	1
Cultural Focus	3	2	1
Infrastructure Needs	2	3	2
Natural and Historic Protection	2	2	1
Financially Viable and Sustainable	2	2	2

TABLE 1: OPTIONS ASSESSMENT

06/THE DISPERSED NEW BUILD

To finalize recommendations on the optimal Master Plan, three development approaches were explored. Each approach carries a variety of design issues and construction cost implications which were examined in detail. Based on this analysis a dispersed theme with new facilities on Centennial Square and the centrally located former Post Office site represents the best go-forward strategy for the Town. Option Three described in this Master Plan demonstrates how this approach could be achieved in practice. This option adequately meets the requirements for the contemporary and fully functional cultural facility demands identified through the study process and delivers the full suite of desired cultural facilities at the size and quality identified in the study.

The Key Elements of the Plan can be summarised as follows:

- Dispersal of the cultural facilities within the downtown;
- A new Performing Arts Centre, consisting of a new 750 seat main stage and a 325 seat studio theatre, large event sized lobby, meeting rooms and flexible cultural space should be constructed on the southern end of the Centennial Square site;
- A new Oakville Library with enhanced digital capacity should be constructed in a more central location in the downtown. The former Post Office site is a good central location for this use provided that renovations to the building to accommodate the new Oakville Library maintains the building's heritage façade;
- A new Oakville Galleries possibly coupled with the new Oakville Library should be constructed in a central location in the downtown;
- A new Navy Square Plaza that provides flexible event and performance space in front of the new Performing Arts Centre incorporating a re-designed Navy Street which can be closed to accommodate large gatherings;
- A new River Park including a new amphitheatre and park area on the Sixteen Mile Creek frontage of the Performing Arts Centre;
- Streetscape improvements along Church and George Street linking to Towne Square;
- A new purpose-built cultural innovation space should be developed as a component of the theatre, library or other cultural buildings to increase the Town's inventory of flexible, multi-purpose space. This space should serve as an ideal location for a wide variety of activities ranging from registered programs and camps, cultural workshops, art exhibits, meeting space, classroom space, pop-up events, cultural performances (dance, theatre, music), indoor festivals and special events; and
- Ancillary development of appropriate scale, urban design and use would be encouraged on the site of the existing Fire Hall and the northern part of the Centennial Square site. The reasons for advancing the dispersed theme are best explained when it is set in the context of the Town's original objectives for the cultural hub.

Those objectives were:

To contribute to a successful economically vibrant downtown

A dispersed 'new build' will attract the largest and most diverse visitation to various areas of the downtown. While the capital and operating costs for this approach may be higher, it best delivers the desired program needs and will involve substantially larger floor area of building. It also provides the greatest flexibility and efficiency of parking provision. Larger scale excavation is possible on the Centennial Square site, permitting cost efficiency, and this option opens up the possibility for underground parking provision in and around the Post Office site, thus dispersing parking provision through the downtown.

To create a cultural focus for the town in the downtown

New cultural facilities will provide the quality and scale of indoor and outdoor performance and event space that will make downtown Oakville competitive with other GTA facilities. Although all options involved a similar open space plan, with a major event space on Navy Street, an outdoor amphitheatre and park alongside Sixteen Mile Creek and improved connections to the river and lake, dispersing the cultural facilities best capitalises on this open space system by promoting the greatest level of cultural activity and dispersing it through the downtown.

To provide facilities and infrastructure that meet existing and future needs

New cultural facilities will offer performance space that meets contemporary requirements of existing cultural users and the sequencing plan for a 'new build' approach ensures flexibility to respond to emerging new directions and future needs

To protect and enhance the natural environment and cultural heritage of downtown

A dispersed 'new build' makes best use of the heritage Post Office building, disperses activity closest to other heritage structures and districts and connects most effectively to the surrounding lake and river landscapes

To develop solutions that are financially sustainable

A dispersed 'new build' may have a higher cost but provides the greatest benefit in terms of direct services and amenities to the Town and its residents, and also offers the highest indirect economic benefits to the downtown core and town. A dispersed 'new build' approach offers the best opportunities for ancillary private development. It proposes a viable and appropriate re-purposing of the Post Office building, frees up an attractive and valuable residential/ mixed-use site on the Randall/Navy corner of the Centennial Square site, and offers enough flexibility to consider locating new cultural facilities on alternative sites in the downtown.

For these reasons the consultant team has concluded that a dispersed 'new build' should be carried forward by the Town of Oakville as its recommended cultural Master Plan.



VIEW OF CHURCH STREET LOOKING WEST

07/THE WAY FORWARD

While additional work will be needed to ensure implementation of the dispersed approach, the details provided in this Master Plan will provide the Town with a framework for future decision making that supports and enhances the vision for the downtown. Once this recommended direction for the DCH is endorsed by Town Council, a number of key next steps can be undertaken. These include:

- Preparation of a detailed phasing and implementation plan that identifies the optimal sequencing for the construction of each of the elements of the cultural hub and the related streetscape improvement program;
- Preparation of a detailed financing and funding program, examining the potential for senior government funding and of potential philanthropic sources as well as the most prudent use of Town financial capacity;
- Preparation of a program and project management strategy for the procurement and delivery of all the elements of the cultural hub and streetscape projects, examining the optimal use of public and private sector resources for each of these elements;

- Identification and resolution of any remaining technical issues, such as the optimal downtown parking strategy, environmental and flood protection and other issues; and
- Review the potential urban design, heights and uses of lands for non-cultural hub functions on Centennial Square.

The overall intent of the DCH study has been to find the optimal mix and make-up of new cultural facilities that will best serve Oakville for the next fifty years and more. This Master Plan has recommended dispersal of the cultural facilities within the downtown and the introduction of a range of new open space areas to accommodate cultural programming and recreational activities. The directions for cultural renewal described in this report provide a framework to re-establish the downtown as one of the most interesting, diverse and culturally vibrant places in the Greater Toronto Area.



Downtown Plan

Public Participation Plan

December 2013–July 2014

Background

The Downtown Plan

The Downtown Plan is comprised of two studies — the Downtown Cultural Hub (DCH), and the Downtown Transportation and Streetscape (DTS).

The Downtown Cultural Hub Study will explore opportunities to create a downtown cultural and performing arts space including: 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 our community.

The Downtown Transportation and Streetscape Study will assess the current traffic and roadway conditions in downtown Oakville and create recommendations to enhance the roadways, beautify streets, improve pedestrian/cycle ways and revitalize the Towne Square, by introducing design standards as well as increasing connectivity, mobility and accessibility.

Why this project and why now?

We have aging cultural facilities in the downtown area that do not meet accessibility and technical needs, and Lakeshore Road is at or near the end of its service life and needs to be reconstructed in the very near future. This is our chance to see how to best revamp or rebuild these buildings and create streets that not only sustain transportation, but create a sense of place.

Why public participation?

The Downtown Plan is one of the Town of Oakville's largest planning, development and public engagement projects to date.

Public participation is critical to ensure we capture the needs and wants of the community, user groups, business owners and visitors. We've reached out to residents and business owners across the town to get their ideas and opinions. The feedback we've collected has been extremely valuable in preparing options for the Downtown Transportation and Streetscape Study and themes for the Downtown Cultural Hub Study.

This plan lays out the public participation process and event results for both studies.

Why stop now?

Public participation will continue throughout 2014 to reach a preferred option for the Downtown Transportation and Streetscape Study including the Towne Square.

For the Downtown Cultural Hub Study, the public will be involved in early 2015 as we start to define the options.

Strategy



Public Participation

The objective of the public participation plan is to: **inform, consult and collaborate with stakeholders and the public throughout 2014 to establish options for the Downtown Transportation and Streetscape Study and to capture ideas for a new cultural hub.**

The public participation strategy ensured two things:

1. Branded the project as one entity

The two studies — the DCH and the DTS — were independent studies with their own set of goals and procedures, but both contributed to the over all Downtown Plan objectives. The Downtown Plan brand was created to help the public identify this massive project and to confirm that the town would ensure that neither project would be completed in isolation of one another. There was a great deal of overlap between the two studies and by bringing the work, the consultants and town staff together, we could better communicate the progress of each study to the public.

The Downtown Plan uniquely brought together six independent consulting firms that met and worked together, and with staff, to present the project to the public as a united front.

Consulting firms included:

Urban Strategies Inc. — Downtown Cultural Hub Study
 Webb Management Services Inc. — Cultural, Performing Arts Study
 BrookMcIlroy & Hatch Mott MacDonald — Downtown Transportation and Streetscape Study
 ward99 architects — Library Study
 J.C. Williams Group — Economic Analysis
 MHPM Project Managers Inc. — Downtown Plan project management

2. Avoided audience fatigue

In examining the audiences for each study, it quickly became apparent that they shared many of the same target audiences. To maximize the opportunity to reach out to as many residents business owners, and agencies as possible without duplicating efforts and causing the target audiences to be over-used, we created joint stakeholder, public meetings workshops and communication pieces for both studies under the Downtown Plan umbrella.

Target Audiences



Process



Public Participation Techniques

The techniques used to engage the public focused on what we needed to receive from each group or individual. We used the best vehicles, both online and face-to-face, to allow the participants to freely share their needs and ideas, and discuss their concerns. The techniques used included:

Online Discussion Forum

This online technique invited the public to post their ideas and comments in an open forum where other residents or business owners can comment or vote on the postings.

Surveys

In consulting with the public and business owners, surveys were used to ask specific questions of targeted groups. The online surveys made it simple for people to voice their opinion and contribute by providing important information.

Community Meetings

It was important to set up community meetings where anyone could attend to learn about the Downtown Plan. These meetings were set up at milestone intervals throughout the project. Two meetings were set up to inform the public while two were more collaborative engagement in the form of workshops. All consultants were present at each meeting.

Presentations and Workshops

The hands-on technique of the workshops allowed residents and business owners to get a better understanding of the study details and allowed them to express their unique needs and wants. In addition to the public workshops, smaller workshops were introduced for the downtown BIA to better understand their specific needs.

Stakeholder Meetings

The Downtown Plan has a number of vested stakeholder groups from users of the theatre and Downtown BIA merchants and property owners, to utility and environmental agencies to town staff. These meetings were conducted by the consultants either on their own or together if the stakeholder group was relevant to both studies.

Community Leaders' Meetings

There was also a series of meetings with community leaders to discuss their group's specific needs or wants. These community groups included: the Oakville Chamber of Commerce, residents associations, Mayor's Roundtable, Downtown BIA executives, Heritage Committee, and Accessibility Committee.

Focus Group

Public participation is about obtaining the public's view point. In order to discover the pulse of the community. A focus group was formed to act as a sounding board for the project team. The focus group was comprised of residential, cultural and business leaders in the sectors of performing arts, cycling, residents associations, the arts, library, galleries and business. The Focus Group assisted in both gaging the public's perspective of the project initiatives and sharing project information with their groups.

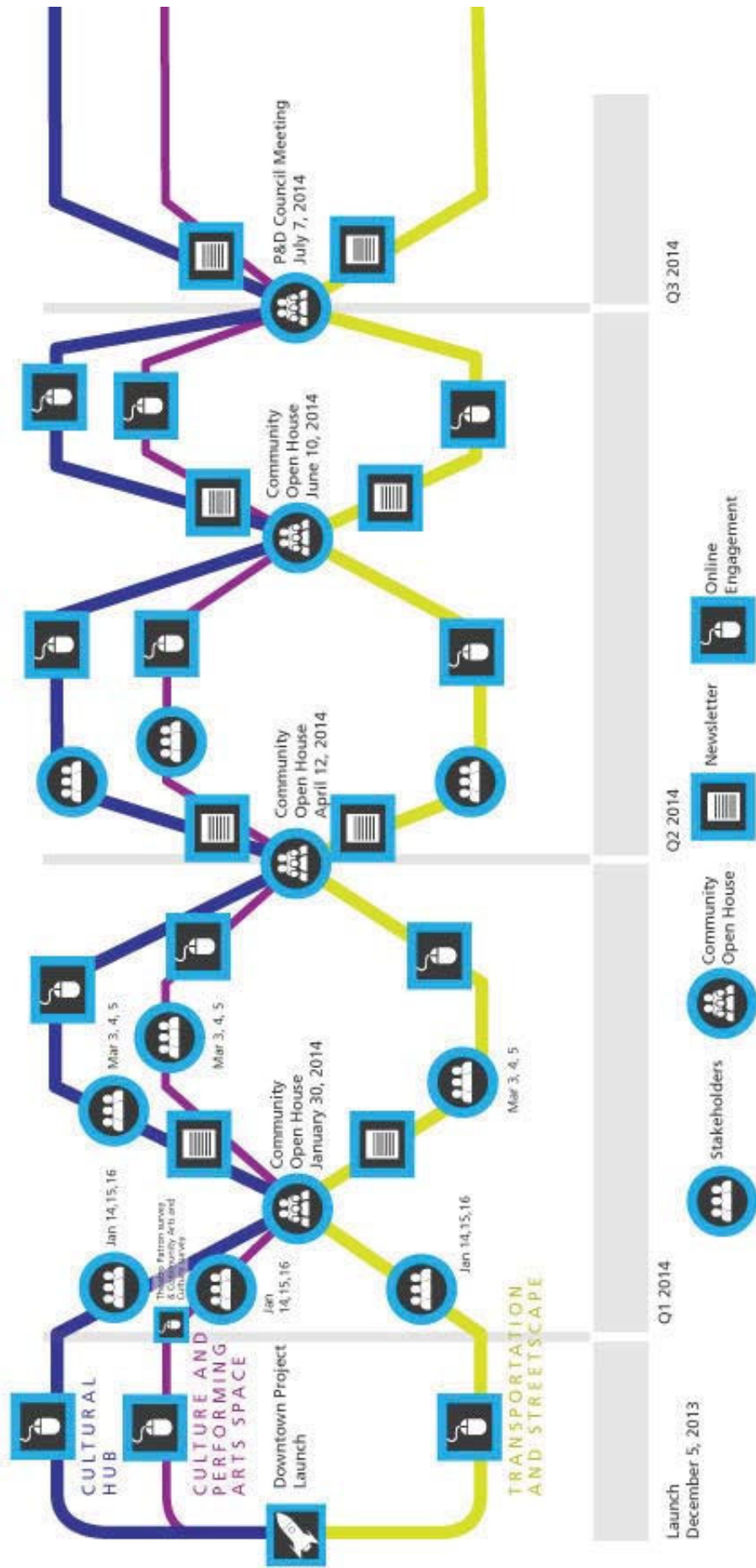
Process

Communications

Several vehicles were used to communicate with and collect information from the public and business owners including: the town's website, e-newsletters, email invites, flyer distribution, newspaper stories and advertisements, news releases, and social media.

Online Engagement

Item	Description
Website - oakville.ca	The town's website is a resource for all things Downtown Plan; from videos of all the community meetings for those who could not attend, and surveys, to newsletter sign-ups and contact information.
E-Newsletter / E-vites	An electronic newsletter was created to keep subscribers up-to-date on the Downtown Plan and to receive notices of upcoming meetings and engagement opportunities. The electronic invites made it easy for people to click and RSVP. Twelve e-newsletters were sent between November 20, 2013 and June 27, 2014 to almost 1,600 people who have subscribed to the e-newsletter to date.
Discussion Forum	An open discussion forum was hosted on the town's website, inviting residents to post their ideas and comments or vote in support of someone else's ideas or comments. The top two comments garnering the most votes were: Make the streets more pedestrian-friendly; and Give people better access to the waterfront/creek area.
Surveys	<p>We had two kinds of surveys posted online: 1) public posting that was open to the general public and 2) private posting for a targeted audience. All surveys produced information that gave insight into the public's opinion on specific subjects pertaining to the Downtown Plan.</p> <p>Surveys: Oakville Centre for the Performing Arts Audience Survey — Private, 463 respondents Arts and Culture Community Survey — Public, 213 respondents Oakville Public Library Survey — Private, 2,123 respondents Stakholder Surveys — Private, 20 groups responded Downtown Merchant and Landlord Survey — 69 respondents</p>
Engagement Map	A public engagement map was posted to the website which allowed the public to click on the icons to get information on past, current or future engagement opportunities. See image on page 7.



Face-to-Face Engagement

Date	Event	Item/Description
July 17, September 12, October 18, November 22, 2013	Focus Group Meeting	initiated Focus Group meetings prior to launch.
December 5, 2013	Community Meeting Project Launch	The public launch of the project introduced Oakville residents and business owners to the two studies. Close to 400 people attended the presentation in the main theatre at the Oakville Centre for the Performing Arts. A presentation was followed by an audience Q&A to a panel of study consultants and invited guests.
January 14, 15, 16, 2014	Stakeholder Meetings	Stakeholders identified in the target audiences were invited to meet with the consultants, in small groups, to discuss the needs and wants of their specific groups in creating a cultural hub and/or for the streetscape. The discussions ran over three days and several cultural and business groups were invited. See list of Stakeholders on page 11.
January 15, 2014	Sheridan College Meeting	Met with Sheridan College to discuss possible opportunities with Downtown Plan
January 15, 2014	Resident Association Meeting	Invited all resident associations to meet and share information on the Downtown Plan
January 24, 2014	Focus Group Meeting	Met with Focus Group to review presentation for January community workshop.
January 30, 2014	Community Workshop	The first community workshop was held to update the public on the Performing Arts Spaces Study findings, study outline for both DTS and DCH, and to ask them about their needs and wants for the cultural hub and streetscape. This workshop also shared what the consultants heard from the January stakeholder meetings. Close to 150 people participated.
February 20, 2014	Oakville Public Library Board Meeting	Attended the board meeting to update on the Downtown Plan
February 26, 2014	Downtown Business Owners Meeting	Coming out of the January workshop, it was clear that the business community and the general public had different needs. To better understand the business community's perspective, we held a downtown business owners' meeting. Almost 50 merchants and landowners attended to voice their concerns and ideas.
February 28, 2014	Focus Group Meeting	Met with Focus Group prior to the Stakeholder meetings.
March 3,4,6, 2014	Stakeholder Meetings	The second round of stakeholder meetings were with selected groups of stakeholders* to get more details about their needs.
March 4, 2014	Citizen Group	Met with a citizen's group proposing digital hub/incubation space.
March 25, 2014	BIA Annual General Meeting	The Downtown Plan project team was invited to speak at the BIA AGM.
March 25, 2014	JCRA Annual General Meeting	We met with the Joshuas Creek Residents Association to present the Downtown Plan at their Annual General Meeting.
March 28, 2014	Focus Group Meeting	Met with the Focus Group* to outline the April workshop.
April 1, 2014	Resident Association Meeting	Held a meeting with resident associations to present an update on the Downtown Plan.

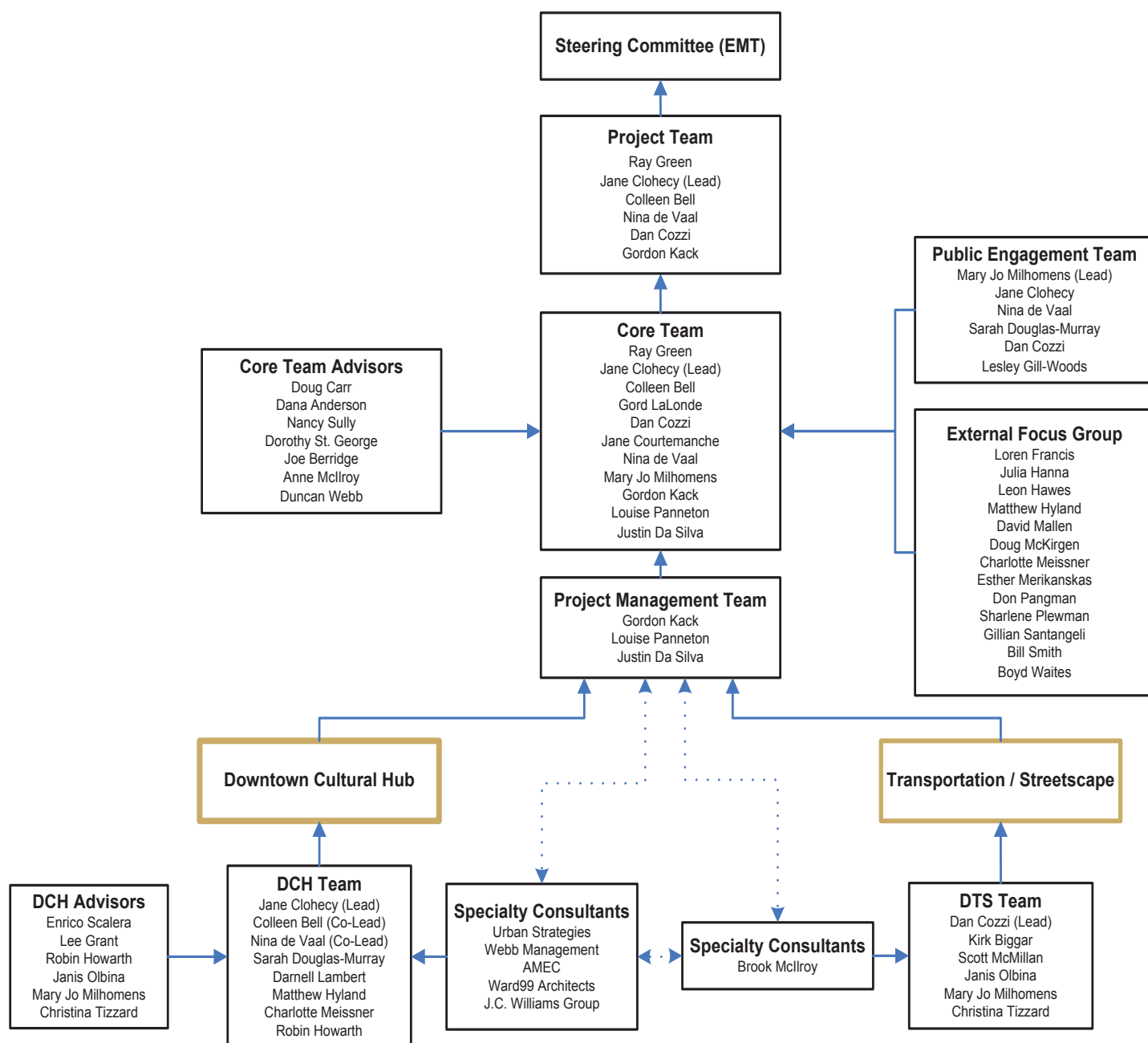
April 1, 2014	Heritage Committee Meeting	Updated the Heritage Committee on the Downtown Plan	
April 3, 2014	Oakville Public Library Board Meeting	Met with board members to update them on the Downtown Plan	
April 9, 2014	Downtown BIA/Business Workshop	Created a workshop specifically for businesses. About 50 business owners attended.	
April 10, 2014	Oakville Chamber of Commerce	Met with the Government Relations/Advocacy Committee to update them on the Downtown Plan	
April 12, 2014	Community Workshop	The second community workshop was a hands-on event with over 160 people in attendance. Residents had an opportunity to participate in both a DCH and DTS workshop.	
April 25, 2014	Focus Group Meeting	Met with Focus Group to follow up on April community workshop.	
May 12, 2014	Oakville Hydro	Met with Oakville Hydro senior management to present DCH and DTs and discuss opportunity for energy conservation	
May 22, 2014	Conservation Halton Board	Met with the board to present an update on the Downtown Plan	
May 22, 2014	OLRA Annual General Meeting	Met with the Oakville Lakeside Residents Association at their AGM to share an update on the Downtown Plan and next steps	
May 29, 2014	Oakville Public Library Board Meeting	At this meeting, we shared the Downtown Plan vision, objectives and evaluation framework as well as the cultural hub components in preparation for the June community meeting.	
May 30, 2014	Focus Group Meeting	This meeting was a preview of the June 10 community meeting.	
June 2, 2014	Galleries Board Meeting	This meeting was a preview of the June 10 community meeting.	
June 3, 2014	Downtown BIA Meeting	This meeting was a preview of the June 10 community meeting.	
June 10, 2014	Oakville Chamber of Commerce	Met with the Government Relations/Advocacy Committee and other committee members to update them on the Downtown Plan	
June 10, 2014	Community Meeting	The final community meeting for this phase of the project introduced the three options for the Transportation and Streetscape Study, as well as a detailed look at the themes for the Cultural Hub Study. It also laid out the critical next steps for the project. Just over 300 people attended the presentation set in the main theatre at the Oakville Centre for the Performing Arts. The presentation was followed by an audience Q&A with over 50 questions submitted.	
June 20, 2014	Focus Group Meeting	The final meeting for the focus group for this phase. The group decided it was beneficial to continue and will reconvene in September 2014.	
June 20, 2014	Citizen Culture Group	Met with a citizen's group proposing digital hub/incubation space.	
June 25, 2014	Mayor's Roundtable Meeting	The meeting provided an update to this group on the June 10 meeting and next steps for the project.	
July 7, 2014	Council	Council will be asked to receive the Downtown Plan, DCH and DTS staff reports and to endorse next steps to move the studies into the next phase.	
July 9, July 23, December 3, 2013	Conservation Halton	Staff met with Conservation Halton staff early on in the project to introduce the DCH project, followed by meetings to identify any major issues/concerns and presented AMEC's geotechnical work plan for review and discussion.	

Internal Engagement

Staff Participation

Staff participation and coordination in the Downtown Plan is vital to the ongoing progress of this project. Staff members from across the corporation are involved on a number of teams. The following organizational chart for the Downtown Plan demonstrates the extent to which this project reached across departments. A total of 24 staff members form the Downtown Plan teams with additional staff as support.

Meetings were held in person or by phone to maximize efficiencies and time.



Stakeholders

Stakeholder
Groups

Focus Group

- Arts Council
- Oakville Symphony Orchestra
- Cycling
- Arts
- Business
- Resident Associations
- Galleries
- Library
- Oakville Centre for the Performing Arts

Council & Committees

- Heritage Advisory Committee
- Accessibility Committee
- Community Roundtable
- Resident Associations

Town Staff Groups

- Mayor and Town Council Members
- Parks and Open Space
- Economic Development
- Oakville Centre for the Performing Arts
- Roads and Works
- Engineering and Construction
- Recreation and Culture
- Planning Services
- Oakville Museum
- Queen Elizabeth Park Community and Cultural Centre
- Oakville Transit
- Parking Services
- Oakville Public Library Board
- Oakville Galleries Board

Regional and Agency Groups

- Emergency Services
- Halton Region
- Conservation Halton
- Utility Groups

Business Groups

- Downtown BIA Executive
- Downtown BIA members
- Oakville Chamber of Commerce
- Sheridan College
- Oakville Toursim
- Appleby College

Resident Associations

- 19 groups + Water Street Stakeholders

Community Theatre Groups

- 3 groups

Musical Groups

- 15 groups

Dance School Groups

- 9 groups

Art Groups

- 28 groups

Appendix B2



Downtown Plan

Public Consultation

July 2014–October 5, 2015

Background

The Downtown Plan

The Downtown Plan will shape the future of Oakville's residential and commercial downtown area. Consisting of two major studies, The Downtown Cultural Hub Study (DCH) and The Downtown Transportation and Streetscape Study (DTS), Phase 1 of this project was launched on December 5, 2013.

The vision for the Downtown Plan is to create an attractive, active, animated and vibrant downtown where people come together to live, meet, work, interact, engage and stay. It will be the cultural, social and economic heart of the community



Phase 1 Communications

The goal of this phase was to engage the public and business owners and get their ideas and dreams for a cultural hub, transportation solutions and streetscape. Public consultation was critical and extensive from December 2013-June 2014.

Over 35 face-to-face public engagement opportunities, including community and stakeholder meetings, workshops, presentations, and project webpages were designed to both give and receive information.

Outcomes

A variety of media picked up stories throughout this phase with Oakville Beaver newspaper running 12 articles, as well articles in the Toronto Star and Novae Res Urbis (Planning trade publication). A four series program on CogecoTV with the Mayor and residents updated viewers on the Downtown Plan. All carried project messages.

Twelve e-newsletters were distributed to 1,600 Downtown Plan subscribers with an average click-through of 14 per cent, and on average, 54 per cent of the newsletters were opened. Our online discussion page, Idea Forum, generated 38 ideas and 207 comments by the public.



2014 Feedback

What we heard

Attract shoppers and visitors to the downtown

Downtown residents and business owners are tremendously proud of the unique places of interest already available in downtown Oakville. However, there is a need for a more diverse range of activities and facilities that attract a greater number of shoppers and visitors from outside the core.

Connect the downtown to its surroundings

Downtown Oakville's beauty is reflected in its proximity to Lake Ontario and Sixteen Mile Creek, and in its historical character. Many participants identified these linkages to the waterfront, riverfront and the heritage. High quality open spaces that connect to Sixteen Mile Creek, while supporting active and passive uses were identified as an important element of the proposed new cultural hub. Participants also commented on the need to provide connections to popular shopping destinations within the downtown but also on the adjacent side of the Sixteen Mile creek towards the Kerr Village.

Cultural facilities

The existing cultural facilities in the downtown are highly valued but they must be renewed and reinvented to serve the needs of existing and future users. In particular flexible spaces that accommodate a range of different uses were highlighted as an important feature that should be considered for new cultural buildings in the downtown.

Supporting Uses

New cultural spaces in the downtown should be supported by a range of complementary facilities.

Urban design

The new cultural hub should include compelling new buildings that are highly articulated at the street edge. New facilities introduced at the hub should be at the forefront of design quality and should maximize the locational advantage to the waterfront.

Phase 2 Communications

In 2014 staff and consultants dedicated to working on technical studies and analyzing the public comments from Phase 1 to review themes and develop and evaluate options.

Stakeholder meetings were held in April, where 34 cultural and theatre user groups, 19 resident associations and downtown business owners/ retailers were invited to review and share their opinions on the three DCH options. An online comment form that asked for the public's views on each option was also available. The Downtown Plan database, now reaching over 1,800 subscribers, was also utilized to reach out and ask for the public's feedback on the options.

Comments gather through the stakeholder meetings were taken into consideration in the finalization of the consultants recommended Master Plan.

Outcomes

Through emails and the online DCH options form, over 50 submission were received to date. The in-person stakeholder meetings also generated much discussion and opinions on the three options. From everything that was heard, the over-arching themes that emerged primarily since the June 2015 public meeting, were:

- Timelines and costs
- Sale of public lands
- Current downtown economic situation
- Future Library
- Theatre
- Hotel and residential
- Parking

2015 Feedback

What we heard

Timelines/Cost

A lot of the conversations circled around what do we need now, how long do we have to wait for new facilities and how are we going to pay for it.

Some groups wanted an accelerated schedule to see a new theatre build sooner rather than later to ensure they can continue at this theatre; others were focused on the cost vs. what will we really get for our money. Others also asked what the community will have to sacrifice to build this new cultural hub; how much disruption to the community, especially the downtown merchants, business owners and residents, is willing to bear — over a long period of time or as quickly as possible.

Sale of public lands

Since the release of the options, this has been a controversial topic. Should the town sell off public lands to development? Some say do not sell any public lands on Centennial Square as it is a unique and desired location along the riverfront that should be kept in the public domain for the good of all the community. Others are in favour of selling town assets to help off-set the costs of a new cultural hub. Density was also a discussion item; build residential and business to bring new people in to the downtown core both during the day and evening; others think there is too much congestion already and do not want any high density. If development was to occur, residents wanted to ensure public access to the riverfront and/or include commercial/office/cultural facilities on the main/second floor of these developments.

Current Economic situation

Several people asked will this cultural hub improve the current economic situation downtown; need to improve downtown business conditions before developing cultural hub-others say build the cultural hub to improve the downtown conditions.

Library

People were split on not only where these facilities should go but also about the programming. There seemed to be a fear that a digital library meant losing books. Many could see the need to modernize and increase the library offerings including digital, but others just wanted to ensure the library retained a sense of belonging for all ages. The vision of moving the library from Centennial Square to the former post office site was very difficult for many people. They felt moving the library would mean losing the view to the riverfront. Others could clearly see that with the right design, residents would gain not only more resources in a digital library but take advantage of a new riverfront view with new opportunities for outdoor space. Whether the library should be moved to another location downtown or even outside of the downtown core to the old OTMH site was also discussed.

Theatre facilities

From the patrons, community groups and users of the theatre most acknowledge the current inadequacies of the facility and consistently see the benefits of a new performing arts centre before the current building becomes obsolete. Some current user groups of the theatre were strong advocates for the need for improvements to the theatre. A few others do not see the need for theatre redevelopment. Some are more concerned with the programming and ticket prices and would like to see “better” acts. Everyone agreed that accessible amenities were necessary.

Hotel and residential

Hotel would bring visitors and business rather than just people who are there mostly in the evening. Some do not want more visitors or traffic which causes more traffic congestion.

Parking

Pretty unanimous that providing enough parking for the new facilities was a must.

Face-to-Face Engagement

Date	Event	Item/Description
July 17, September 12, October 18, November 22, 2013	Focus Group Meeting	Initiated Focus Group meetings prior to launch.
December 5, 2013	Community Meeting Project Launch	The public launch of the project introduced Oakville residents and business owners to the two studies. Close to 400 people attended the presentation in the main theatre at the Oakville Centre for the Performing Arts. A presentation was followed by an audience Q&A to a panel of study consultants and invited guests.
January 14, 15, 16, 2014	Stakeholder Meetings	Stakeholders identified in the target audiences were invited to meet with the consultants, in small groups, to discuss the needs and wants of their specific groups in creating a cultural hub and/or for the streetscape. The discussions ran over three days and several cultural and business groups were invited. See list of Stakeholders on page 11.
January 15, 2014	Sheridan College Meeting	Met with Sheridan College to discuss possible opportunities with Downtown Plan
January 15, 2014	Resident Association Meeting	Invited all resident associations to meet and share information on the Downtown Plan
January 24, 2014	Focus Group Meeting	Met with Focus Group to review presentation for January community workshop.
January 30, 2014	Community Workshop	The first community workshop was held to update the public on the Performing Arts Spaces Study findings, study outline for both DTS and DCH, and to ask them about their needs and wants for the cultural hub and streetscape. This workshop also shared what the consultants heard from the January stakeholder meetings. Close to 150 people participated.
February 20, 2014	Oakville Public Library Board Meeting	Attended the board meeting to update on the Downtown Plan
February 26, 2014	Downtown Business Owners Meeting	Coming out of the January workshop, it was clear that the business community and the general public had different needs. To better understand the business community's perspective, we held a downtown business owners' meeting. Almost 50 merchants and landowners attended to voice their concerns and ideas.
February 28, 2014	Focus Group Meeting	Met with Focus Group prior to the Stakeholder meetings.
March 3,4,6, 2014	Stakeholder Meetings	The second round of stakeholder meetings were with selected groups of stakeholders* to get more details about their needs.
March 4, 2014	Citizen Group	Met with a citizen's group proposing digital hub/incubation space.
March 25, 2014	BIA Annual General Meeting	The Downtown Plan project team was invited to speak at the BIA AGM.
March 25, 2014	JCRA Annual General Meeting	We met with the Joshuas Creek Residents Association to present the Downtown Plan at their Annual General Meeting.
March 28, 2014	Focus Group Meeting	Met with the Focus Group* to outline the April workshop.
April 1, 2014	Resident Association Meeting	Held a meeting with resident associations to present an update on the Downtown Plan.

April 1, 2014	Heritage Committee Meeting	Updated the Heritage Committee on the Downtown Plan
April 3, 2014	Oakville Public Library Board Meeting	Met with board members to update them on the Downtown Plan
April 9, 2014	Downtown BIA/Business Workshop	Created a workshop specifically for businesses. About 50 business owners attended.
April 10, 2014	Oakville Chamber of Commerce	Met with the Government Relations/Advocacy Committee to update them on the Downtown Plan
April 12, 2014	Community Workshop	The second community workshop was a hands-on event with over 160 people in attendance. Residents had an opportunity to participate in both a DCH and DTS workshop.
April 25, 2014	Focus Group Meeting	Met with Focus Group to follow up on April community workshop.
May 12, 2014	Oakville Hydro	Met with Oakville Hydro senior management to present DCH and DTS and discuss opportunity for energy conservation
May 22, 2014	Conservation Halton Board	Met with the board to present an update on the Downtown Plan
May 22, 2014	OLRA Annual General Meeting	Met with the Oakville Lakeside Residents Association at their AGM to share an update on the Downtown Plan and next steps
May 29, 2014	Oakville Public Library Board Meeting	At this meeting, we shared the Downtown Plan vision, objectives and evaluation framework as well as the cultural hub components in preparation for the June community meeting.
May 30, 2014	Focus Group Meeting	This meeting was a preview of the June 10 community meeting.
June 2, 2014	Galleries Board Meeting	This meeting was a preview of the June 10 community meeting.
June 3, 2014	Downtown BIA Meeting	This meeting was a preview of the June 10 community meeting.
June 10, 2014	Oakville Chamber of Commerce	Met with the Government Relations/Advocacy Committee and other committee members to update them on the Downtown Plan
June 10, 2014	Community Meeting	The final community meeting for this phase of the project introduced the three options for the Transportation and Streetscape Study, as well as a detailed look at the themes for the Cultural Hub Study. It also laid out the critical next steps for the project. Just over 300 people attended the presentation set in the main theatre at the Oakville Centre for the Performing Arts. The presentation was followed by an audience Q&A with over 50 questions submitted.
June 20, 2014	Focus Group Meeting	The final meeting for the focus group for this phase. The group decided it was beneficial to continue and will reconvene in September 2014.
June 20, 2014	Citizen Culture Group	Met with a citizen's group proposing digital hub/incubation space.
June 25, 2014	Mayor's Roundtable Meeting	The meeting provided an update to this group on the June 10 meeting and next steps for the project.
July 7, 2014	Council	Council will be asked to receive the Downtown Plan, DCH and DTS staff reports and to endorse next steps to move the studies into the next phase.
July 9, July 23, December 3, 2013	Conservation Halton	Staff met with Conservation Halton staff early on in the project to introduce the DCH project, followed by meetings to identify any major issues/concerns and presented AMEC's geotechnical work plan for review and discussion.

July 2014-October 2015 Public Consultation

Date	Event	Item/Description
2014		
September 26, October 24, November 7, December 5	Focus Group Meetings	
2015		
February 6 & March 6	Focus Group Meetings	
April 13	Planning and Development Council Meeting	Presented the DTS final report and DCH update report to Council.
April 17	Focus Group Meeting	Present DCH update
May 8	Focus Group Meeting	Met with Focus Group prior to stakeholder meetings to present DCH themes and options
May 8	Town staff meeting	Met with the staff groups we previously met with in 2014 to present DCH themes and options.
May 11, 12 & 13	Stakeholder Meetings	Stakeholders identified in the target audiences were invited to meetings where town staff presented the themes and three options for the possible location of DCH facilities. Meetings were held for each stakeholder group as follows: <ul style="list-style-type: none"> • Business groups - May 11 • Resident Associations, 19 associations - May 12 • Cultural & Theatre user groups, 34 groups were invited - May 11 & May 13.
May 26	Heritage Oakville Committee	Presented an update on the DCH to this committee
May 27	Oakville Galleries Board	Met with gallery board members to present and review the three DCH options
May 28	Oakville Library Board	Met with library board members to present and review the three DCH options
June 19	Focus Group Meeting	
June 24	Community Meeting	The final community meeting for this phase of the project introduced the three options for the Downtown Cultural Hub. It also laid out the critical next steps for the project. About 300 people attended the presentation set in the main theatre at the Oakville Centre for the Performing Arts. The presentation was followed by an audience Q&A.
September 18	Focus Group Meeting	Review staff reports for October 5 P&D Council meeting.
September 24	Oakville Public Library Board	Review staff reports for October 5
September 25	Mayor's Roundtable	Meet with members to review staff reports for October 5.
September 28	Oakville Galleries - Strategic Plan Committee	Review staff reports for October 5
September 29	Downtown Oakville BIA Executive	Meet to review October 5 presentation to P&D Council
October 5	Planning and Development Council	Present Downtown Plan reports to P&D Council.

Audiences

Focus Group

Arts Council
Oakville Symphony Orchestra
Cycling
Arts
Business
Resident Associations
Galleries
Library
Oakville Centre for the Performing Arts

Council & Committees

Heritage Advisory Committee
Accessibility Committee
Community Roundtable
Resident Associations

Town Staff Groups

Mayor and Town Council Members
Parks and Open Space
Economic Development
Oakville Centre for the Performing Arts
Roads and Works
Engineering and Construction
Recreation and Culture
Planning Services
Oakville Museum
Queen Elizabeth Park Community
and Cultural Centre
Oakville Transit
Parking Services
Oakville Public Library Board
Oakville Galleries Board

Regional and Agency Groups

Emergency Services
Halton Region
Conservation Halton
Utility Groups

Business Groups

Downtown BIA Executive
Downtown BIA members
Oakville Chamber of Commerce
Sheridan College
Oakville Tourism
Appleby College

Resident Associations

19 groups

Community Theatre Groups

3 groups

Musical Groups

15 groups

Dance School Groups

9 groups

Art Groups

28 groups

