



# Parks, Recreation and Library Master Plan

October 2024



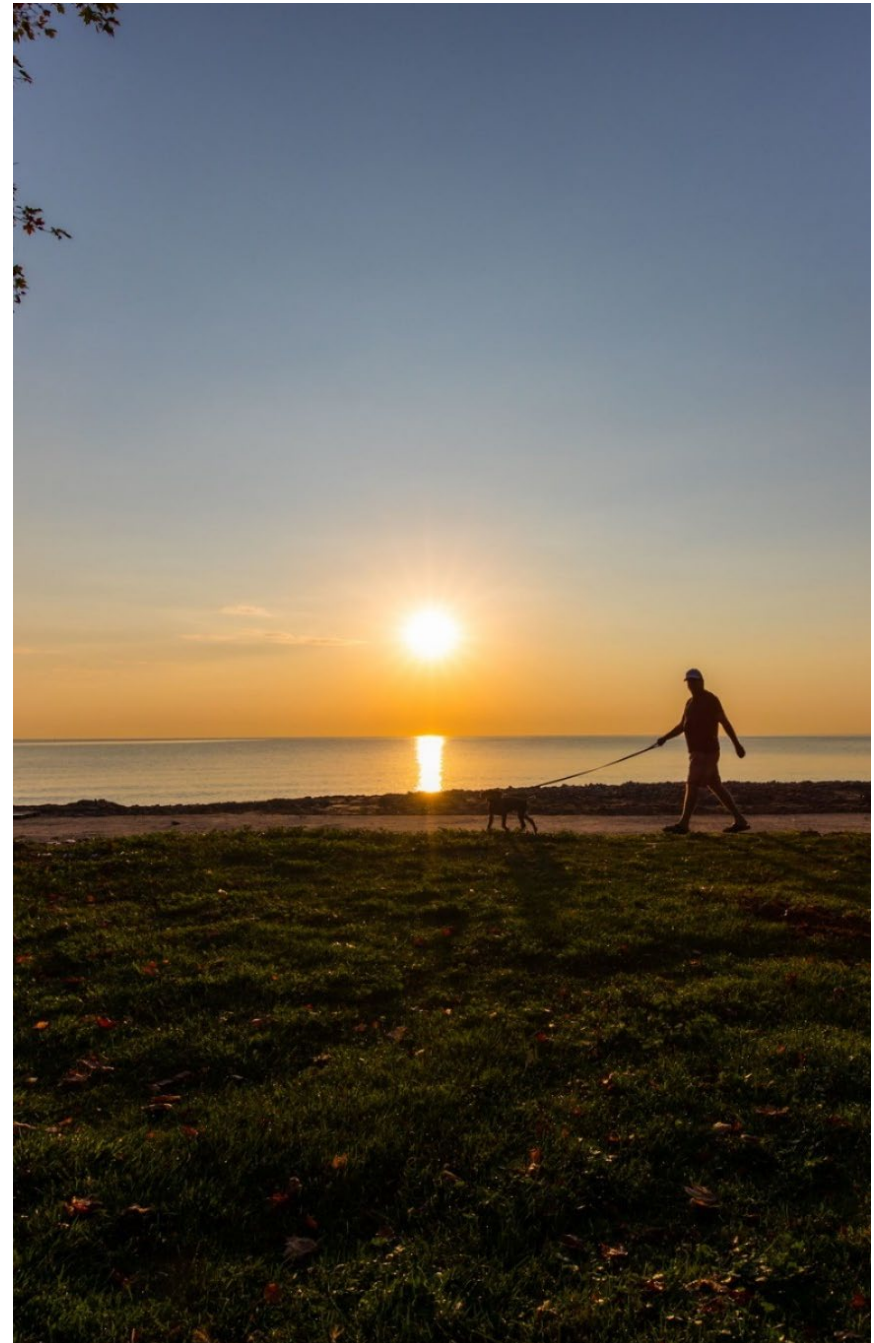


# Honouring the Land and Territory

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

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

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



# Acknowledgements

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

## **Town of Oakville Council (2022-26)**

Mayor Rob Burton

Ward 1 Councillors Sean O'Meara and Jonathan McNeice

Ward 2 Councillors Cathy Duddeck and Ray Chisholm

Ward 3 Councillors Janet Haslett-Theall and Dave Gittings

Ward 4 Councillors Allan Elgar and Peter Longo

Ward 5 Councillors Jeff Knoll and Marc Grant

Ward 6 Councillors Tom Adams and Natalia Lishchyna

Ward 7 Councillors Nav Nanda and Scott Xie

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# 1 Introduction

## Parks, Recreation and Libraries are Fundamental Services

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

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

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

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

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



# Master Plan Overview

## About the Plan

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

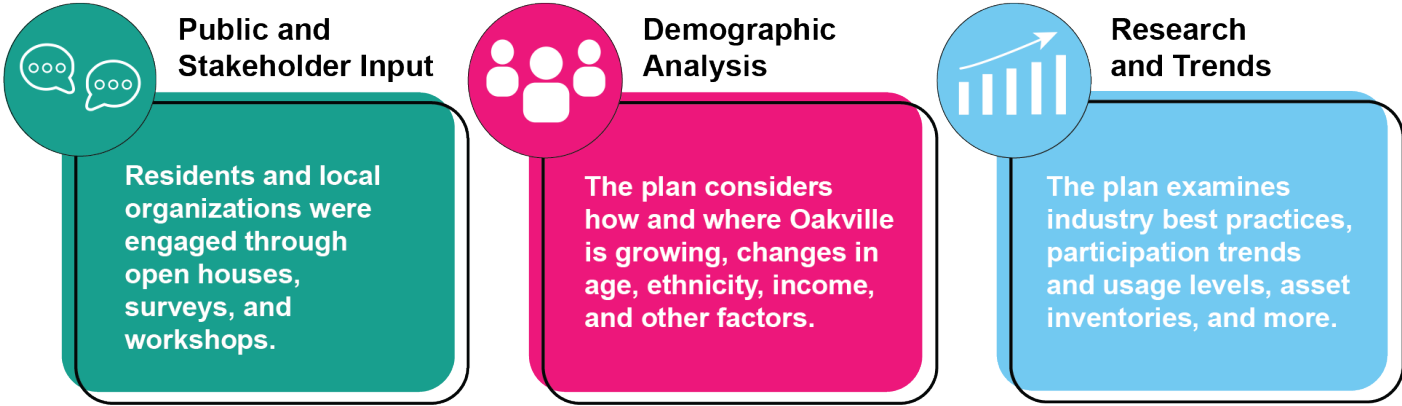
Last updated in 2017, this updated master plan is necessary to guide our future investment in new and existing facilities and services. While the focus of the plan is on physical parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, while ensuring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

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

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

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

## Master Plan Building Blocks





## Scope

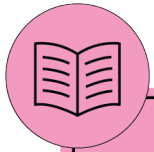
The plan evaluates needs and strategies for public parks, recreation and library spaces, and related services. The emphasis of the master plan is on facilities owned and/or operated by the town and public library, although the plan also considers facilities provided by other sectors.

### Master Plan Scope



#### Recreation Facilities and related services

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



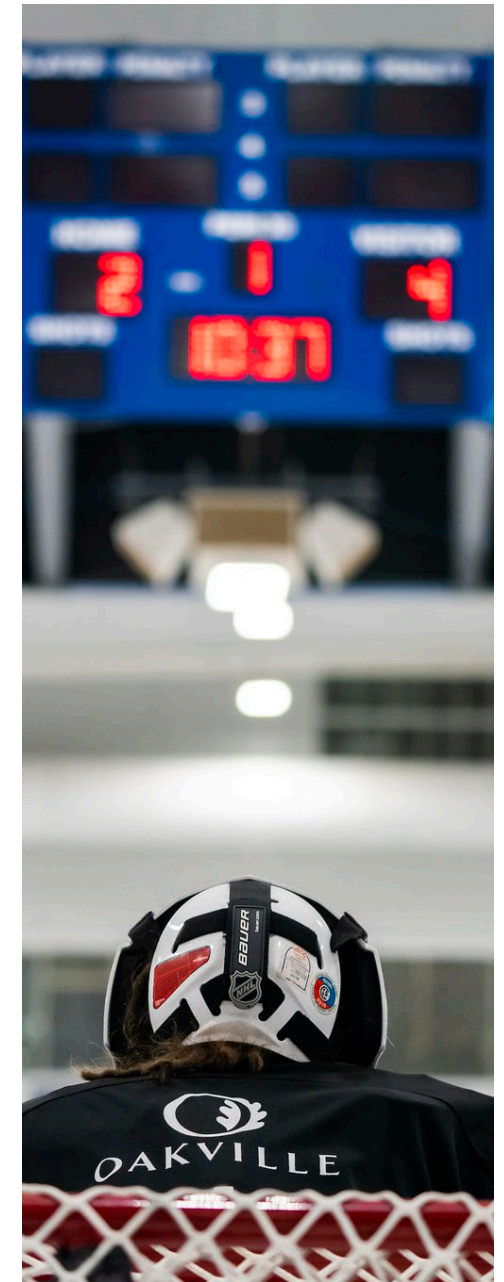
#### Public Libraries and related services

Library branches, alternative spaces, collections, and more.



#### Park Facilities and Parkland

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



## Planning Process

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

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

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

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



### Research & Analysis

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



### Community Engagement

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



### Needs Assessment & Master Plan

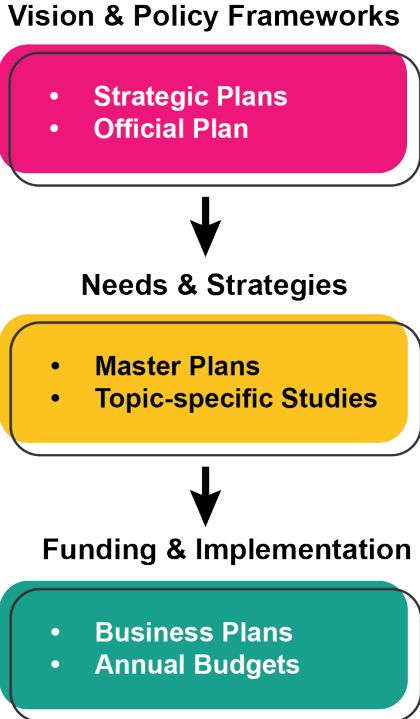
- Strategic Framework
- Needs Assessment
- Implementation Strategy
- Draft and Final Master Plans

# Methodology

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

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

## Hierarchy of Related Policy Documents and Reports



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

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

## Oakville – a vibrant and livable community for all

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

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

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

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

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

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



## Building on a Solid Foundation

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

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

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

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

- Town of Oakville 2022 Citizen Survey



## 2 Community Engagement

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

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

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

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



Over 3,600 surveys were completed, representing the voices of thousands of Oakville residents.



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

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

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

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

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

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



**12. A framework is needed to address special requests.**

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

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

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

**Are you reaching your goals?**

**Say how you play.**

Let us know by participating in our upcoming open house opportunities. Through our Parks, Recreation and Library Facilities Master Plan, the town is looking to strengthen community connections in the spaces where everyone belongs.

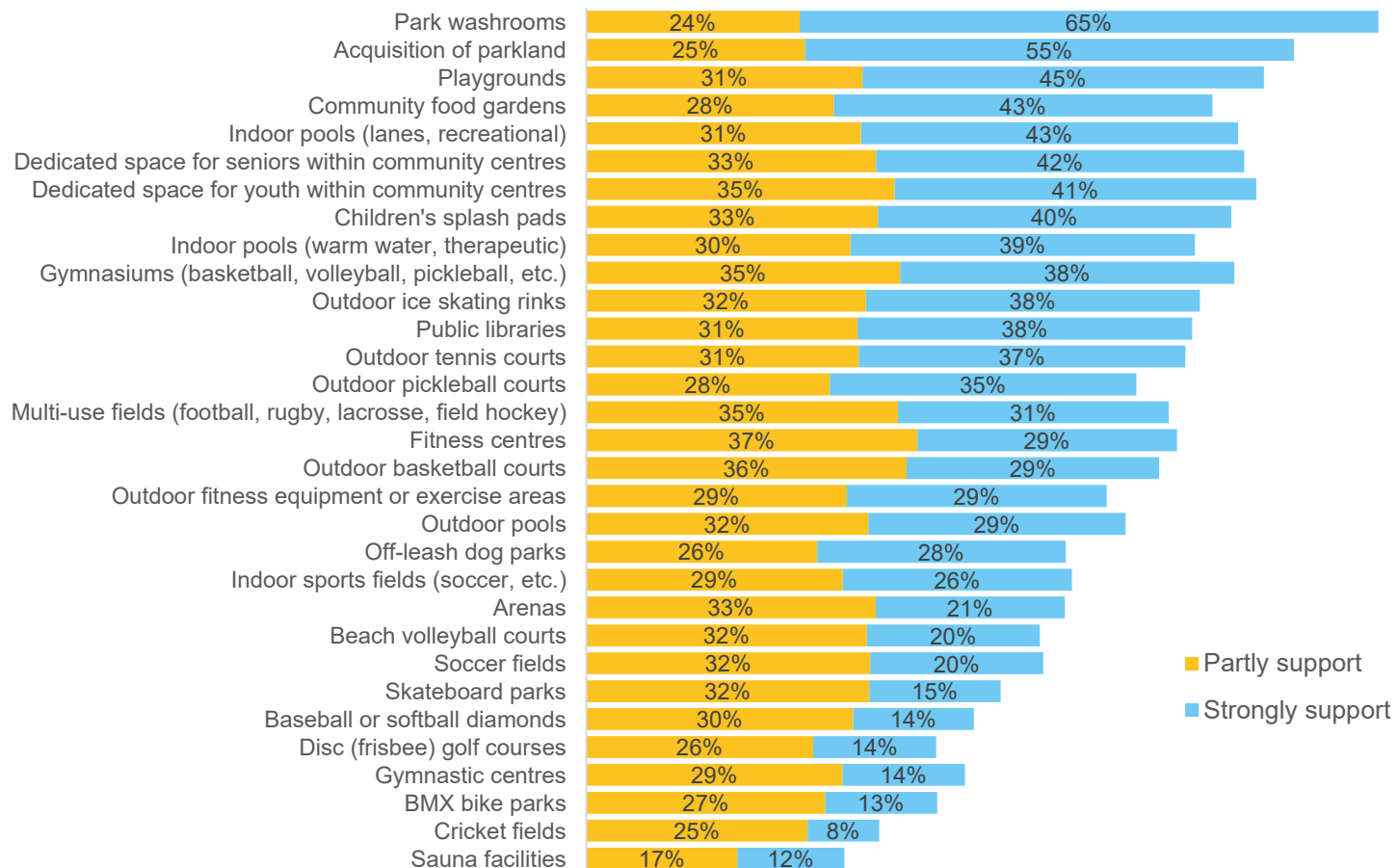
OAKVILLE

OPL Oakville Public Library

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

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

### Support for additional spending, master plan survey



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



### 3 Strategic Priorities and Goals

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

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

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

#### Master Plan Strategic Framework



## Priority 1 – Growth Management

**Goals** – We will:

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

## Priority 2 – Community Belonging

**Goals** – We will:

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

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

## Priority 3 – Environmental Sustainability

**Goals** – We will:

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

## Priority 4 – Accountable Government

**Goals** – We will:

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

## Master Plan Themes

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

Master Plan themes:

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

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

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





## 4 Preparing for Growth and Securing our Future

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

### Oakville is Growing

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

**A note about population forecasts:**

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

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

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

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

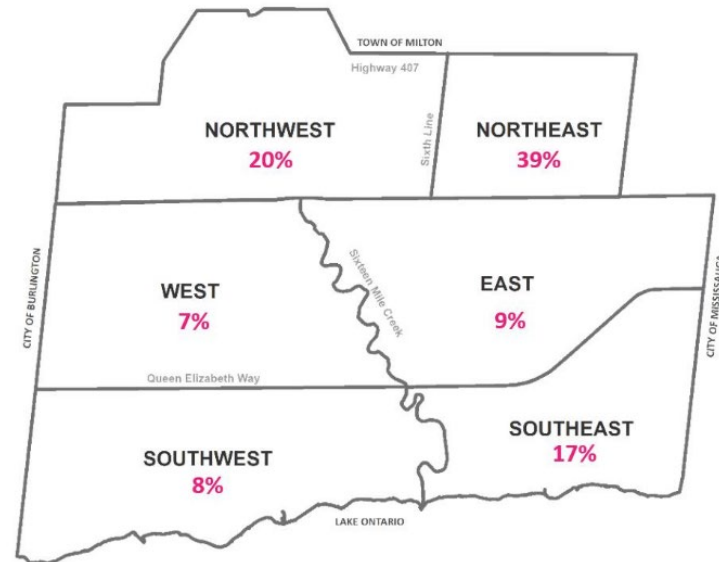
The town’s planning policies support higher population densities in new growth areas, including North Oakville which has been the most recent focus on housing growth. Current estimates allocate at least 73% of Oakville’s future population growth to strategic growth areas, such as Trafalgar Urban Core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

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

**Forecasted Population by Plan Area, 2021 to 2051**

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

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



## Creating Complete Communities

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

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

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

## Embracing the "Campus of Facilities" Model

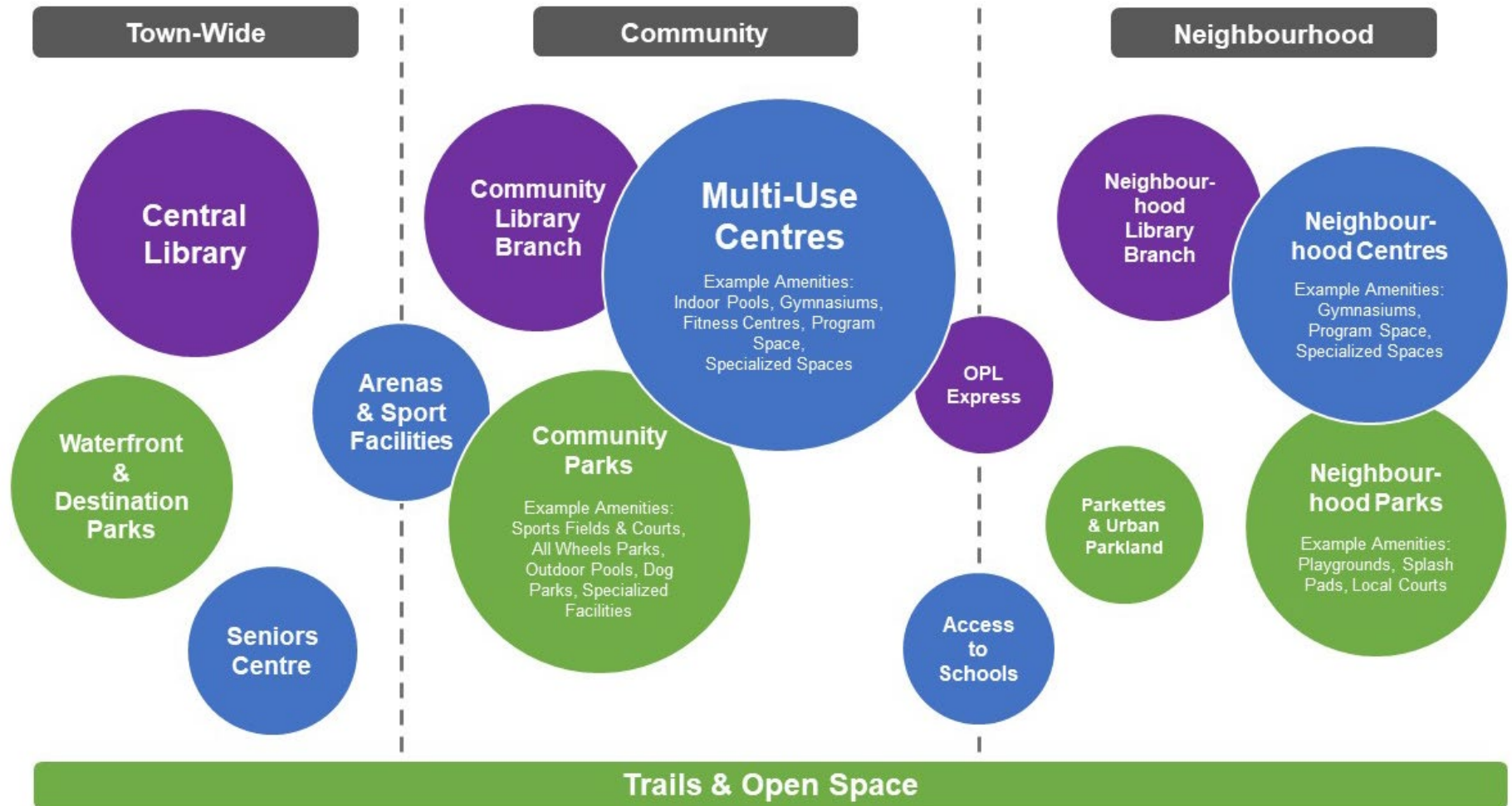
This master plan reflects on how town's growth trajectory has changed, the many new demands that are emerging, and how the urban form and funding sources are evolving. In doing so, the plan seeks new opportunities and strategies that will support these changes and position Oakville for success in the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

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





## "Campus of Facilities" Model



## Selected Actions that Prepare for Growth and Secure our Future

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

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

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

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

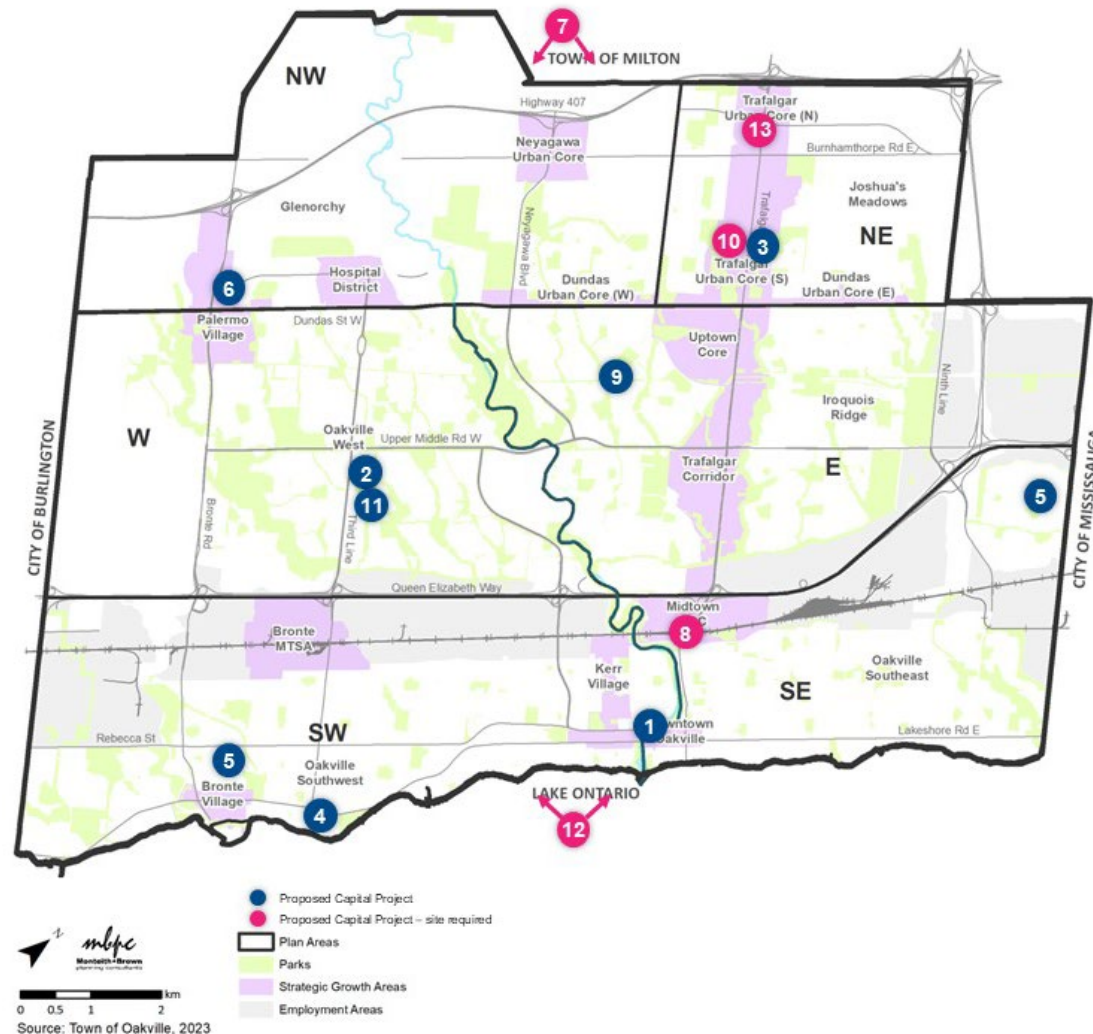
**Various Actions:** Growth-related development of cricket fields, sport courts, playgrounds, splash pads, all wheels parks, leash-free dog areas, community gardens, etc.

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

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

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

\* site/land required





## 5 Supporting Equity, Wellbeing, and Emerging Needs

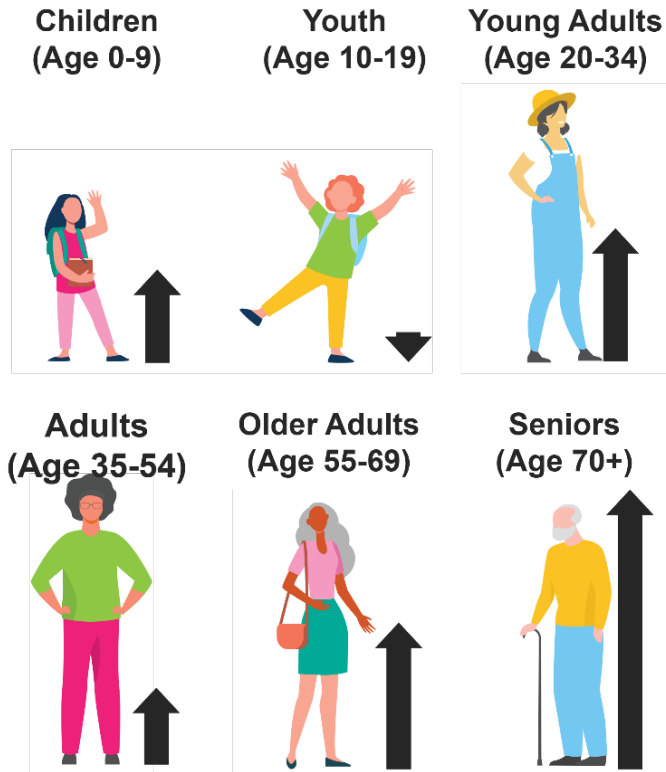
Oakville is an attractive destination for young, culturally-diverse families, but the population is also aging. We must plan for these significant demographic shifts. Active sport, youth, and family needs will be most notable in North Oakville, while a range of demands can be expected in higher density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

### Planning for our Different Stages of Life

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

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

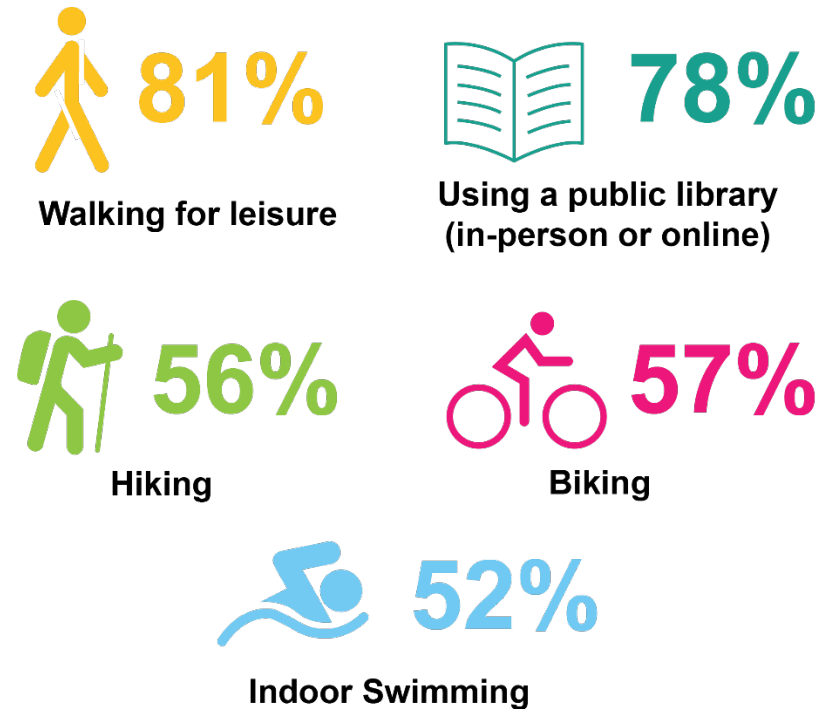
## Population Change by Age Group, 2022 to 2032



Source: Environics Analytics (2023)

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

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



## Celebrating our Cultural Diversity

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

## Responding to Emerging Needs

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

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

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



## Selected Actions that Support Equity, Wellbeing, and Emerging Needs

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

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

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

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

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



## 6 Optimizing our Assets and Providing Spaces to Thrive

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

### Learning from the Pandemic

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

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

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

### Readying our Facilities for the Future

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

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

**87%**

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



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

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

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

## Safe and Welcoming Library Spaces

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

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

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

## Selected Actions that Optimize our Assets and Provide Spaces to Thrive

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

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

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

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

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

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





## 7 Fostering Belonging, Accessibility, and Inclusion for All

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

### Removing Barriers to Participation

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

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

## Maintaining Affordability for Everyone

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

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

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

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

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<sup>1</sup> Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2023.

## Offering Responsive and Inclusive Programming

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

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

## Libraries as a “Third Place”

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

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

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

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

## Selected Actions that Foster Belonging, Accessibility and Inclusion for All

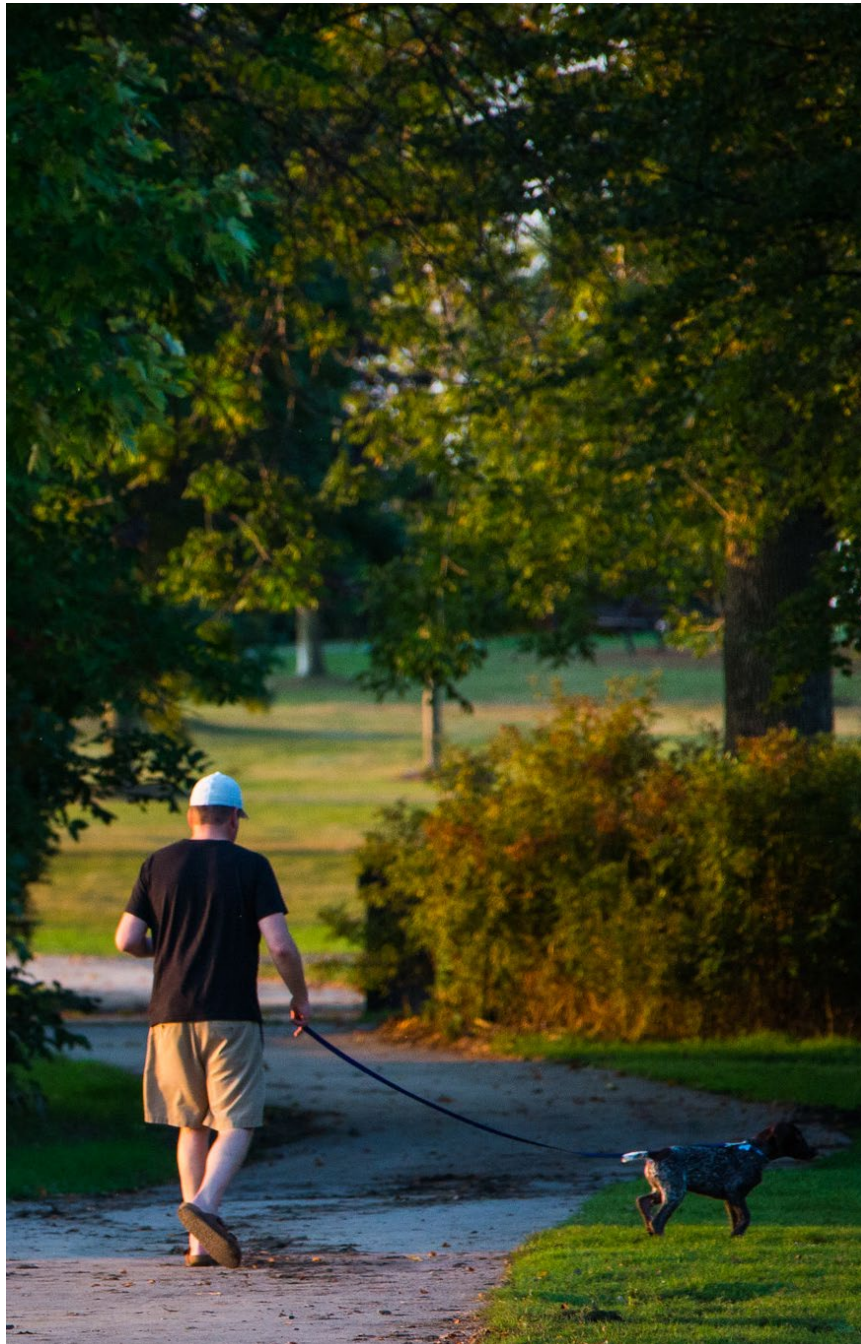
Oakville’s parks, recreation, and library facilities play an important role in breaking down social barriers and building connections across the diverse community. Through the consultation program, many residents reflected on the relationships that occurred while participating in activities, which are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

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

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

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





## 8 Enhancing Outdoor Opportunities and Connectivity

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

### Planning for Higher Use of Parks

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

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

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

**97%**

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

## Addressing a Wide Range of Needs

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

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

## Assessing Future Parkland Requirements

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

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

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

## Oakville Parks System Profile

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

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

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





## Selected Actions that Enhance Outdoor Opportunities and Connectivity

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

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

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

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

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





## 9 Reducing our Environmental Impact

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

### Taking Climate Action

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

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

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

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

## Selected Actions that Reduce our Environmental Impact

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

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

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

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





## 10 Leveraging Progressive Tools and Technologies

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

### Using Technology to Enhance Equity

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

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

## Expanding Opportunities and Finding Efficiencies

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

## Informing Priorities through Data Integration

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

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

## Selected Actions that Leverage Progressive Tools and Technologies

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

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

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

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



## 11 Working Together and Building in Flexibility

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

### Collaborating with Others

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

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

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

## Achieving the Plan

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

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

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

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

## Navigating Uncertainty

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

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

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

## Selected Actions that Help us Work Together and Build in Flexibility

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

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

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

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







## 12 Objectives and Actions

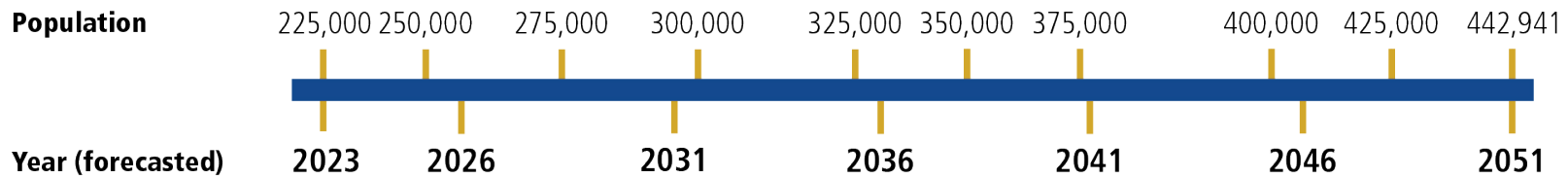
This section identifies critical information for implementing the master plan, as well as a **complete listing of all objectives and actions**, including proposed timing and priority.

### Timing and Priority

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

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

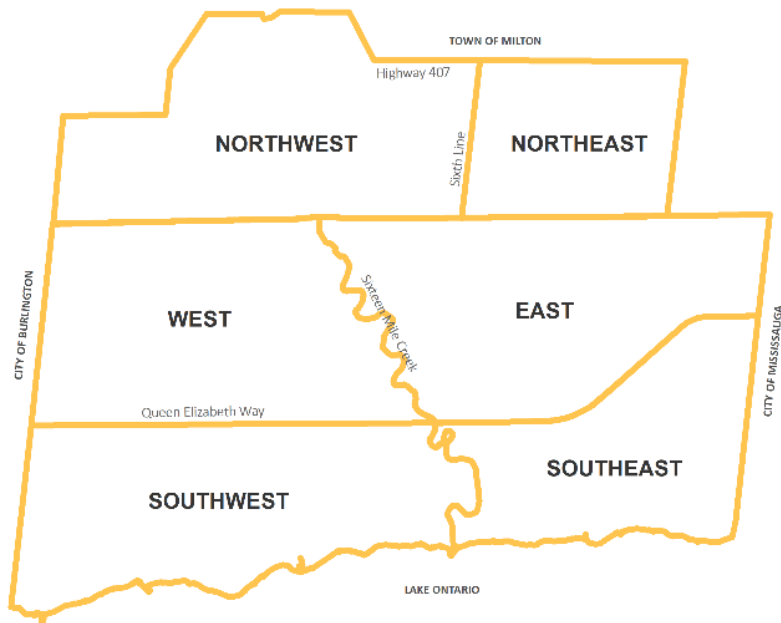
## Population Markers for Growth-related Capital Actions



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

Note: Timing of population growth is subject to change

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



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

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

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

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

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

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

## Funding and Implementation

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

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

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

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

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

To this end, ongoing and future processes will:

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



## A. Recreation Services

### Objectives

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

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

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

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



#	Action – Recreation Services	Priority	Timing	Implementation Notes
18.	Expand <b>digital infrastructure and investments</b> that leverage data-driven decision-making and the efficient use of technology in facility design and operations.	Medium	Ongoing (best practice)	Continue to improve data collection and the development of digital tools that improve community access to information and services, enhance user experiences, and advance facility design and operations.
19.	Refine Recreation and Culture’s <b>pricing policy</b> 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 <b>performance measures</b> by working with other service providers to identify the impact of recreation and culture in Oakville, ensuring that diverse voices are included.	Medium	Ongoing (best practice)	n/a
21.	Review and articulate <b>levels of service</b> in each recreation discipline and complete a process mapping exercise to look for greater efficiencies to plan for a growing population and the use of additional facility spaces.	High	Short-term (2024-33)	n/a

## B. Recreation Facilities

### Objectives

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

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

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

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

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

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



## C. Public Libraries

### Objectives

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



#	Action – Public Libraries	Priority	Timing	Implementation Notes
<p><b>39.</b> Initiate the following actions in support of <b>OPL’s Service Delivery Model:</b></p> <ul style="list-style-type: none"> <li>a) Frequently review and update community profiles for proposed new locations to inform facility and service planning.</li> <li>b) Identify “centres of expertise” or “centres of excellence” amongst new and existing locations to foster experimentation and innovation.</li> <li>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.</li> <li>d) Develop a future operating hours plan in conjunction with role definition of each level of facility type and reviewed alongside ARUPLO guidelines.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	<p>High</p> <p>Medium</p> <p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Short-term (2024-33)</p> <p>Short-term (2024-33)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p> <p>Ongoing (best practice)</p>	<p>n/a</p> <p>n/a</p>	

#	Action – Public Libraries	Priority	Timing	Implementation Notes
<p><b>40.</b> Initiate the following actions in support of <b>OPL’s Collection Development Strategy:</b></p> <ul style="list-style-type: none"> <li>a) Review the planned footprint for the size of the collections at future locations with the recommendations from industry guidelines, where feasible.</li> <li>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.</li> <li>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.</li> <li>d) Explore the feasibility of expanded reciprocal borrowing and resource sharing arrangements to mitigate cost pressures of eBook pricing models on collections budgets.</li> </ul>			n/a	
<p><b>41.</b> Initiate the following actions in support of <b>OPL’s Technology Strategy:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>c) Continue to integrate technology serving all ages into programs.</li> </ul>			n/a	

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

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

#	Action – Public Libraries	Priority	Timing	Implementation Notes
46.	In consultation with the community, undertake a review of the <b>library service models in Clearview and Bronte</b> to ensure that delivery is optimized for those living and working in these neighbourhoods and aligned with the Oakville Public Library’s resources.	High	Short-term (2024-33)	n/a
47.	Revitalize and reinvest in <b>existing library branches</b> 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.	High	Ongoing (best practice)	n/a
48.	Continue to expand <b>outreach and alternative delivery models</b> to emerging communities and gap areas. In doing so, OPL should: <ul style="list-style-type: none"> <li>a) Assess the feasibility of offering express library services at all current and future community centres that are not co-located with a library branch.</li> <li>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.</li> <li>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.</li> </ul>	Medium	Ongoing (best practice)	n/a

## D. Park Facilities

### Objectives

**A. Optimize our Sports Fields:** With less future parkland, it will be necessary to strengthen partnerships and make the most of the assets we have. A good example is sports fields, which require large land bases. Adding lights and artificial turf will help increase our capacity without having to secure proportional amounts of land – part of our capital revitalization strategy. Working with schools to maximize their fields and revisiting the restrictions on field lighting south of Dundas Street should be pursued. A sports field strategy is required to determine the preferred approach to implementing the actions of this master plan.

**B. Support Emerging Sports and Park Amenities:** More outdoor courts, playgrounds, splash pads, skate parks, leash-free areas, community gardens, etc. will be needed to support growth and the trend for casual and unscheduled use. The sport of pickleball – a common request from the public – is here to stay. While this master plan provides several recommendations for court development and management, a racquet courts strategy is recommended to guide the sustainable delivery of outdoor tennis and pickleball courts, as well as indoor play opportunities.

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



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

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



#	Action – Park Facilities	Priority	Timing	Implementation Notes
<p><b>58.</b> Target the development of up to <b>45 additional outdoor pickleball courts</b> 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"> <li>a) a greater focus on dedicated pickleball-only courts in community parks (generally complexes of 4 to 8 courts);</li> <li>b) equitably distributed opportunities for casual use within neighbourhood parks, including multi-lined courts or the conversion of under-utilized tennis courts;</li> <li>c) appropriate setbacks for courts from adjacent houses;</li> <li>d) joint ventures with third-party clubs (with defined roles and standards for community-based clubs); and</li> <li>e) implementation of a court permitting system for selected courts.</li> </ul>	Growth-related	To be determined through future study	Planning target is one outdoor pickleball court per 5,000 to 10,000 residents; the recommendation uses one per 5,000 population as a starting point.	
<p><b>59.</b> Develop a minimum of <b>17 basketball courts</b> to improve distribution across Oakville by 2051.</p>	Growth-related	Targets: 7 in Short-term (2024-33) 6 in Medium-term (2034-43) 4 in Longer-term (2044-51)	Planning target is one basketball or multi-use court per 12,000 residents (counting half courts as 0.5), with consideration of a 1-km catchment radius.  Where possible, full-size multi-use courts are desired as they allow for maximum flexibility and capacity.	

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

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

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

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

## F. Parkland

### Objectives

**A. Mitigate Impacts of Reduced Parkland Dedication:**

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

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

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

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

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

# Action – Parkland	Priority	Timing	Implementation Notes
<p><b>80.</b> Review and <b>update the 2.2 ha/1000 population active parkland target</b> 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.</p>	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.
<p><b>81. Secure parkland at the maximum applicable rate</b> 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.</p>	High	Ongoing (best practice)	Additional related directions are identified in the Parks Plan 2031.
<p><b>82.</b> Fully implement <b>Parks Plan 2031</b>, including but not limited to recommendations involving parkland dedication, cash-in-lieu, park typologies and design guidelines, encumbered lands, administration, etc.</p>	High	Short-term (2024-33)	At the time of writing, some Planning Act regulations for parkland acceptability are not yet in effect.
<p><b>83.</b> Adopt a comprehensive set of <b>park and trail design guidelines</b> that are informed by Parks Plan 2031 and the town’s construction standards.</p>	Medium	Short-term (2024-33)	This is an ongoing initiative being developed under separate cover from this master plan.
<p><b>84.</b> Maintain a commitment to <b>universal accessibility and safety</b> within the town’s parks and trails system and emphasize the provision of amenities such as benches/seating areas, bike racks, and shade in appropriate park types and along trails.</p>	High	Ongoing (best practice)	n/a
<p><b>85.</b> Prepare a <b>park revitalization strategy</b> to establish a decision-making framework and priorities (i.e., key park sites requiring reinvestment, with an emphasis on waterfront parks, barrier-free accessibility, and year-round activities).</p>	Medium	Short-term (2024-33)	n/a

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



# G. Plan Implementation

## Objectives

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

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

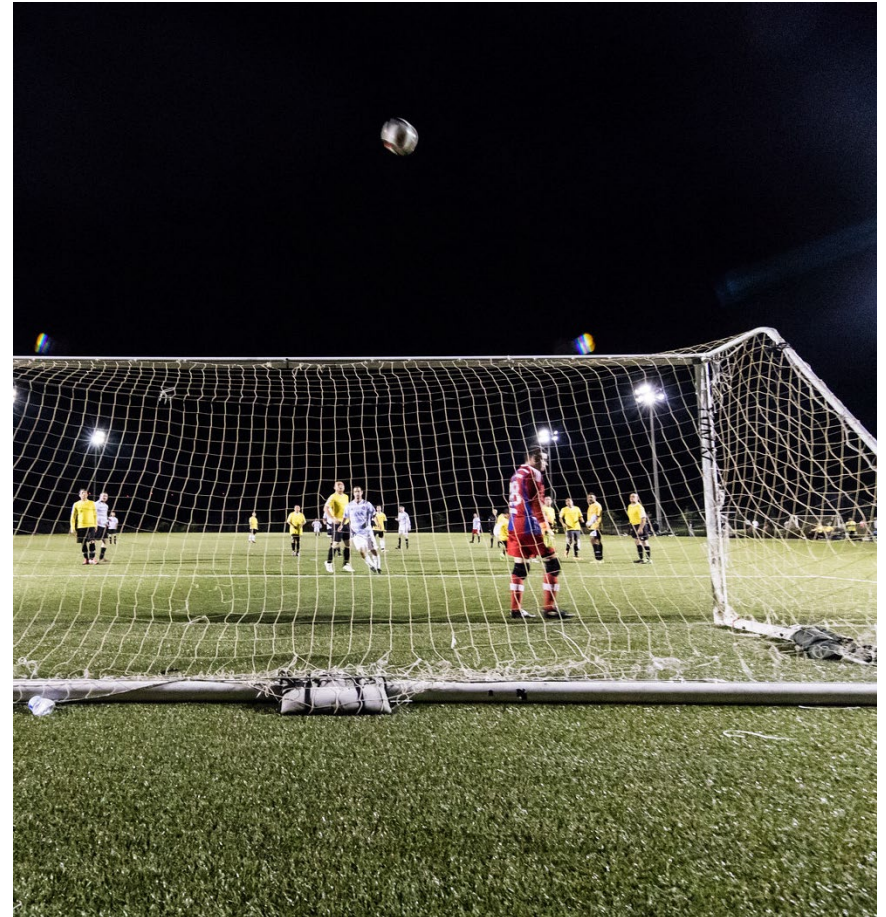
#	Action – Plan Implementation	Priority	Timing	Implementation Notes
97.	Where appropriate and consistent with municipal policies and priorities, consider <b>alternative funding and cost-sharing approaches</b> to achieve capital and operating cost recovery targets.	High	Ongoing (best practice)	n/a
98.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

## Appendix: Facility Inventory and Planning Targets

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

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

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



## Summary of Inventory, Planning Targets and Needs

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

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

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

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

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

Facility Type	Current Municipal Supply	Current Level of Provision (per capita)	Municipal Comparators (per capita)	Future Planning Target	Needs (to 2051)
<b>Community Centres</b>	<b>7 facilities:</b> <ul style="list-style-type: none"> <li>- Glen Abbey CC</li> <li>- Iroquois Ridge CC</li> <li>- Oakville Trafalgar CC</li> <li>- QEPCCC</li> <li>- River Oaks CC</li> <li>- Sixteen Mile CC (2025)</li> <li>- Trafalgar Park CC</li> </ul>	1:32,150	1:32,850 (note: community centre size and amenities vary considerably by municipality)	1 per 45,000 residents	3 new (1 multi-use and 2 local) and 2 revitalized
<b>Indoor Pools</b>	<b>6 locations and 9 pools (2,500m<sup>2</sup> water surface):</b> <ul style="list-style-type: none"> <li>- Glen Abbey CC</li> <li>- Iroquois Ridge CC (2)</li> <li>- Oakville Trafalgar CC (2)</li> <li>- QEPCCC</li> <li>- Sixteen Mile CC (2) (2025)</li> <li>- White Oaks Pool</li> </ul>	1:37,500 (locations)	1:46,650 (locations)	1 square metre of pool area (water surface) per 100 to 115 residents	1 new (multi-use CRC) and 1 revitalized –additional facilities may be identified through future study
<b>Outdoor Pools</b>	<b>5 pools:</b> <ul style="list-style-type: none"> <li>- Bronte</li> <li>- Brookdale</li> <li>- Falgarwood</li> <li>- Lions</li> <li>- Wedgewood</li> </ul>	1:45,000	1:129,650	1 per 150,000 residents	2 new (to replace 3) and 1 revitalized (to replace 2) – to be confirmed through future study
<b>Gymnasiums (municipal)</b>	<b>7 gymnasiums at 5 locations:</b> <ul style="list-style-type: none"> <li>- Glen Abbey CC</li> <li>- Oakville Trafalgar CC</li> <li>- QEPCCC (2)</li> <li>- Sixteen Mile CC (2) (2025)</li> <li>- Trafalgar Park CC</li> </ul> <i>Note: IRCC and ROCC include small gymnasium-like spaces</i>	1:32,150 (excludes permitted school gymnasiums)	1:27,450	1 per community centre (all types)	5+ new (3 through new CCs, 2 through expanded CCs)

Facility Type	Current Municipal Supply	Current Level of Provision (per capita)	Municipal Comparators (per capita)	Future Planning Target	Needs (to 2051)
<b>Fitness Centres</b>	<b>7 locations:</b> <ul style="list-style-type: none"> <li>- Glen Abbey CC</li> <li>- Iroquois Ridge CC</li> <li>- Oakville Trafalgar CC</li> <li>- QEPCCC</li> <li>- River Oaks CC</li> <li>- Sixteen Mile CC (2025)</li> <li>- Trafalgar Park CC</li> </ul>	1:32,150	1:45,740	1 per multi-use community centre	1 new and 2 revitalized
<b>Seniors Facilities</b>	<b>5 locations</b> <ul style="list-style-type: none"> <li>- Iroquois Ridge CC</li> <li>- QEPCCC</li> <li>- Sir John Colborne (stand-alone)</li> <li>- River Oaks CC</li> <li>- Trafalgar Park CC</li> </ul>	1:45,000	1:53,050	not defined (program-driven)	1 expanded, plus programming at new centres
<b>Arenas (ice pads)</b>	<b>13 ice pads:</b> <ul style="list-style-type: none"> <li>- Glen Abbey CC (2)</li> <li>- Joshua's Creek (2)</li> <li>- Kinoak (1)</li> <li>- Maple Grove (1)</li> <li>- River Oaks CC (2)</li> <li>- Sixteen Mile (4)</li> <li>- Trafalgar Park CC (1)</li> </ul>	1:17,300	1:26,800	1 municipal ice pad per 20,000 to 30,000 residents (declining over time)	2 more pads (repurpose 2 singles, build 2 new twins)
<b>Indoor Turf Facilities</b>	<b>1 location (divisible into 4 fields)</b> (operated by third-party)	1:225,000	1:212,150	not defined (program-driven)	not defined
<b>Arts &amp; Culture Facilities</b>	<b>5 locations:</b> <ul style="list-style-type: none"> <li>- Oakville Centre for Performing Arts</li> <li>- Oakville Galleries (2)</li> <li>- Oakville Museum</li> <li>- QEPCCC</li> </ul>	n/a	n/a	not defined (program-driven)	not defined

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

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

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

