

Parks, Recreation and Library Master Plan

Draft Objectives and Actions (April 2024)



OAKVILLE



**Oakville
Public
Library**

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Note to Reader:

The purpose of this report is to gather public feedback of the **draft** directions emerging from the Town of Oakville Parks, Recreation and Library Master Plan. All content within this document is considered draft until approved by Town of Oakville Council and the Oakville Public Library Board. Input from Oakville residents and community organizations is being sought in May/June 2024 on this draft material. The content of this report is subject to change based on this input and feedback.

The recommended goals, objectives, and actions contained herein are based on extensive research and consultation that was initiated in early 2023. The public and stakeholder input received during the initial phase of consultation is documented in a publicly-available Community Engagement Report contained under separate cover. Other supporting documents have been prepared to support the recommendations within this report; these remain in draft form at this time, but will be summarized within a comprehensive Parks, Recreation and Library Master Plan for consideration of Town Council and the Library Board in September 2024.

We look forward to receiving feedback from the Oakville community on the recommended directions, which are intended to guide the town for the next ten years and beyond.

Honouring the Land and Territory

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

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

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

Acknowledgements

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

Town of Oakville Council (2022-26)

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Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

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Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

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1. Overview

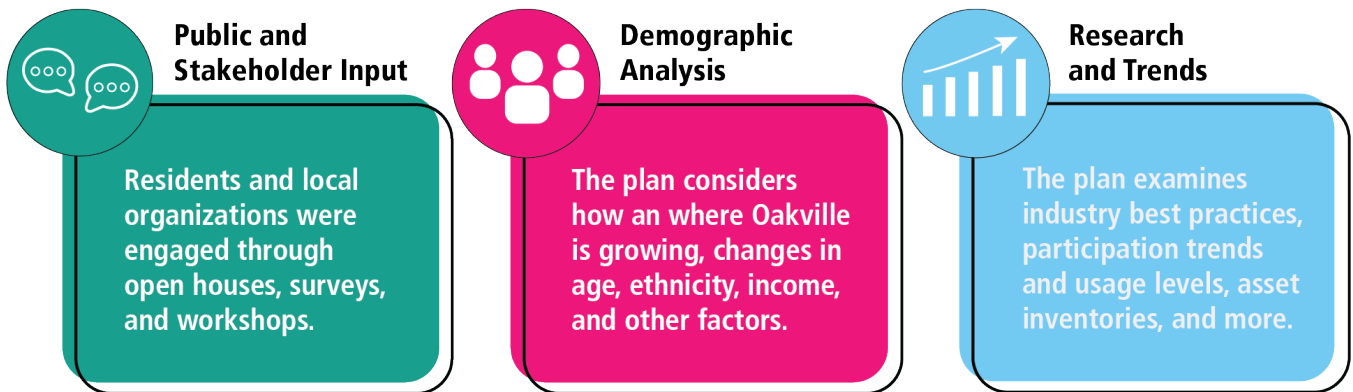
1.1 About the Plan

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

The master plan was last updated in 2017. A new strategy is necessary to guide our future investment in new and existing facilities and services. While the focus of the plan is on physical parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, while ensuring flexibility to respond to changing needs.

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

Master Plan Building Blocks



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

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

1.2 Scope

The plan evaluates needs and strategies for the following:



Recreation Facilities and related services

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



Public Libraries and related services

Library branches, alternative spaces, collections, and more.



Park Facilities and Parkland

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

The emphasis of the master plan is on facilities owned and/or operated by the Town of Oakville, although the plan also considers facilities provided by other sectors.

1.3 Planning Process

An integrated, coordinated, and multi-phase process was applied to develop the master plan. Tasks were divided into three stages, each supported by a technical background report from which the content within this plan was derived. The plan's development included extensive research into facilities and services (including how they are used and optimization opportunities), demographics and growth, trends in participation and facility design, and more. The plan also reflects upon community opinions and priorities, which were identified through a robust community engagement program that captured input from the public, community stakeholders, and related town initiatives.

1

Research & Analysis

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

2

Community Engagement

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

3

Needs Assessment & Master Plan

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

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The needs assessments are supported by the most current information on demographic composition and growth, usage data and trends, stakeholder, benchmarking against high performing municipalities, existing program and facility inventories, asset management data, current policies and funding levels, supporting studies and reports, and more. An emphasis is placed on demand-driven metrics and alignment with Council and community priorities.

The plan also sets out many tools and resources that the town and public library can use to plan specific projects and to further assess opportunities that may arise during the plan's implementation. In this way, the priorities advanced in the plan are evidence-based and respond to dynamic needs across the entire town.

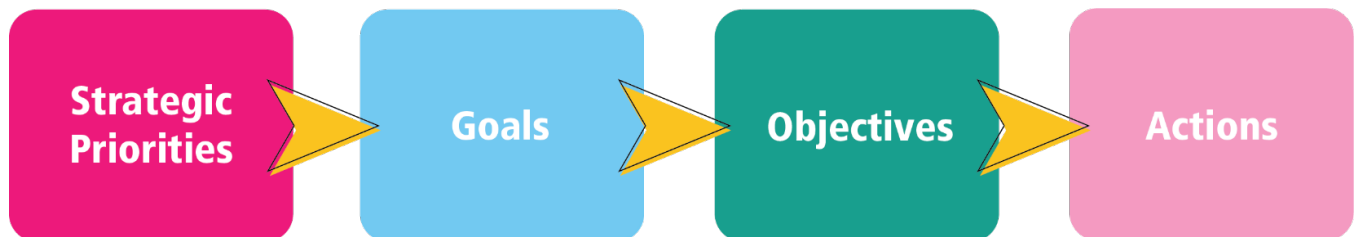
2. Strategic Priorities & Goals

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

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

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

Master Plan Strategic Framework



2.1 Strategic Priority 1 – Growth Management

We will:

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

2.2 Strategic Priority 2 – Community Belonging

We will:

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

2.3 Strategic Priority 3 – Environmental Sustainability

We will:

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

2.4 Strategic Priority 4 – Accountable Government

We will:

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

3. Objectives & Specific Actions

3.1 Methodology

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

The master plan employs a standards-based gap and provision analysis that will help Oakville identify and plan for new parks and facilities as the town grows and needs evolve. Provision targets incorporating a multitude of variables have been established through an understanding of current service levels, usage, and demand indicators. They are measures of quantity, rather than quality – the latter is assessed through a separate process.

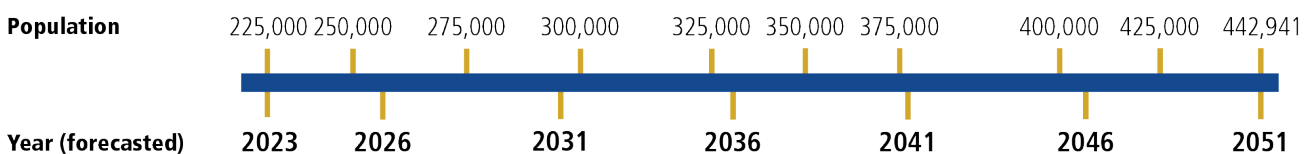
All targets are intended to be applied flexibly and may be modified over time to remain responsive to local needs. Different targets may be established for unique circumstances, such as stable and growing communities with different urban structures. They are not intended to be strictly adhered to at the local level as each community may have different needs based on its unique characteristics.

3.2 Timing & Priority

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

For **growth-related capital actions**, the plan references facility needs through the application of provision targets and gap analyses. A general population threshold is identified for all growth-related actions, which serves as a trigger for development (subject to funding and readiness). Regular monitoring of population forecasts and housing growth is required to calibrate the facility needs recommended in this plan to the timing of growth in Oakville.

Population Markers for Growth-related Capital Actions



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

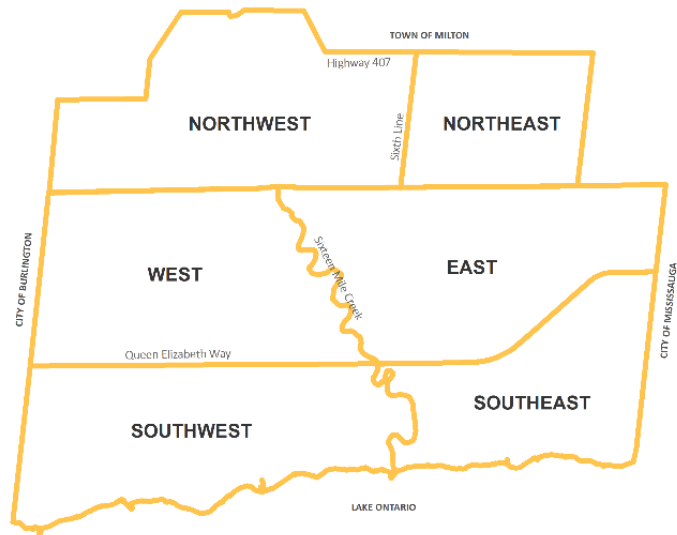
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Plan Areas

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

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

- Short-term: 2024 to 2033 (10-yr forecast)
- Medium-term: 2034 to 2043
- Longer-term: 2044 to 2051
- Ongoing (best practice): 2024 and onward



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

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

These frameworks and timelines are not intended to be rigid. With the master plan’s town-wide scope, it is recognized that further analysis may be required to more fully define facility components, timing, operating models, locations, and costs. Furthermore, regular vetting of capital projects and priorities is required to ensure that they remain appropriate. The timing and priority of most capital projects proposed in this study are linked to expected participation rates and population forecasts. New information, changing trends, public input, partnership alignment, and the availability of land and funding all have the potential to influence the implementation priorities. Projects in advanced stages of planning, such as those that have initiated their design process, will proceed as planned.

3.3 Recreation Services

Objectives

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

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Preliminary Actions

#	Action	Priority	Timing	Implementation Notes
1.	Encourage all residents to be physically active through promoting physical literacy opportunities and Canada’s 24-Hour Movement Guidelines.	High	Ongoing (best practice)	
2.	Utilize the Canadian Women & Sport tools and resources to audit female and gender-diverse persons’ participation in sport and work to address any inequities with a goal of achieving sport equity by 2035.	High	Short-term (2024-33)	
3.	Prepare a Sport Tourism Strategy to advance the planning and management of major sports facilities using a regional lens, in partnership with sport tourism bodies (e.g., Visit Oakville, etc.) and in alignment with the economic development strategy.	High	Short-term (2024-33)	Consider creation of a sport working group to address the planning, design, permitting, and joint use of municipal and school facilities.
4.	Refine and pilot the draft Recreation Program and Service Development Framework to ensure that program provision is aligned with community priorities and meet standardized performance criteria.	High	Short-term (2024-33)	
5.	Evaluate the capacity of the indoor aquatics system to respond to pent-up demands, the need for more instructional and drop-in opportunities, and evaluation of operating hours. Alternate programming strategies should also be evaluated for under-utilized sites.	High	Short-term (2024-33)	

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#	Action	Priority	Timing	Implementation Notes
6.	Continue to expand programming through community centre sites, ensuring that services reflect the diverse needs of the communities each facility serves. Opportunities to expand services to newcomers as well as tech-based programs (e.g., STEAM, Esports, etc.) should be explored in association with aligned partners.	High	Ongoing (best practice)	Fill gaps by expanding older adult and seniors programming (including multi-generational opportunities) within existing community centres and spaces.
7.	Update and refine the Youth and Older Adult Strategies with a goal to increasing engagement and participation in recreation, including unstructured play both indoors and outdoors.	Medium	Short-term (2024-33)	
8.	Identify opportunities to work stronger together toward common goals in recreation and culture through use of Collective Impact Models .	High	Ongoing (best practice)	
9.	Continue to strengthen coordination between Town and OPL and other aligned partners such as school boards.	High	Ongoing (best practice)	
10.	Refine the draft Partnership Framework by gaining input from current partners in the delivery of service. Determine service gaps and apply the draft Partnership Framework to identify potential partnership opportunities.	Medium	Short-term (2024-33)	
11.	Assess how quality assurance, legislative compliance, and adherence to industry standards are achieved within the current partnership arrangements and identify any gaps. Identify what costs have been avoided and alternate revenues gained through the use of partnerships in recreation and culture service delivery.	High	Short-term (2024-33)	

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#	Action	Priority	Timing	Implementation Notes
12.	Regularly review Recreation Connection (financial assistance) fee allowances and work with aligned agencies to promote the program and enhance access to recreation for all residents.	High	Ongoing (best practice)	Updates may be required to address inflationary factors.
13.	Work with OPL and other departments to offer orientation sessions for newcomers (e.g., registering in programs, services offered, how to, etc.).	Medium	Ongoing (best practice)	
14.	Engage with representatives of diverse groups and organizations to discuss inclusion, diversity, equity, and accessible (IDEA) goals and objectives, supports available, gaps, and collective impact opportunities.	High	Ongoing (best practice)	
15.	Engage representatives of under-served groups – such as the 2SLGBTQ+ community and Indigenous Peoples – to identify barriers to participation and specific program needs. Develop a tool kit of resources for all Recreation and Culture staff that supports inclusion, diversity, equity, and accessibility in Oakville.	High	Short-term (2024-33)	Ensure that community centre, facility, and program staff receive training in Safe Spaces and other opportunities to support participation in recreation and sport opportunities for all. Ensure that staff regularly observe public spaces and places to better perceive who is using public spaces and, more importantly, who is not.

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#	Action	Priority	Timing	Implementation Notes
16.	Where possible, quantify the participation of persons with exceptionalities/ disabilities in town and partnered programs (as well as one to one supported patrons) and strive to remove barriers to ensure an appropriate level of participation.	High	Ongoing (best practice)	
17.	Implement Oakville’s Digital Plan and continue to address gaps in data and technology to improve internal processes and performance.	Medium	Short-term (2024-33)	Potential areas of focus include scheduling software for part-time staff, process mapping, tracking community requests and complaints, level of service and performance target tracking, participation data for CORE groups, etc.
18.	Expand digital infrastructure and investments that leverage data-driven decision-making and the efficient use of technology in facility design and operations.	Medium	Ongoing (best practice)	Continue to improve data collection and the development of digital tools that improve community access to information and services, enhance user experiences, and advance facility design and operations.

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#	Action	Priority	Timing	Implementation Notes
19.	Refine Recreation and Culture’s pricing policy to reflect appropriate cost recovery levels, age and ability to pay, and the overall goal of increasing participation while achieving revenue targets.	High	Ongoing (best practice)	Undertake a review of user fees to reflect inflationary and cost of living increases, wage adjustments, and indirect costs and compare these draft rates to the market. Examine allocation approaches for facility types without specific policies.
20.	Expand existing performance measures by working with other service providers to identify the impact of recreation and culture in Oakville, ensuring that diverse voices are included.	Medium	Ongoing (best practice)	
21.	Review and articulate levels of service in each recreation discipline and complete a process mapping exercise to look for greater efficiencies to plan for a growing population and the use of additional facility spaces.	High	Short-term (2024-33)	

3.4 Recreation Facilities

Objectives

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

Preliminary Actions

#	Action	Priority	Timing	Implementation Notes
22.	<p>Take immediate and sustained steps to implement the recommended community centre development and expansion/revitalization program. This includes (in general order of priority):</p> <ul style="list-style-type: none"> a) development of the Sixteen Mile Community Centre (ongoing) b) expansion/revitalization of Glen Abbey Community Centre c) development of local community centre in Palermo (with OPL) d) expansion/revitalization of River Oaks Community Centre e) development of a multi-use community centre in Trafalgar Urban Core South f) development of local community centre in Trafalgar Urban Core North (with OPL) 	<p>Growth-related (new builds) High (expansion/revitalization projects)</p>	<ul style="list-style-type: none"> a) under construction (2025) b) detailed planning to begin in ~2027 c) 325,000 population d) medium-term (2034-43) e) 375,000 population f) 425,000 population 	<p>Planning target is one community centre per 45,000 residents.</p> <p>Some centres may be part of multi-stakeholder sites or condominium buildings. Sites and/or partnership agreements will need to be secured for many of proposed these projects to proceed and should be made a priority many years ahead of construction.</p>
23.	<p>Indoor aquatic centres will be part of new multi-use community centre development, including the Sixteen Mile Community Centre and the proposed centre in Trafalgar Urban Core South. These models will include 25-metre lap pools (6- to 10-lanes, depending on location), warm water pools, and universal accessibility features. Opportunities to enhance existing indoor pools should be considered through future capital planning, including the expansion/revitalization of the Glen Abbey Community Centre.</p>	<p>Growth-related (new builds) High (expansion/revitalization projects)</p>	<p>Tied to community centre development and expansion/revitalization projects.</p>	<p>Planning target of one aquatic centre per 55,000 residents.</p> <p>Demand for the town's eighth indoor pool location should be reassessed when Oakville approaches a population of 400,000 people.</p>

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#	Action	Priority	Timing	Implementation Notes
24.	Undertake a study to confirm the function, capacity, and long-term viability of the White Oaks Pool in meeting community aquatic needs.	Medium	Short-term (2024-33)	This study should be initiated following a minimum of two years of Sixteen Mile Community Centre pools being in continuous operation.
25.	<p>Undertake a strategy to modernize the town’s outdoor pools and right-size the supply. This includes (in general order of priority):</p> <ul style="list-style-type: none"> a) develop a new, modern outdoor pool complex that serves as a destination in South Oakville. Once the pool is built, Bronte, Brookdale, and Wedgewood Pools should be replaced with other needed park amenities as informed by community input. b) provide a second new, modern outdoor pool complex that serves as a destination in North Oakville. c) keep Lions and Falgarwood Pools operational as long as possible. At end of life, review Falgarwood Pool and consider redeveloping it with a modestly-sized neighbourhood-serving outdoor pool. Undertake community consultation to consider replacement of Lions Pool with other needed park amenities. 	Growth-related (excluding replacements, which are medium priorities)	<ul style="list-style-type: none"> a) 300,000 population b) 350,000 population c) TBD – based on lifecycle 	A provision target of one outdoor pool per 150,000 residents is recommended. Site evaluations are necessary to confirm the preferred locations for new and replacement pools.

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

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

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

3.5 Public Libraries

Objectives

- A. **Embrace Evolving Roles:** Demand is growing for unstructured space and community programming (e.g., STEAM, tech assistance, etc.). More and more, residents are viewing OPL as a “third place” – an inexpensive, accessible, welcoming, and comfortable space to study, work, hangout. This suggests a need for geographic equity and convenience in facility provision, as well as flexible spaces that can support evolving needs.
- B. **Enhance and Revitalize Existing Branches:** The community is excited for the Downtown Cultural Hub initiative to be advanced, including a new and revitalized Central Branch Library. There are also opportunities to reimagine and expand usage at the Woodside Branch to expand usage in the short-term, as well as further animating outdoor library spaces. Innovative solutions may be sought to ensure that these spaces respond to evolving needs.

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- C. **Provide New Branches in Strategic Locations:** Space needs are growing and new libraries will be needed in several strategic growth areas to serve new residents. Future libraries should be integrated with other civic and community facilities, with strong coordination between service providers to optimize programming and avoid duplication.
- D. **Evaluate Alternative Service Models:** New ways of delivering service should continue to be explored and embraced, such as OPL Express locations, book bikes, community spaces with increased space for programs, activities and digital technologies and reduced footprint for collections. A continued focus on outreach will be important to create connections within emerging communities and expand OPL's reach.
- E. **Maintain High Quality Services:** Quality service is a foundational requirement for public libraries – a continued focus on staff training and empowerment should be a leading priority for OPL. Oakville's growth also means that a greater focus will need to be placed on services to newcomers including an expanded multilingual collection to respond to Oakville's growing diversity.
- F. **Consider Extended Hours:** The community consultation program found considerable support for longer hours at busy library branches. In the longer-term, extending hours in strategic locations may offer an opportunity to expand services and impact without adding new space.
- G. **Support for At-Risk Populations:** Libraries are busier than ever and OPL plays a critical role in supporting programs and services for newcomers and equity-seeking populations. Thoughtful planning is needed to ensure that OPL can continue to serve important roles for all residents, including students, seniors struggling with isolation, people dealing with mental health challenges, under-housed residents, and other at-risk and vulnerable individuals.
- H. **Partner with the Town:** There is a strong level of collaboration between the Oakville Public Library and Town of Oakville, from communication and programming to joint facility planning. Oakville's busiest community centres are those that also contain library branches and this co-location model is recommended within future building projects.

Preliminary Actions

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

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#	Action	Priority	Timing	Implementation Notes
39.	<p>Initiate the following actions in support of OPL’s Collection Development Strategy:</p> <ul style="list-style-type: none"> a) review the planned footprint for the size of the collections at future locations with the recommendations from industry guidelines, where feasible. b) continue to conduct diversity audits within OPL’s collection with a view to utilize findings for planning more diverse collections in new locations as well as in existing OPL libraries. c) continue to review Lean processes for material transfers to reduce wait times for holds between locations and seek to implement revised processes in future locations. d) explore the feasibility of expanded reciprocal borrowing and resource sharing arrangements. 	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p>	<p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p>	
40.	<p>Initiate the following actions in support of OPL’s Technology Strategy:</p> <ul style="list-style-type: none"> a) complete an expanded technology strategy to inform facility planning for new and renewed locations including establishing a footprint for desktop computers, ventilated spaces for equipment, noise attenuation for equipment, spaces for outlets, furniture selection, and placement and storage requirements for hardware. b) establish service levels to define: the locations for future Creation Zones; the number of loanable hotspots at each location; how AI and other emerging technologies will be incorporated into programming; and the transition from desktops versus in-house loanable laptops. 	<p>High</p> <p>High</p>	<p>Short-term (2024-33)</p> <p>Short-term (2024-33)</p>	

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

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#	Action	Priority	Timing	Implementation Notes
43.	<p>Initiate the following directions in support of OPL’s Climate Action Strategy:</p> <ul style="list-style-type: none"> a) expand program offerings focused on climate mitigation and adaptation in collaboration with the town’s recreation and parks departments. b) assess the addition of items within the ‘Library of Things’ to encourage participation in climate conservation amongst customers of the OPL. c) identify partnership and collaboration opportunities with local environmental groups to expand the library’s reach and enhance its role in leading climate action initiatives. d) create a greater presence within OPL’s website to promote climate change issues, events, and resources to increase community engagement. 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>High</p>	<p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p>	<p>n/a</p>

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#	Action	Priority	Timing	Implementation Notes
44.	<p>Take immediate and sustained steps to implement the recommended 2024-2051 library branch development program outlined in this master plan. This includes including (in general order of priority):</p> <ul style="list-style-type: none"> a) the replacement of the Central Branch b) development of branches in: (i) Trafalgar Urban Core South (including future auditorium), (ii) QEPCCC, (iii) Palermo, and (iv) River Oaks c) expansion of library space in West Oakville, possibly at the Glen Abbey Branch d) the development of a branch in Trafalgar Urban Core North 	<p>Growth-related (new builds) High (revitalization projects)</p>	<ul style="list-style-type: none"> a) Short-term (2024-33) b(i) 275,000 population b(ii) 300,000 population b(iii) 325,000 population b(iv) Medium-term (2034-43) c) 400,000 population d) 425,000 population 	<p>Planning target is 0.5 square feet per resident. Some branches may be part of multi-stakeholder sites or condominium buildings. Sites and/or partnership agreements will need to be secured for many of proposed these projects to proceed and should be made a priority many years ahead of construction.</p>
45.	<p>Revitalize and reinvest in existing library branches (e.g., Woodside Branch) as needed to ensure that spaces remain relevant and responsive to all users. Ensure that libraries offer flexible spaces that can support evolving needs, services, and programming.</p>	<p>High</p>	<p>Ongoing (best practice)</p>	<p>n/a</p>

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#	Action	Priority	Timing	Implementation Notes
46.	<p>Continue to expand outreach and alternative delivery models to emerging communities and gap areas. In doing so, OPL should:</p> <ul style="list-style-type: none"> a) assess the feasibility of ensuring express library services are offered in all current and future community centres. b) using the criteria provided, initiate an assessment of other locations in Oakville as potential express library service locations at high-traffic sites such as civic buildings, transit hubs, retail outlets, and higher density residential complexes. c) investigate the feasibility of locations within new catchment areas to install express library sites as a temporary measure until physical library locations are built. 	Medium	Ongoing (best practice)	n/a

3.6 Park Facilities

Objectives

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

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

Preliminary Actions

#	Action	Priority	Timing	Implementation Notes
47.	Continue to develop rectangular soccer and multi-use fields in new parks in North Oakville to address demonstrated needs, with a focus on community parks and appropriate neighbourhood park sites, as well as schools. Long-term needs are estimated at 33 new fields (unlit equivalents) by 2051. Provision strategies should include a minimum of one lit field suitable for minor football in North Oakville (future community park site).	Growth-related	To be determined through future study; needs will be greatest in medium-term (2034-43) and longer-term (2044-51).	Planning target is one soccer field per 100 players or one per 3,500 population (note: these are unlit equivalents, where one lit field equals 1.5 unlit fields and each artificial turf field equals 3 unlit fields).
48.	Develop a sports field strategy to examine opportunities to enhance the capacity of fields (e.g., soccer, baseball, cricket, etc.) with a focus on those fields south of Dundas Street, including revisiting the restriction on lighting in appropriate situations in the medium-term.	High	Short-term (2024-33)	To provide greater versatility, the needs of all field sports should be considered when designing new artificial turf fields (multi-use field designs).

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#	Action	Priority	Timing	Implementation Notes
49.	Work with the Oakville Crusaders Rugby Club to ensure that the long-term field needs of this sport are addressed.	Medium	Short-term (2024-33)	Strategies may involve the securement of an alternate site supported by an appropriate cost-sharing agreement that reflects the dedicated access sought by the group.
50.	Continue to develop ball diamonds in new parks in North Oakville to address demonstrated needs, with an immediate focus on hardball diamonds in community parks. Long-term needs are estimated around 22.5 new diamonds by 2051 (unlit equivalents). Provision strategies should include a tournament site with up to 4 full-size lit diamonds as well as for one or more sites for with full-size hardball diamonds .	Growth-related	To be determined through future study; needs will be greatest in medium-term (2034-43) and longer-term (2044-51).	Planning target is one diamond per 60 youth players or one per 5,000 population (note: these are unlit equivalents, where one lit diamond equals two unlit diamonds).
51.	Continue to work with local user groups to optimize existing diamonds and undertake strategic upgrades where possible and supported by demonstrated needs.	Medium	Ongoing (best practice)	Upgrades may be informed by the proposed sports field strategy.
52.	Develop a minimum of 2 additional cricket fields within the town's parks system by 2051 (excluding the field that is being built at Sixteen Mile Sports Park).	High	1 in Short-term (2024-33) 1 in Medium-term (2034-43)	Planning target of target of one field per 100,000 residents. Potential sites include West Oakville Sports Park and a location to be determined.

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#	Action	Priority	Timing	Implementation Notes
53.	Prepare a Racquet Sports Strategy to guide the sustainable long-term provision of outdoor tennis and pickleball courts and the potential for a year-round community-based court complex, informed by stakeholder and public input.	High	Short-term (2024-33)	n/a
54.	Target the development of up to 25 additional tennis courts to serve population growth in North Oakville by 2051. A location for courts should also be sought in Palermo Village.	Growth-related	To be determined through future study	Planning target for North Oakville is one tennis court (public, club, or multi-lined) per 5,000 persons. There is a sufficient supply of courts south of Dundas Street.
55.	Continue to undertake tennis court rehabilitation projects at high priority sites, including securing public access to the courts at Sunningdale Public School. The town should review its design, construction, and maintenance standards for tennis and pickleball courts with a view toward improving their longevity.	High	Ongoing (best practice)	Selected courts may be removed through attrition or converted to alternate uses, as informed by the Racquet Sports Study.

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

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

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#	Action	Priority	Timing	Implementation Notes
62.	Develop guidelines to support the design of designated open space exercise zones where the community can organize fitness classes (yoga, tai chi, etc.).	Medium	Short-term (2024-33)	These guidelines should give consideration to appropriate park types, support amenities, and other site characteristics that would support strong usage levels.
63.	Reclassify skateboard parks as “all wheels parks” and integrate this term into the town’s signage and promotions. Develop 4 to 5 new all-wheels parks to address needs in growing areas and geographic gaps in Northeast, Northwest Oakville, and Southwest Oakville.	Growth-related	Development will be aligned with opportunities. Targets: 2 in Short-term (2024-33) 2 in Medium-term (2034-43) 0-1 in Longer-term (2044-51)	Planning target is one “all wheels” park per 5,000 youth (ages 10-19), with consideration of 2-km catchment radius. Potential locations include Joshua Meadows Community Park, NP9, West Oakville Sports Park, etc. Community-serving sites are appropriate in larger community parks, while smaller neighbourhood-level all-wheels parks should be considered in localized gap areas.

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#	Action	Priority	Timing	Implementation Notes
64.	Monitor usage at the new BMX park at Sixteen Mile Sports Park to inform an assessment of future needs for this facility type. At minimum, seek community park sites for 2 new bike parks (at least one with an asphalt base) in Northeast Oakville and another location south of Dundas Street.	Growth-related	Targets: 1 in Short-term (2024-33) 1 in Medium-term (2034-43)	Joshua Meadows Community Park is one potential location.
65.	Develop a covered and refrigerated outdoor rink in Northeast Oakville (proximate to the Trafalgar Urban Core and Uptown Core areas) that can also serve other recreational purposes (e.g., basketball, pickleball, ball hockey, etc.) during the warmer months.	Growth-related	Medium-term (2034-43)	n/a
66.	Consider the development of a refrigerated skating trail in Northwest Oakville, possibly at the Fogolar's property (pending a design and business planning process for the site).	Medium	Dependent upon park revitalization strategy.	n/a
67.	Continue to facilitate the provision of natural outdoor skating rinks in cooperation with volunteer associations to provide affordable and accessible neighbourhood-based opportunities.	Medium	Ongoing (best practice)	n/a

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#	Action	Priority	Timing	Implementation Notes
68.	Continue to seek an equitable balance of leash-free dog areas across the town, in response to community need and only in cases where location criteria can be met.	Growth-related	Targets: 1-2 in Short-term (2024-33) 1-2 in Medium-term (2034-43) 1 in Longer-term (2044-51)	A 2-km radius is the planning target for leash-free dog areas. Evaluate opportunities to establish leash-free areas in West Oakville (1-2 sites), Southwest Oakville, and Northeast Oakville (longer-term), with a focus on under-utilized lands such as remnant park spaces and other sites in public ownership (e.g., hydro corridors).
69.	Update the leash-free dog area policy to address the dynamics of providing, designing, and maintaining leash free dog areas in higher density neighbourhoods.	Medium	Short-term (2024-33)	This updated approach should recognize the shared responsibility of the development community in responding to the needs of pet owners and their pets.
70.	Develop a policy to support the expansion of the town’s community garden program in response to local demand and opportunities. Seek partnerships to extend the reach and impact of the program, with a focus on establishing new sites in proximity to areas of intensification.	High	Short-term (2024-33)	n/a

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

3.7 Parkland

Objectives

- A. **Mitigate Impacts of Reduced Parkland Dedication:** The impacts of Bill 23 will significantly reduce the amount of parkland conveyed through development. The town’s Official Plan and Parkland Dedication By-law are being updated to reflect these changes. Parkland targets and definitions should continue to evolve to reflect changes in park use and design. A focus should also be placed on policies and practices that support the “quality” of parkland and public spaces. The town should also continue to be proactive in using its parkland reserve fund and, where possible, using alternative funding sources for securing parkland, including consideration of land-banking. The Fogolar’s property is a good example of a space that can be leveraged for casual use, family activities, nature education, special events, and more.
- B. **Activate the Waterfront:** The waterfront is part of Oakville’s identity and public access to the water’s edge should be encouraged. Special events, activities, and spaces that attract people to waterfront parks and help them feel welcome and connected must continue to be supported and expanded. This can be achieved through strategic investment in destination parks and waterfront trails, including implementation of the Harbour Master Plan.
- C. **Reinvest in Older Parks:** Develop and implement a park revitalization strategy that focuses on re-imaging and re-investing in older parks, particularly those areas of high need such as waterfront parks and parks within or near strategic growth areas. A greater emphasis should be placed on casual, informal, unstructured use amenities (parks as “outdoor living rooms”), supported by trails and active transportation networks, seating areas, interpretation, community gardens, washrooms, shade, natural areas, year-round use, etc.
- D. **Maximize the Impact of Smaller Parks:** The town’s future parks system will include more urban squares and urban parks. These spaces are more intensely developed and programmed, costing more to build and operate on a square foot basis. Animating these spaces and securing adequate funding from traditional and non-traditional sources will be keys to their success.
- E. **Enhance Trails and Outdoor Activities:** Trail development and maintenance will continue to be a focus, guided by the Transportation Master Plan (on and off-road networks). Improvement to wayfinding signage and education will be important to help orient new trail users.

Preliminary Actions

#	Action	Priority	Timing	Implementation Notes
77.	Review and update the 2.2 ha/1000 population active parkland target through the town’s land acquisition strategy, with the goal of establishing an achievable and realistic framework for future parkland acquisition. This review should also consider expanding the definition of “active parkland” to include unconstrained and publicly-accessible lands within the natural heritage system.	High	Short-term (2024-33)	This may be completed as part of the town’s land acquisition strategy. Additional related directions are identified in the Parks Plan 2031.
78.	Secure parkland at the maximum applicable rate as permitted by the Planning Act, via the town’s implementing documents (e.g., Livable Oakville, Parks Plan 2031, Parkland Dedication By-law). Explore acquisition and non-acquisition-based options on a case-by-case basis to enhance community accessibility to parkland.	High	Ongoing (best practice)	Additional related directions are identified in the Parks Plan 2031.
79.	Fully implement Parks Plan 2031 , including but not limited to recommendations involving parkland dedication, cash-in-lieu, park typologies and design guidelines, encumbered lands, administration, etc.	High	Short-term (2024-33)	At the time of writing, some Planning Act regulations for parkland acceptability are not yet in effect.
80.	Adopt a comprehensive set of park and trail design guidelines that are informed by Parks Plan 2031 and the town’s construction standards.	Medium	Short-term (2024-33)	This is an ongoing initiative being developed under separate cover from this master plan.

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#	Action	Priority	Timing	Implementation Notes
81.	Maintain a commitment to universal accessibility and safety within the town's parks and trails system and emphasize the provision of amenities such as benches/seating areas, bike racks, and shade in appropriate park types and along trails.	High	Ongoing (best practice)	n/a
82.	Prepare a park revitalization strategy to establish a decision-making framework and priorities (i.e., key park sites requiring reinvestment, with an emphasis on waterfront parks and barrier-free accessibility).	Medium	Short-term (2024-33)	n/a
83.	Prepare a condition audit and opportunities plan for the Fogolar's property to create a baseline understanding of current conditions and potential options for management and programming of the site as an "Eco Park".	High	Short-term (2024-33)	n/a
84.	Prioritize implementation of the Harbours Master Plan and strategic investments in waterfront parks and trails .	High	Ongoing (best practice)	Costs to be determined through site-specific design initiatives.
85.	Continue to encourage community stakeholders and partners to invest in " value-added " improvements within the parks system.	Lower	Ongoing (best practice)	Projects must support municipal priorities and conform to town standards.
86.	Continue to support initiatives that strengthen residents' connections with their neighbourhoods and nature . This includes but is not limited to public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy Oakville's outdoor spaces and places.	Medium	Ongoing (best practice)	n/a

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#	Action	Priority	Timing	Implementation Notes
87.	Advance strategies to enhance environmental sustainability in parks, including initiatives that support climate action such as greenspace preservation, climate change mitigation, urban biodiversity, and stewardship.	High	Ongoing (best practice)	n/a
88.	Continue to improve, upgrade, and expand the off-road recreational trails system through implementation of the 2019 Recreational Trail Accessibility Audit and Strategy and Transportation Master Plan update.	High	Ongoing (best practice)	n/a
89.	Wherever possible, design new trails, pathways and cycle lanes so that they connect to public transit stops (including GO stations). Appropriate bike racks should be provided at major transportation hubs.	High	Ongoing (best practice)	n/a

3.8 Plan Implementation

Objectives

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

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Preliminary Actions

#	Action	Priority	Timing	Implementation Notes
90.	Complete a capital renovation and replacement strategy for recreation and cultural facilities that assesses the cost/benefit of renovating, upgrading, or repurposing and and/or underperforming assets.	High	Short-term (2024-33)	Criteria to support this analysis have been identified within this master plan and supported through asset management practices.
91.	Ensure that planning for major capital projects includes meaningful community engagement, feasibility studies that validate building program and service requirements, and consideration of potential partnerships.	High	Ongoing (best practice)	n/a
92.	Use this master plan as a resource in developing the town’s annual budget and capital forecasts, strategic plans, secondary plans, and related studies. Prioritization of projects will be ongoing as part of the plan’s implementation.	High	Ongoing (best practice)	n/a
93.	Maximize funding sources through effective financial processes and practices.	High	Ongoing (best practice)	n/a
94.	Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches to achieve capital and operating cost recovery targets.	High	Ongoing (best practice)	n/a
95.	Assess operating budget implications and partnership options prior to approving major capital projects.	High	Ongoing (best practice)	n/a
96.	Implement a system for the regular monitoring of the master plan, including the use of evidence-based assessment tools and guidelines to improve performance measurement and business intelligence.	High	Short-term (2024-33)	Opportunities to link the master plan to Council’s Strategic Plan should also be sought.

DRAFT FOR PUBLIC FEEDBACK

#	Action	Priority	Timing	Implementation Notes
97.	Develop a communications plan following approval of the master plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the master plan, including an annual update to the community (e.g., report card).	High	Short-term (2024-33)	n/a
98.	Update the accomplishments, priorities, and actions of the master plan in five to ten-years to inform growth-related planning and funding strategies.	High	Short-term (2024-33)	n/a