CITY COUNCIL AGENDA

DATE   October 2, 2008 – 7:00 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

COUNCIL INFORMATION SESSION

Urban Design Action Plan

Presentation:

Ian Panabaker, Heritage & Urban Design Planner, CDDS
Mark Reid, Urban Strategies Inc.
Tim Smith, Urban Strategies Inc.

- Introduction and background to project

- What is good urban design?

- Opportunity Areas
    - *Review of the city fabric: what specific opportunities and actions can be identified?*

- Review of Priority Actions
    - *Review of the draft action list: Is there anything missing? Discussion of priority setting issues and general Council feedback*

- Next Steps
    - *Broadened second-draft circulation, internal & external with communications component*
    - *Heading towards CDES/Council recommendation: November*

ADJOURNMENT

CITY OF
Guelph
Making a Difference

COMMUNITY URBAN DESIGN
ACTION PLAN

URBAN
STRATEGIES
INC .

CONTENTS

1 INTRODUCTION

Guelph is at a pivotal point in its evolution as a city. Like many North American cities, it experienced unconstrained outward growth over the 20th century, annexing rural land in the process. Within the next 10-15 years, it will be built out to the municipal boundary, yet will continue to grow. In fact, urged on by the Province's Growth Plan for the Greater Golden Horseshoe, Guelph expects to add 54,000 more residents and 31,000 more jobs by 2031, according to the Local Growth Management Strategy. To conform to the Growth Plan, by 2015 at least 40% of residential growth must be occurring within the city's built boundary, through redevelopment and intensification. A significant portion of this growth will occur in the downtown, designated by the Province as an Urban Growth Centre. The growth that occurs on greenfield sites outside the built boundary must be denser and have a broader mix of uses than typical post-war suburban development. Behind this fundamental policy shift is the concept of sustainability, a term Guelph citizens have long embraced, which also led to the City's landmark Community Energy Plan.

How successfully Guelph responds to these new challenges while striving to maintain the city's high quality of life and competitiveness will depend in large part on good urban design. The purpose of this Urban Design Action Plan (UDAP) is to highlight the importance of urban design in all matters related to the planning and development of the city and to set out a course of action aimed at achieving good urban design on a broad and consistent basis. It also establishes general urban design objectives for strategic areas of the city expected to undergo the most change in the coming decades.

This plan has been informed by policies, practices and programs used by other Canadian municipalities to achieve their urban design objectives. Consultations with City staff, City councillors, representatives of the local development industry and other community leaders also helped to shape the plan.

It responds to the unique conditions, opportunities and challenges in Guelph and builds on the momentum that has been established by recent City initiatives, including the Community Energy Plan, the Local Growth Management Strategy, the Downtown Visioning Charrette, and the City Hall and Civic Square projects.

The stage is being set for exciting and profound changes to Guelph's physical environment. The Urban Design Action Plan, by guiding upcoming policy documents and refinements to City processes, will help ensure each change contributes to a more healthy, sustainable, prosperous, beautiful and enjoyable city.

WHAT GOOD URBAN DESIGN MEANS

Every city is different, and rules of good urban design should respond to the characteristics, history and culture of the place to which they are applied. There are, however, fundamental principles, demonstrated by the most admired and livable cities around the world, that should guide the design of all urban places and communities. The general principles on the next page, rooted in sustainability, will provide a common point of reference as the City pursues the actions in this plan and should underlie the policies, programs and initiatives that flow from those actions, including the City's Official Plan.
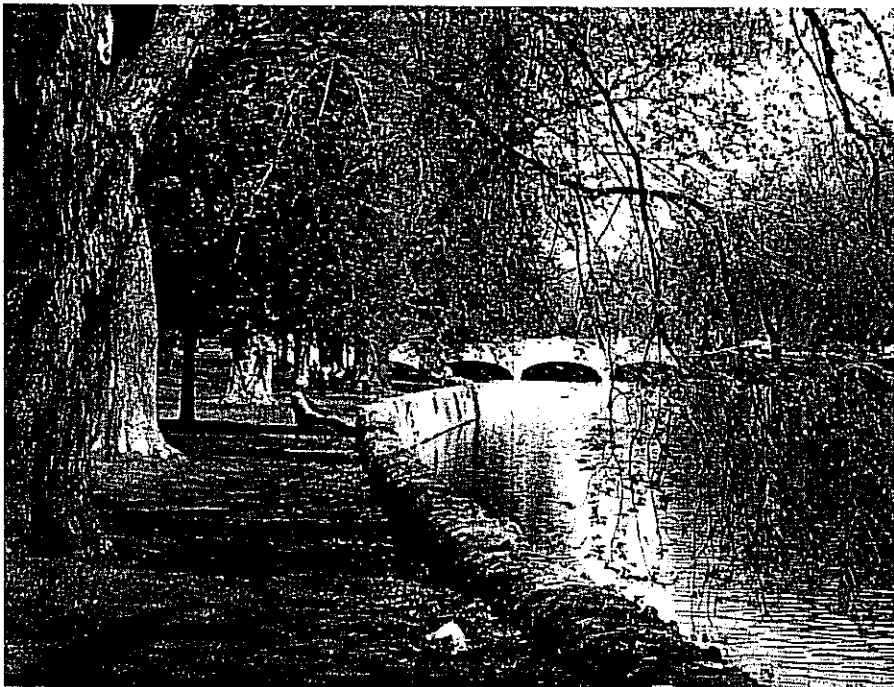
GENERAL PRINCIPLES

1 Use land, energy, water and infrastructure efficiently and sustainably.

2 Emphasize the natural attributes of the city by making them highly visible and accessible.

3 Preserve highly valued remnants of the city's history.

4 Conserve and celebrate the city's natural and cultural heritage.

5 Build compact communities and places that encourage walking.

6 Provide a diversity of spaces that promote social interaction and civic engagement.

7 Provide viable choices for moving people and goods through the city, and create streets for various modes of travel.

8 Maximize the utility, adaptability and lifespan of buildings and infrastructure.

9 Provide a range of housing for different household types, lifestyles and income levels.

10 Provide safe, convenient access by all to parks, schools, recreational amenities, shopping and services.

11 Create communities where there are opportunities to live, work, learn and recreate.

12 Offer a variety of sensory experiences.

In addition to these general principles, the design of Guelph as whole and the places within it must also respond to the population, employment and intensification targets in the Local Growth Management Strategy (LGMS). The directions in the LGMS will create many opportunities to enhance existing communities and places. Increasing population and employment densities in strategic locations, in fact, will be critical to achieving many of the objectives set out in this plan. Map 1, on the next page, identifies areas where both intensification and urban design improvements should be focused and coordinated.
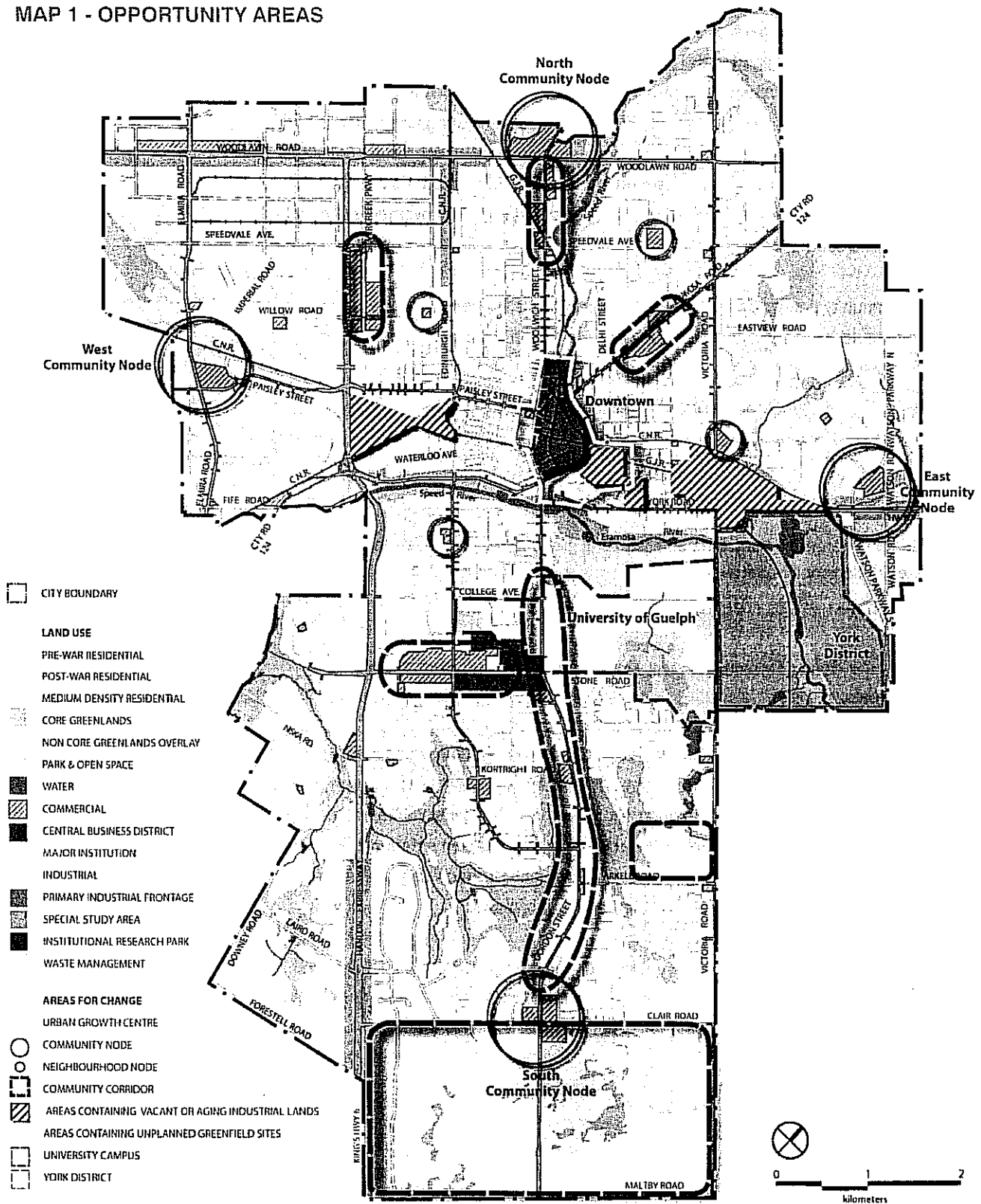
The Community Energy Plan (CEP) also supports "densification" because it provides more options for energy supply and efficiencies. The CEP's five overarching goals below have other implications for the design of existing and new places.

- Guelph will be an attractive place to invest due, in part, to its commitment to a sustainable energy future.
- Guelph will have a variety of reliable, competitive energy, water and transport services available.
- Guelph energy use per capita and resulting greenhouse gas emissions will be less than the current global average.
- Guelph will use less energy and water per capita than comparable Canadian cities.
- All publicly funded investments will visibly contribute to meeting the other four CEP goals.

Among the targets in the CEP directly related to urban design are those calling for a reduction in transportation energy use by 25% (partly by reducing vehicle journeys) and the development of district heating networks for higher density areas of the city. Large-scale projects or places are intended to accelerate implementation of the CEP by creating early successes; these could be high density "urban villages", business parks, new greenfield communities or the university campus.

Sustainability being fundamental to good urban design, the UDAP's objectives and actions have been aligned with the LGMS and the CEP, and the implementation of all three should be closely coordinated.

MAP 1 - OPPORTUNITY AREAS

North
Community Node

WOODLAWN ROAD

WOODLAWN ROAD

SPEEDVALE AVE.

SPEEDVALE AVE

EASTVIEW ROAD

WILLOW ROAD

West
Community Node

PAISLEY STREET

PAISLEY STREET

Downtown

East
Community
Node

WATERLOO AVE

FIFE ROAD

Speed River

YORK ROAD

Eramosa River

COLLEGE AVE.

University of Guelph

York
District

STONE ROAD

KORTRIGHT ROAD

ARKELL ROAD

CLAIR ROAD

South
Community Node

MALTBY ROAD

CITY BOUNDARY

LAND USE
PRE-WAR RESIDENTIAL
POST-WAR RESIDENTIAL
MEDIUM DENSITY RESIDENTIAL
CORE GREENLANDS
NON CORE GREENLANDS OVERLAY
PARK & OPEN SPACE
WATER
COMMERCIAL
CENTRAL BUSINESS DISTRICT
MAJOR INSTITUTION
INDUSTRIAL
PRIMARY INDUSTRIAL FRONTAGE
SPECIAL STUDY AREA
INSTITUTIONAL RESEARCH PARK
WASTE MANAGEMENT

AREAS FOR CHANGE
URBAN GROWTH CENTRE
COMMUNITY NODE
NEIGHBOURHOOD NODE
COMMUNITY CORRIDOR
AREAS CONTAINING VACANT OR AGING INDUSTRIAL LANDS
AREAS CONTAINING UNPLANNED GREENFIELD SITES
UNIVERSITY CAMPUS
YORK DISTRICT

0   1   2
kilometers

GUELPH'S URBAN DESIGN STRENGTHS AND WEAKNESSES

Guelph is a historic city, originally planned by John Galt in 1827. Surrounded by countryside and shaped by natural features and socioeconomic forces, the city has evolved in different ways over the past two centuries. Slow and orderly growth over the second half of the 19th century and early part of the 20th century resulted in diverse neighbourhoods surrounding a vibrant downtown, all structured to facilitate walking. The pattern of rapid growth after World War II reflected the impact of cars and trucks—wide arterials were designed to move both, parking lots dominated shopping centres and neighbourhoods made room for vehicles while discouraging traffic. Overall, the city today exhibits a complex development pattern with distinctive urban, suburban and rural qualities. In light of the universal principles of good urban design identified earlier, there are many strengths but also weaknesses in this pattern. While the strengths provide a strong foundation for the UDAP, the weaknesses pose opportunities and challenges to be addressed.

Strengths

- Major rivers through the heart of the city
- Other significant natural heritage features and corridors
- Rich public open space system
- Many cultural facilities
- Distinct, historic, walkable core
- Many architectural landmarks
- University in the heart of the city
- Stable, attractive neighbourhoods
- Flexible, accessible employment lands
- Extensive transit network

Weaknesses

- Visual and physical access to public lands frequently impeded by adjacent private development
- Segregation of housing types—apartment and townhouse blocks separated from low-density housing
- Lack of housing diversity, architectural variety and "sense of place" in newer neighbourhoods
- Large auto-oriented areas (residential and commercial) where cars dominate the landscape and walking trips are difficult

- Underutilized land and lack of residential uses in commercial areas and community nodes
- City gateways and approaches to core are not strongly defined
- Highly segregated uses and few multi-use places outside Downtown
- Limited number of bicycle-friendly corridors, discontinuous bike lanes and missing connections to the trail system
- No frills transit facilities (terminals, stops)
- Prominent vacant or under-utilized industrial lands (brownfields)

THE CITY'S ROLE IN ACHIEVING GOOD URBAN DESIGN

Good urban design requires conscious and coordinated efforts on the part of the public and private sectors, and involves collaboration between the two to maximize the public and private benefits of development. Good urban design adds significant value to a project, a community and the city as a whole; it is in everyone's interest to work cooperatively. The City's role must go beyond regulating development and providing infrastructure and community facilities. The UDAP focuses on five responsibilities of the City:

1. Preparing detailed land use and urban design **plans and studies** for significant areas of change to establish a clear vision, urban design policies and guidelines, demonstration projects and implementation strategies.

2. Adopting general urban design **policies, standards and guidelines** to guide the preparation and review of plans of subdivision, rezonings, site plans and public infrastructure projects. Official Plan policies should be developed and reviewed through the mandatory OP review process; area plans and studies may result in amendments or secondary plans to the OP. Development standards for roads and other public infrastructure, currently being reviewed, are a critical complement to urban design policies and guidelines.

3. Identifying and implementing strategic public realm and infrastructure **projects,** including road reconstructions, transit terminals, park and open space improvements, cultural and recreation facilities, streetscapes and trails.

4. Conducting transparent and effective review and approval **processes** for development applications and capital projects, integrating disciplines, engaging affected communities and focusing on urban design objectives.

5. **Promoting** urban design excellence with public projects, graphic communication tools, educational initiatives and incentive programs.

HOW THE ACTION PLAN IS ORGANIZED

Focusing on each of the distinct areas in the city with the potential for significant change, Sections 2 through 8 of the UDAP provide direction with respect to the first three aspects of the City's urban design role as outlined above—the plans, policies and projects that should be developed and implemented. These sections are generally organized as follows:

Opportunity — the overarching urban design opportunity for the area(s) is stated.
Challenges — these are conditions that may pose obstacles to fully realizing the opportunity.
Objectives — what the City should be striving to achieve in the area(s).
Potential Strategies — tools and techniques the City should consider to overcome challenges and achieve the urban design objectives.
Key Actions — the recommended initiatives the City should undertake to help achieve the urban design objectives. Bolded actions are "Priority Actions"—the plan recommends these be initiated within the next 2-3 years and, in the case of plans, studies, guidelines and projects, completed within the next 5-6 years.

Sections 9 and 10 sets out objectives, strategies and actions regarding processes for project review and promotion. Section 11 summarizes the 40 Priority Actions.

Appended to the UDAP are recommended general urban design policies and guidelines the City should consider incorporating into the Official Plan and other planning documents. [Appendices not included in draft report.]

2 DOWNTOWN
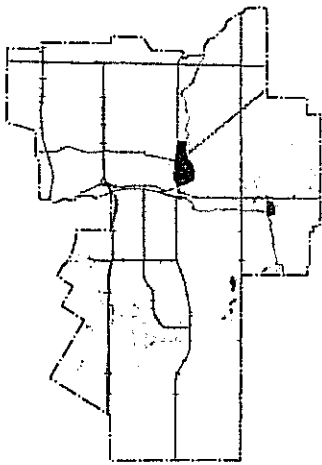
The attractiveness and success of Guelph as a place to live, work and visit depends in large part on the health and vitality of Downtown. While it has seen major improvements recently, such as the River Run Theatre, the Sleeman Centre and New City Hall, parts of Downtown have lost vitality in recent decades as suburban residential and commercial development continued. Yet due to the resilience of John Galt's original plan for the city, the rich legacy of heritage buildings and a strong business community, Downtown remains one of the city's greatest assets. Because it provides amenities to all Guelph citizens and, as an Urban Growth Centre in the Province's Growth Plan, is the target for significant population and employment growth, it should be the focus of public and private investments aimed at making it an attractive place to live and work. Downtown's proximity to the University of Guelph also creates the opportunity for it to become a place for learning, and additional urban design improvements that capitalize on its natural, cultural and architectural assets could spur significant growth in tourism.

THE OPPORTUNITY

Building upon its many physical assets, create a distinct and complete Downtown that contains thriving commercial streets, a strong employment base, dense and diverse neighbourhoods, a lively 24/7 arts and culture scene, landmark buildings, an engaged riverfront and high-quality open spaces.

Challenges

- Low-density, auto-oriented retail and service uses along the southern edge of Downtown
- Several large vacant sites and surface parking lots
- Large industrial and brownfield sites close to the core
- Limited housing options (mostly rental stock)
- Discontinuous riverfront access

- Barrier-effect of the elevated rail corridor

- Heritage buildings in need of reinvestment

- Patchwork pattern of retail areas

- Undistinguished pedestrian realm

- Wide "main streets" (Wyndham, Macdonell) that divide retail strips

- Real and perceived lack of municipal parking facilities

OBJECTIVES

1 Conserve, use and celebrate all significant heritage structures and interpret cultural heritage

2 Maintain historic neighbourhoods Downtown, including the Neeve Street neighbourhood

3 Add thousands of new housing units and new office space Downtown

4 Ensure a significant proportion of Downtown housing is affordable to moderate and low income families

5 Establish additional employment and institutional anchors, including potentially a permanent university presence

6 Reclaim and reconnect the riverfront for public access and enjoyment by Downtown residents and workers and all Guelph citizens

7 Develop beautiful and distinctive tree-lined streets

8 Increase public art Downtown

9 Reinforce retail streets with Wyndham as the spine

10 Provide enhanced outdoor and indoor spaces for cultural, educational and recreational activities

11 Establish a multi-modal transit hub that includes a commuter rail station

12 Facilitate non-automobile travel to, from and through Downtown

13 Minimize the presence of surface parking lots while ensuring businesses and institutions have convenient access to parking

14 Improve pedestrian and bicycle connections under the rail corridor

15 Improve connections and routes to adjoining neighbourhoods for pedestrians and cyclists

Potential Strategies

- Establish a heritage conservation district or districts to protect the historic character of Downtown

- Use public-sector projects—e.g., the Civic Square, the library and Baker Street redevelopment, a permanent transit hub, additional institutions, a new market and streetscape enhancements—as catalysts for private reinvestment and to increase tourism

- Use provisions under a Community Improvement Plan (CIP) to acquire blighted or underused properties for redevelopment

- Establish financial incentives for renovation and redevelopment through a CIP

- Develop policies and strategies for permitting and encouraging the transfer of development rights and densities to promote redevelopment, public space creation and appropriate intensification

- Initiate a design competition for St. George's Square to generate a new identity for this major civic space

- Develop and pursue a strategy for relocating the Armoury use, adapting the Armoury building to a public market and community arts centre, and transforming the larger site into a mixed-use cultural destination
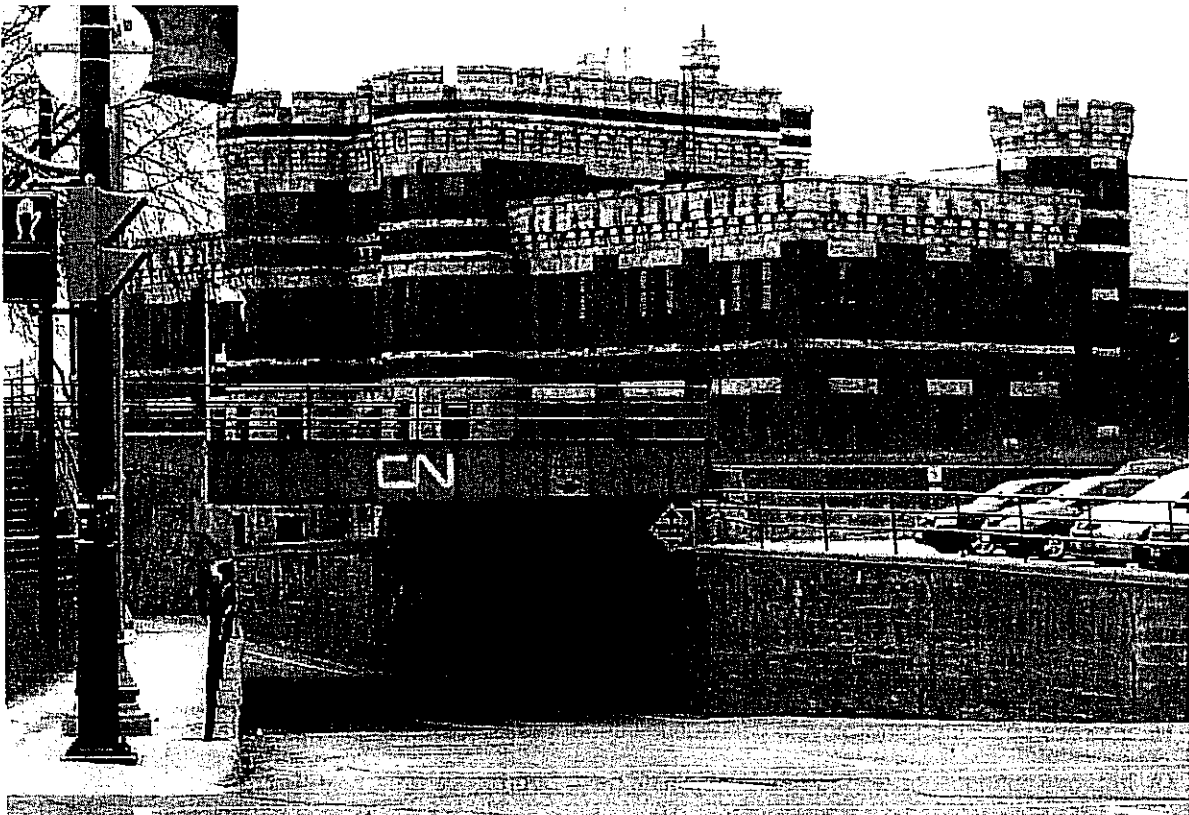
THE ARMOURY AND THE WYNDHAM UNDERPASS

KEY ACTIONS

1 Prepare a Downtown Design Strategy and Secondary Plan that describes the vision for each distinct character area, identifies important catalyzing initiatives and key development sites, and establishes a policy framework and detailed guidelines for built form and the public realm

2 Complete the Baker Street Urban Design Study and prepare and execute an implementation strategy for the site's redevelopment

3 Complete the Civic Square in accordance with the approved concept plan

4 Prepare and adopt a new Downtown Community Improvement Plan that includes financial incentives for building rehabilitation and redevelopment

5 Taking a team-based, multi-disciplinary approach, build a high-quality, adaptable parking structure on the Wilson Street parking lot

6 Undertake and implement a Heritage Conservation Study in the core of Downtown

7 Review and refine streetscape guidelines for Upper Wyndham, Norfolk and Macdonell

8 Expand and complete the phased program of infrastructure and streetscape improvements, including Wyndham, Norfolk, Wilson and Macdonell

9 Coordinated with plans for upper Wyndham, develop a design concept and budget for improvements to St. George's Square

10 Working with the University of Guelph and/or other interested institutions, develop a plan to establish an academic and/or administrative presence Downtown

11 Prepare a plan and implementation strategy for a mid-block "green pedestrian link" between the Civic Square and the Baker Street site

12 Prepare a Riverfront Public Realm Master Plan and explore the opportunity to establish new permanent or seasonal cultural attractions on the riverfront

13 Review and refine streetscape guidelines for Wellington and Woolwich

14 Working with landowners and/or developers, prepare master plans for key brownfield and other large redevelopment sites at the edge of Downtown

15 Working with the Province and the various transit providers, initiate planning for a "mobility hub" (as defined by Metrolinx) and permanent inter-modal transit station

16 Establish and sign a cultural route through Downtown that links to the city's larger trail system

17 Develop a funding program and Official Plan policies for public art
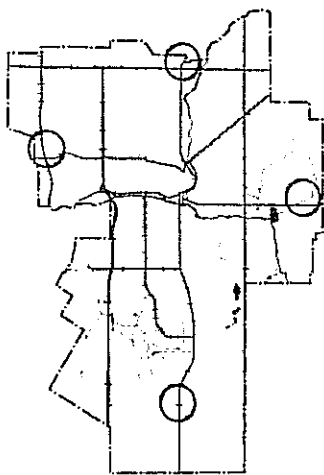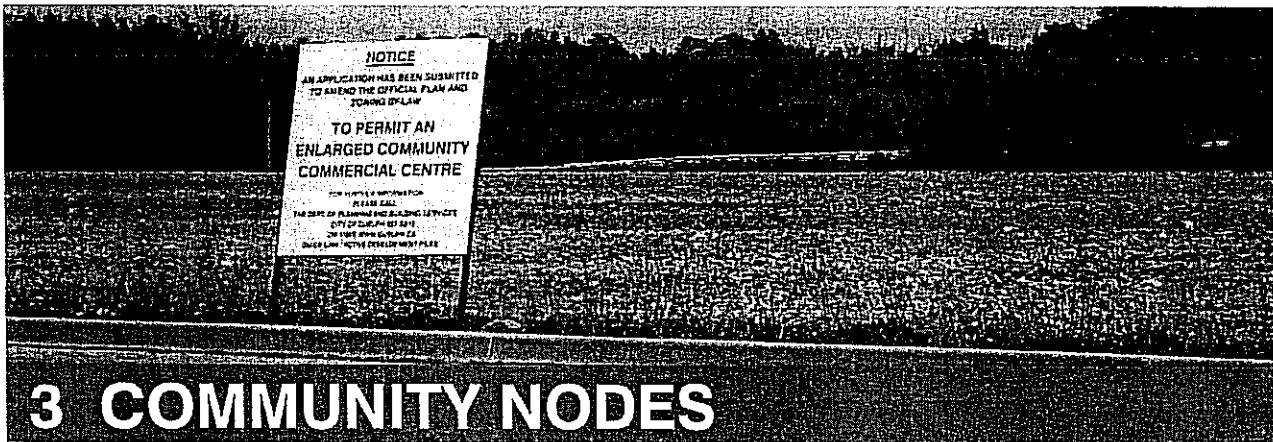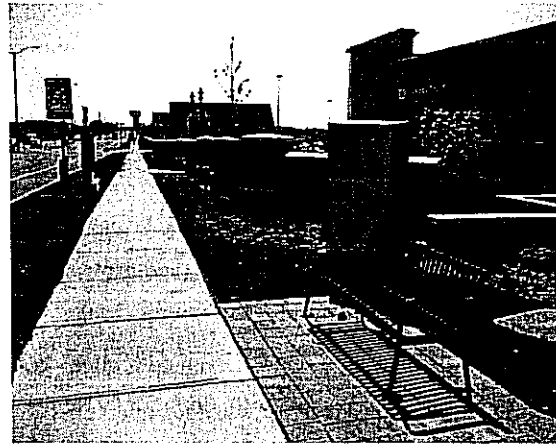
3 COMMUNITY NODES

The four Community Nodes at the periphery of the city were each intended to contain a range of commercial and residential uses, but to date, following market trends, they have been developed as typical single-storey retail plazas served by large parking lots. While some of them have attractive design elements, overall they are oriented to cars, lack enduring architecture and do not provide a distinctive sense of place nor support the concept of a sustainable mix of uses. Changing the nature of the Community Nodes will require strong urban design and land use policies and a development industry willing to take an alternative approach. It may also require public investments in the form of civic open spaces, institutions or community facilities to complement other uses and attract residential and employment uses.

THE OPPORTUNITY

Transform, over time, the city's four major Community Nodes into "urban villages"—mixed-use, transit and pedestrian oriented places that provide focal points for civic life, higher-density housing, office and retail employment, and live-work opportunities.

Challenges

- Bulk of available lands currently used for low-density, single-storey retail uses and surface parking

- Function and design of primary roads generally not conducive to walking and pedestrian-oriented development—no on-street parking to calm or buffer traffic

- Existing development generally not structured to accommodate intensification due to the large land parcels

- Active public uses (e.g., parks, community and recreation centres, libraries) generally not integral or well-connected to existing development

- Currently very little or no apparent demand for higher-density housing and offices in existing nodes

- Consumer demand and the nature of the development market in Guelph makes achieving design excellence and getting developments to adopt alternative standards a challenge in new development areas

OBJECTIVES

1 Include residential and office uses as well as live-work opportunities in the remaining phases of development in the four Community Nodes

2 Develop, where possible, a grid-like network of streets, built to municipal standards, that provide a framework for intensification and encourage walking and cycling to and from the Community Nodes

3 Establish an attractive, usable central open space and other public spaces in each community node

4 Link Community Nodes to nearby green spaces with visible trails

5 Define a distinct character for each node through architecture and the design of streetscapes and open spaces

6 Integrate transit infrastructure with other development in convenient locations within each node

Potential Strategies

- Establish required minimum densities and minimum heights for development close to the transit terminal in each Community Node

- Adopt urban design policies and guidelines consistent with the vision of mixed-use, transit-oriented, pedestrian-friendly nodes

- Reserve or acquire land for a central publicly accessible open space in each node, and explore the opportunity to create a major civic space in the South Community Node

- Locate community centres and libraries within, or adjacent and well connected to, Community Nodes

- Cap the permitted size of large-format, warehouse-type retail uses to limit their adverse impacts on the pedestrian realm

- Introduce traffic calming measures, including traffic lights and on-street parking, in the nodes

- Establish maximum parking standards based on land efficiency, not peak demand

- Prohibit drive-thru establishments in Community Nodes

- Adopt Community Improvement Plans for established Community Nodes that include financial incentives for higher-density, mixed-use development and underground or structured parking

- Proactively collaborate with the owners of undeveloped land within Community Nodes to realize developments that meet the City's urban design objectives

Community Node
Precedents

KEY ACTIONS

1   Adopt general urban design policies and guidelines in the Official Plan for Community Nodes consistent with the goal of creating urban villages

2   Undertake a land use and urban design study of the East Community Node that results in a structure plan; policies and guidelines regarding density, built form and the public realm; demonstration plans illustrating the vision; and a traffic calming plan

3   Update the Eastview Secondary Plan based on the East Community Node study

4   Establish a convenient transit hub in the West Community Node that includes shelter, seating, transit information, signage, bicycle parking and appropriate lighting

5   Working with landowners and residents, review and update the South Guelph Secondary Plan and Design Guidelines as it applies to the South Community Node, in the process developing a concept and implementation plan for a major civic open space, recreation facility and transit hub

6   Working with landowners and residents, prepare a new secondary plan and urban design guidelines for the West Community Node

7   Update the urban design guidelines that apply to the North Community Node

4 COMMUNITY CORRIDORS
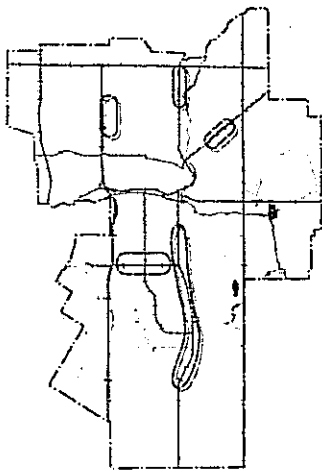
As Guelph grew in the latter half of the 20th century, commercial development naturally located itself along primary roads. The concentration and scale of developments along five of these roads—Gordon Street, Woolwich Street, Eramosa Road, Silvercreek Parkway and Stone Road—have produced "Community Corridors". Functionally, these are not unlike the existing Community Nodes, but generally they are older and therefore may attract redevelopment or infill development in the not-too-distant future. Being a regional shopping destination that has seen growth and reinvestment recently, the Stone Road corridor is unique among the five; the mall and the proximity of the university campus and research park have the potential to attract significant residential infill. Gordon Street, the historic "highway into town" from the south, is different again; while retaining some of its natural and cultural heritage, it is gradually being urbanized and can accommodate significantly more intensification.

To further encourage intensification in the Community Corridors and ensure it occurs in the context of a holistic vision for each corridor, it will be necessary to review them and develop new land use and urban design policies. In addition to describing the appropriate character for each corridor, the new policies should also prescribe how the roads will be made safer and attractive to pedestrians and cyclists. These are important "mobility corridors" that will continue to see significant car and truck traffic, but need to be designed to encourage transit use, walking and cycling. In the case of Gordon and Woolwich, in particular, the image of Community Corridors to Guelph visitors must also be an important consideration.

OPPORTUNITY

Accommodate growth, contribute to more efficient and complete communities, enhance mobility and improve the visitor experience through intensification, placemaking and streetscape improvements along main transit corridors and important approach routes to the core of the city.

STONE ROAD CORRIDOR

Challenges

- The primary approach corridors into the city contain a range of land uses and each has varied character with some combination of rural, natural, industrial, suburban residential, strip commercial, urban residential and campus

- Extensive reverse lot frontage conditions along some corridors makes it very difficult to intensify and create transit and pedestrian-friendly streetscapes

- Currently, most arterial and collector roads are designed primarily to facilitate automobile traffic and do not encourage walking and cycling

- Lot sizes and land ownership patterns may make consolidation and coordinated intensification difficult

OBJECTIVES

1 Add medium and higher density housing, and pedestrian-oriented, mixed-use development, in appropriate locations in Community Corridors

2 Reinforce and revitalize established neighbourhood commercial centres

3 Provide enhanced sidewalks and cycling facilities for comfort and safety along all primary mobility corridors

4 Ensure mobility corridors continue to accommodate goods movement, where necessary

5 Physically and visually link the different land use and character areas along the primary routes in the city

6 Maintain and celebrate significant heritage features along mobility corridors

Potential Strategies

- Designate brownfield areas and commercial plaza sites along mobility corridors as Community Improvement Project Areas and develop a CIP that provides incentives for their intensification or redevelopment

- Establish required minimum residential densities at mixed-use nodes, transit junctions and neighbourhood centres along transit corridors

- Provide continuous bike lanes or paths along all main roads within Community Corridors

- Acknowledge and celebrate the diversity of landscapes along Gordon Street by developing an intensification strategy and streetscape plan that reinforces valued characteristics—natural, rural, "new urban", neighbourhood, campus, "historic urban"

- Use distinctive and high-quality streetscape elements—signage, light standards, street furniture, special paving at intersections—to visually unify disparate areas along mobility corridors

- Prohibit new reverse lot frontages on public roads except in extenuating circumstances

- Minimize driveway access along primary mobility streets, and introduce public or private streets to improve access and reduce block sizes in Community Corridors

- Prohibit new drive-thru establishments in Community Corridors

Community Corridor
Precedents

KEY ACTIONS

1. Identify and embed Community Corridors and mobility corridors in the Official Plan's community structure, coordinating transit, cycling and pedestrian systems

2. Implementing the Local Growth Management Strategy, revise the land use and urban design policies for Community Corridors and other intensification nodes along the city's mobility corridors

3. Prepare a phased program of streetscape improvements for all primary mobility corridors

4. To guide plans for their reconstruction, prepare streetscape guidelines for Gordon Street and York Road that respond to the varying character of each

5. Establish a working group comprised of staff from the City, Wellington County and the interregional transit, transportation and trail authorities to meet regularly to review and coordinate land use, urban design and transportation initiatives

6. Prepare streetscape guidelines for Woolwich, Wellington and Eramosa
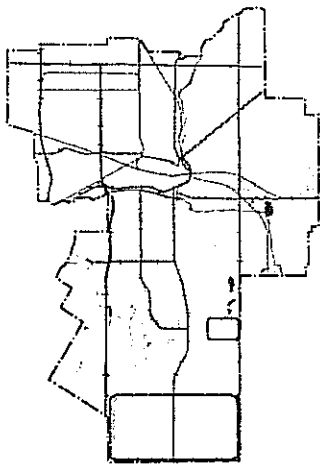
For the foreseeable future, the only new large-scale community still to be planned in Guelph is in the south end of the city, between Clair Road and Maltby Road. Established though not fully built-out communities, however, will continue to expand, and new neighbourhoods will be created on large vacant or under-utilized sites within the city through intensification and redevelopment. This section applies to those lands and sites to be subdivided primarily for residential uses.

The healthiest communities are those that enable and encourage all residents to walk to schools, parks and shops; accommodate a mix of housing types, employment and live-work opportunities; and offer variety and beauty in their architecture and open spaces. Much of Guelph's residential development over the past several decades is automobile-oriented and separated from commercial and employment areas, and limits the visibility of public open spaces. New and growing communities in the city should provide housing variety and some employment opportunities, increase the presence of parks and natural areas, and reinforce a sense of identity, all while supporting movement by transit, pedestrians, cyclists, cars and service vehicles.

OPPORTUNITY

Create new neighbourhoods on greenfield, brownfield and vacant commercial (greyfield) sites that contain a mix of housing types and employment opportunities, contribute to complete, walkable communities with a range of amenities, and support the goals of the Community Energy Plan.
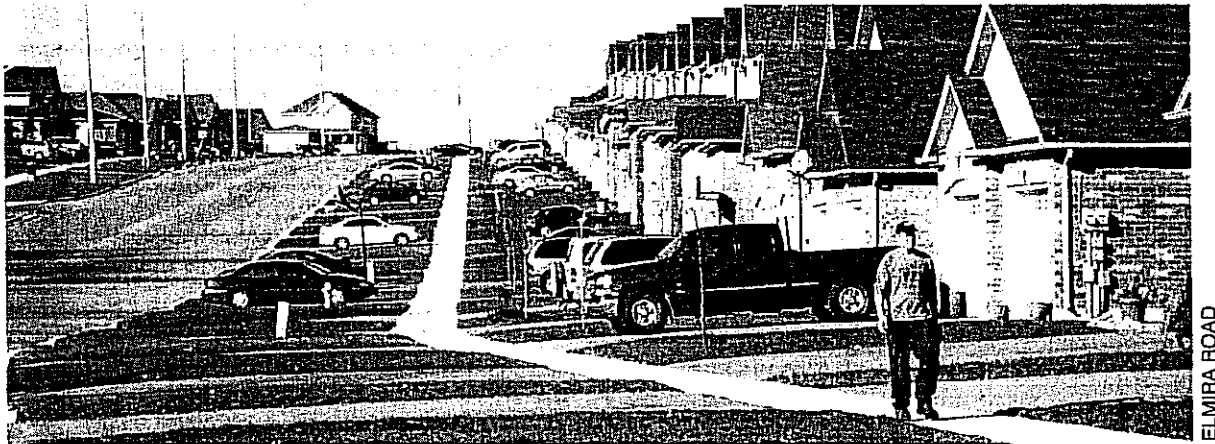
ELMIRA ROAD

Challenges

- Location, size and configuration of potential sites may make it difficult to integrate them into new communities and established areas

- Developers and homebuyers are accustomed to traditional suburban neighbourhoods—changing the pre-conception of a desirable community will take time (and more successful alternatives)

- There may be resistance to new urban design standards and features

- Alternative development standards may affect the operations of municipal services

OBJECTIVES

1 Create residential streetscapes that encourage walking and cycling and display architectural and public realm variety

2 Establish and reinforce Community Nodes, neighbourhood centres and "main streets" as foci for commercial amenities, employment opportunities and public transit

3 Ensure most new residents live within a 5-minute walk of a park and a store that sells basic foods

4 Provide a range of housing types and tenures in each community for a range of household types and incomes

5 Integrate significant existing natural features into the design of new communities and provide residents easy access to natural areas in and adjacent to their community

6 Minimize the adverse impacts of new community development on natural systems

7 At the edges of the city, generally maintain a gradual transition in form and density from urban development to surrounding countryside

Potential Strategies

- Establish alternative development standards in consultation with the appropriate City staff (Development Planning, Transportation, Public Works, Police, Fire) and developers

- Prepare and adopt "sustainable community design" policies and guidelines

- Require that applications for new communities include architectural control guidelines

- Structure the streets and blocks of new communities to minimize walking distances to transit, parks, schools and shops

- Continue to integrate neighbourhood parks and schools, maintaining a high standard for the minimum amount of park frontage on a street

- Require more park and street frontage along natural heritage features

Compact Community Precedents

KEY ACTIONS

1. Complete the study of alternative development standards and adopt the recommended standards

2. Prepare, adopt and promote updated urban design policies and guidelines for new communities that reflect best practices in sustainable community development

3. Working with the landowners, demonstrate the new policies and guidelines with a pilot project on the unplanned lands north of Arkell Road

4. Complete a detailed community design and secondary plan, possibly in partnership with landowners, for the Clair-Maltby lands
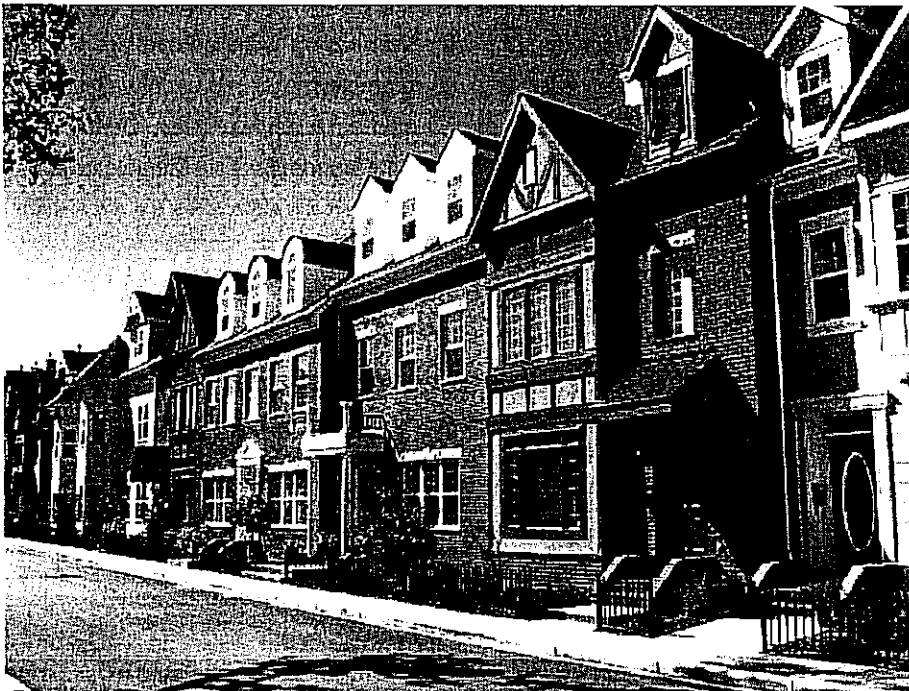
6 INDUSTRIAL AREAS & YORK DISTRICT
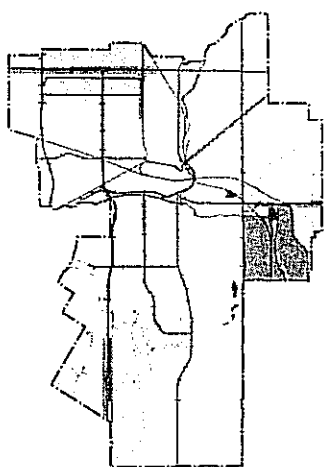
As Guelph's population and economy grow, its industrial areas will grow and evolve. The city should be prepared to accommodate a range of employment types occupying a variety of building types, from small office buildings to large warehouses. Generally, office buildings should be located Downtown, in Community Nodes or along "mobility corridors", where office workers can support and benefit from commercial activity and public transit, leaving industrial districts for industrial uses that need large sites and separation from neighbourhoods. With Guelph's major industrial areas located at gateways to the city, more attention should be paid to their public image. As the Community Energy Plan notes, "business parks" are prime candidates for large-scale sustainability measures, such as district heating. A greater focus on sustainable industrial development should also make Guelph a more attractive place to invest and work.

The York District lands, straddling the Eramosa River east of Victoria Road, are currently being studied and discussed as a future employment area but one distinctly different from the others in Guelph, in that it will contain a range of uses. Clearly the lands present a remarkable opportunity to set a new standard for sustainable urban design.

OPPORTUNITY

Enhance existing industrial areas and create new ones, capitalizing on natural settings and improving the character of streetscapes.
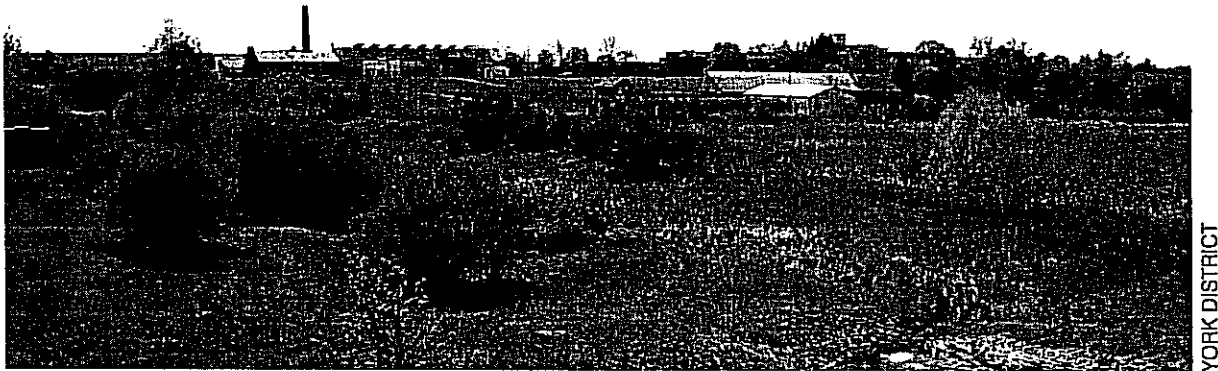
Challenges

- Adjacent natural areas do not currently figure prominently in the image of existing business parks and industrial areas

- Truck operations, automobile reliance and the prevalence of surface parking can have severe impacts on the environment

- Truck activity and outside storage may discourage higher-value employment uses from locating in business parks

- Disparate types of employers and facilities make it difficult to establish and enforce consistent urban design standards

- There is a lack of pedestrian and cycling access to business parks

OBJECTIVES

1 Intensify existing industrial areas

2 Separate stand-alone office and light industrial uses from heavy industrial uses

3 Portray a positive image of industrial areas from adjacent primary routes, emphasizing landscape and architectural features

4 Establish a consistent streetscape quality in each distinct industrial area

5 Provide a range of amenities for workers within or close to industrial areas

6 Protect environmental areas adjacent to industrial areas

7 Minimize the adverse impact of new industrial development on natural systems

Potential Strategies

- Encourage multi-storey, mixed-use office buildings in community nodes, mixed-use campus developments, and business park gateway sites on primary roads with good transit service

- Prohibit or limit parking in the front of office and industrial buildings in employment areas

- Restrict rear lotting against natural areas, i.e., generally seek to buffer industrial uses from natural areas with a road or other public right-of-way

- Prohibit stand-alone service commercial uses at business park gateways

- Enhance the landscapes at the north and south ends of the Hanlon Expressway and along Woodlawn Road and York Road

- Protect, plan and promote the York District lands for uses that individually and collectively demonstrate innovations in sustainability

- Develop a program that rewards developers and employers who implement green building technologies and site planning that meet or exceed the City's highest standards

Business Park
Precedents
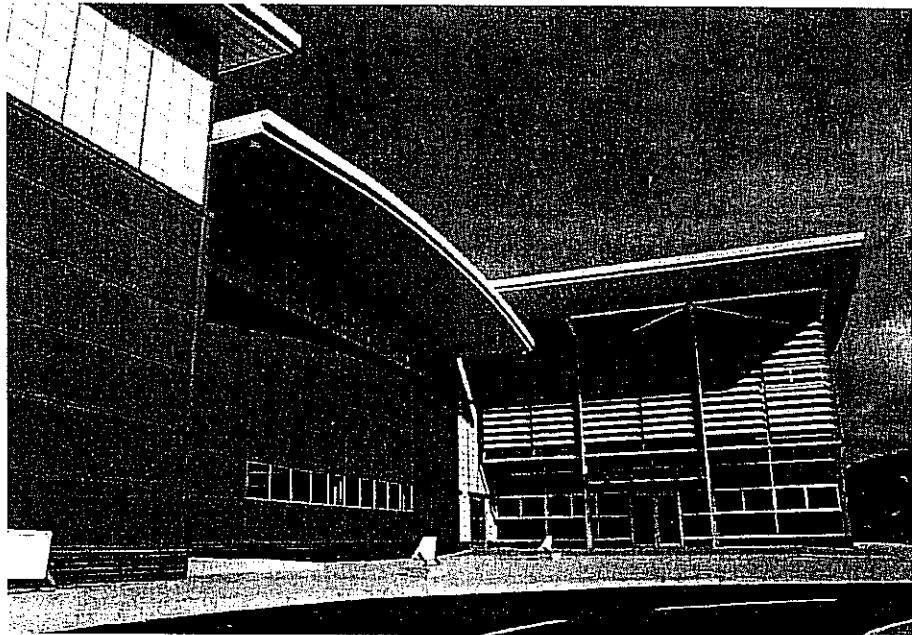
KEY ACTIONS

1   Working with the Province, complete a detailed secondary plan and implementation strategy for the York District that demonstrates the highest standards of environmental stewardship, energy and water efficiency, and urban design

2   Prepare and adopt urban design policies and guidelines for existing and new industrial areas that reflect best practices in sustainable development

3   Develop and implement a phased landscaping program for key gateways to existing industrial areas, aligning the program with streetscape guidelines for York Road and the Hanlon Expressway
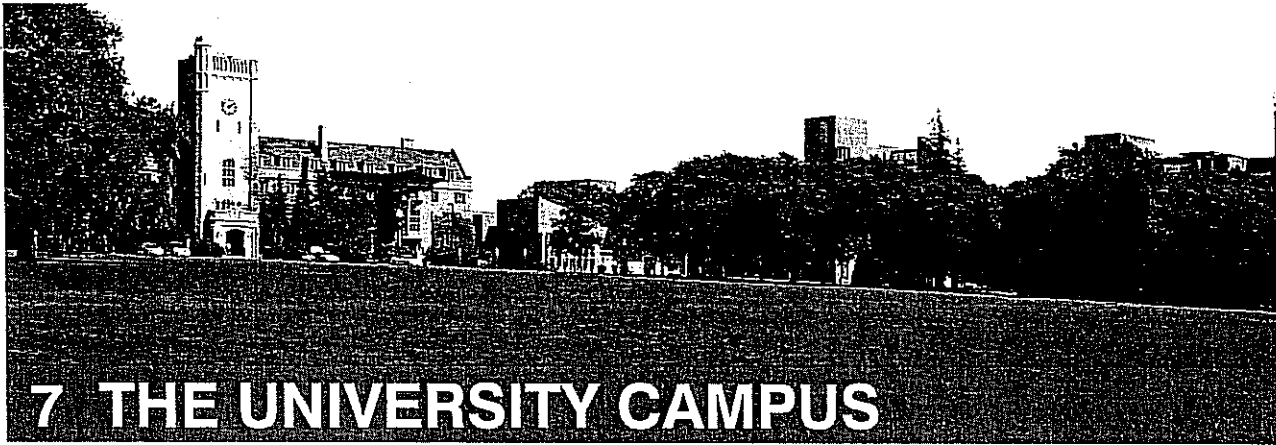
7 THE UNIVERSITY CAMPUS
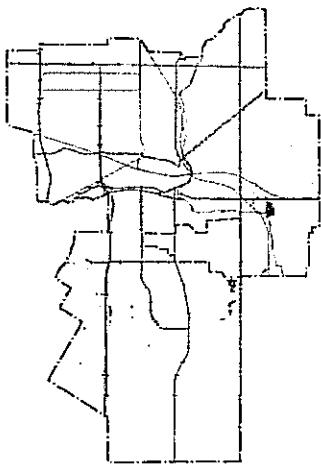
The University of Guelph has a central role in the city—physically, culturally and economically—as recognized in the university's 2002 campus master plan. As the city and the campus evolve, the latter's place in the city should be emphasized and the visual and physical connections between the two should be reinforced.

OPPORTUNITY

Highlight gateways to the campus and enhance its edges with improved pathway linkages, landscaping, streetscaping and strategic developments.

Challenges

- Improvements to the public realm may be difficult for the university to fund

- The university may wish to discourage broad public access to parts of campus

- Academic priorities often trump issues of site planning, built form and heritage preservation

- Traffic on Gordon Street splits the campus, posing a barrier to pedestrians and cyclists

OBJECTIVES

1 Maintain architecturally and culturally significant heritage buildings on the campus

2 Maintain a high quality of new architecture and landscape architecture on the campus

3 Establish attractive and consistent streetscapes within and bordering the campus

4 Reinforce a distinct character and pedestrian-friendly environment for Gordon Street through the campus, enhancing its role as a gateway and seam

5 Enhance connections to and through the campus for pedestrians and cyclists

6 Ensure uses and built form at the edges of campus are compatible with adjacent neighbourhoods, other development and natural features

Potential Strategies

- Identify heritage conservation districts and/or designate listed heritage buildings on the campus

- Work with the university to develop an open space master plan that protects key views and open space connections and identifies landscape initiatives at the edges and gateways to campus.

- Identify and promote primary pedestrian and cycling routes on campus for general public use

KEY ACTIONS

1 Arrange quarterly meetings between City and University planning staff to discuss new and ongoing projects and generally ensure campus development supports the City's broad urban design objectives

2 With the university, undertake a heritage conservation study on the campus

3 With the university, refine the master plan design concept and develop an implementation strategy for the Gordon Street streetscape through the campus

8 CITY-WIDE OPPORTUNITIES

This section focuses on important elements of urban design that are not confined to just one part of the city but are found or threaded throughout, presenting discrete challenges and opportunities.

NEIGHBOURHOOD INFILL

As Guelph's neighbourhoods age, they will inevitably change—socially and physically. Much of the redevelopment that will occur in and adjacent to established neighbourhoods will bring new types of housing, some at higher densities than the development it replaced. This will be necessary to achieve the objectives of the Local Growth Management Strategy and the Province's Growth Plan regarding intensification and complete communities. One of the major challenges the City is likely to face in the years ahead will be integrating new "infill" development within existing neighbourhoods. Some of these areas are potential heritage districts, and others, while not historic, have distinct character. Many neighbourhoods have not seen substantial change since their initial development. These factors will require the City and developers to be more proactive about planning infill. Adopting clear policies, zoning and guidelines and engaging communities before applications are made will ensure infill projects are positive neighbourhood additions that support growth targets.

OPPORTUNITY

Use infill development to enhance the quality and liveability of existing neighbourhoods and accommodate much of the city's anticipated future growth.

WOODLAWN AND VICTORIA
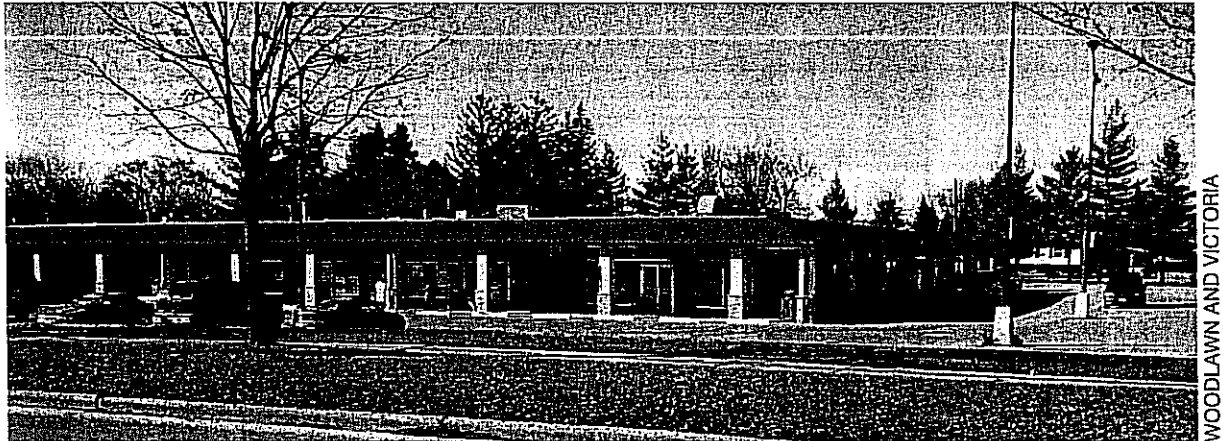
Challenges

- Local resistance to neighbourhood change
- Generality of current policies and lack of specific plans for neighbourhoods
- Need to encourage infill to meet growth management goals
- Potential for lengthy, costly approval process discourages developer investment

OBJECTIVES

1 Develop vacant, underutilized or derelict sites within established areas in ways that support the City's growth management and urban design objectives

2 Ensure infill development is sensitive to its context and maintains or enhances the quality of the neighbourhood

Potential Strategies

- Prepare density and built form guidelines for neighbourhoods facing redevelopment and intensification pressures, in consultation with residents and businesses
- Amend the Zoning By-law for general residential areas and neighbourhood centres to permit sensitive redevelopment
- Encourage potential developers to consult with neighbourhood groups prior to acquiring a site for redevelopment or preparing a proposal
- Identify as "special policy areas" complex sites or areas with the potential for significant redevelopment and intensification, and undertake appropriate urban design studies

KEY ACTIONS

1. Update Official Plan policies to encourage sensitve infill

2. Prepare general urban design guidelines for infill development that consider small, medium and large sites and address such issues as building typologies, height, massing, setbacks, coverage, angular planes, mid-block connections, parking and lighting

3. Review and update the Zoning By-law for the city's older residential areas and neighbourhood centres to permit minor infill projects, ensuring compatibility with surrounding development

4. Identify areas outside of the Downtown and Community Nodes where redevelopment and intensification is encouraged and neighbourhood urban design and/or heritage conservation studies may be required to clarify the vision, policies and guidelines for change

5. With Heritage Guelph, develop and prioritize an implementation strategy for heritage conservation district studies in established neighbourhoods

6. Amend the development application process to require owners and potential developers of infill sites to consult with the surrounding community prior to making an application

NATURAL HERITAGE AND TREES

Guelph's river and creek corridors and other natural heritage features are fundamental to its urban design. As the city grows, they must be monitored, protected and, wherever practical, enhanced. Except in highly sensitive areas, trails through or along natural heritage lands should be provided.

The value of trees to a city, not just in natural heritage areas but everywhere, cannot be overestimated. Increasing urbanization and climate change necessitates closer monitoring of tree health and maintenance. Besides protecting existing mature trees, planting more trees on public land is one of the most cost-effective investments the City can make to improve its urban design.

OPPORTUNITY

Enhance the presence and accessibility of the city's natural heritage assets, and use trees to define the image of neighbourhoods, streets and parks.

OBJECTIVES

1 Maintain the current proportion of natural heritage lands as the city grows

2 Expand and improve the trail network within the natural heritage system, enhancing linkages with other movement systems and the usability of key linkages year-round

3 Annually increase the city's tree cover

KEY ACTIONS

1 Complete the Natural Heritage Study and update the City's natural heritage mapping and policies accordingly

2 Prepare an Urban Forestry Plan that includes an implementation strategy and annual targets for new tree plantings and forest cover

3 Review and update tree guidelines for right-of-ways to ensure they reflect current best practices for sustaining street trees

4 Refine the Tree Protection By-law to strengthen controls on the removal of mature trees on private land
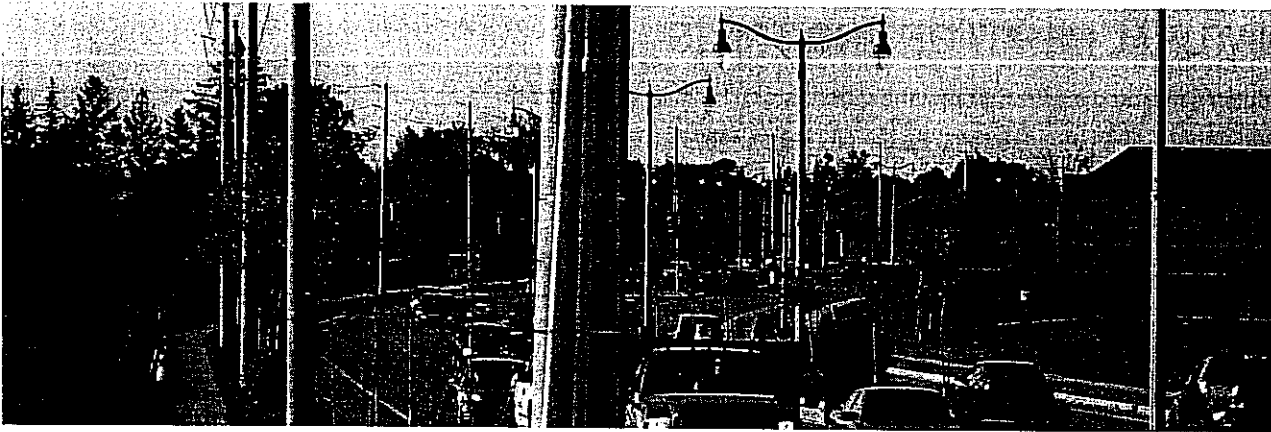
UTILITIES AND LIGHTING

As essential as they are, hydro lines, utility boxes and other above-ground utility infrastructure can diminish the attractiveness of a street or neighbourhood.

Effective lighting is critical to one's feeling of safety and comfort in a city, and lighting techniques are an important element in the design of the public realm. However, excessive or inefficient lighting is often unwelcome and wastes energy.

OBJECTIVES

1 Establish a consistent approach to locating and designing above-ground and below-ground hydro and telecommunications infrastructure

2 Locate all utilities underground in neighbourhoods and Downtown and along primary mobility corridors, where feasible

3 Ensure mobility corridors and neighbourhood streets are lighted for pedestrian, cyclist and vehicular safety

4 Reduce energy consumption for lighting

4 Minimize light pollution and preserve a "dark sky" over the city

KEY ACTIONS

1 Bury hydro lines along Gordon Street and York Road during road reconstructions

2 Develop lighting policies and guidelines that support broad public realm objectives and the goals of the Community Energy Plan

THE HANLON EXPRESSWAY

The Hanlon is the main road into Guelph and provides the first impression of the city for most visitors arriving by car. With the city's major industrial areas at both ends, it is also a vital goods movement corridor. The landscape along the Hanlon varies, and most urban development backs onto to it. As more intersections become grade-separated, it will become a true expressway. With a long-term landscaping program in place, it could also become a "parkway" that reinforces Guelph's attachment to its natural heritage.

OBJECTIVE

Transform the Hanlon Expressway into a green highway lined with trees and naturalized landscaping

KEY ACTIONS

1. Rename the Hanlon Expressway the Hanlon Parkway

2. Working with the MTO and adjacent landowners, develop a Hanlon Parkway Beautification Program that coordinates landscaping projects with capital improvements, identifies annual City initiatives, and encourages landowners to plant native trees along the edge of the parkway

9 PROJECT REVIEW

Successful urban design relies on collaboration among the City, communities and developers, but for that public-private relationship to be effective there must first be collaboration among the various disciplines involved in planning and design on all sides. This section of the Action Plan outlines procedures, processes and organizational changes the City should pursue to promote a culture of collaboration and ensure planning decisions support local and city-wide urban design objectives.

OBJECTIVES

1 Engage Guelph citizens in plans for significant change in their community

2 Maintain clearly defined, transparent and efficient review processes for developments and capital projects

3 Ensure urban design is integral to planning and development processes and decision-making

4 Maintain a collaborative, interdisciplinary and enjoyable planning environment at the City

STRATEGY: WORK CLOSELY WITH COMMUNITIES UNDERGOING CHANGE

As Guelph grows within its built-up areas, working with communities will be critical to the success of individual projects and the larger goals of city-building and place-making. Where major sites, entire neighbourhoods or larger areas are expected to undergo significant or incremental change, studies should be undertaken, ideally before development applications are submitted, to develop a shared vision and urban design guidelines. Community groups should have an integral role in these studies, some of which have been identified in the previous sections and many of which will become the basis for Official Plan and/or zoning amendments. A common vision that clearly articulates parameters for development and community improvements will provide certainty to residents, businesses and developers about the changes that are appropriate, acceptable and desired.

When an application for redevelopment or intensification is being considered, the proponent should be required to consult with the local community prior to finalizing the initial proposal. By involving and fully informing communities early in the planning process, conflicts that delay approval or lead to unsatisfactory outcomes can be avoided.

KEY ACTIONS

(in addition to those identified in Section 8, Neighbourhood Infill)

1 Based on the Public Engagement Process Review involving Council, establish a pre-application process for significant developments and define the appropriate roles of staff and councillors at each stage in the consultation process

2 Establish regular meetings involving senior CDDS staff and individual ward councillors to review and discuss active development proposals and applications and local planning issues

STRATEGY: REQUIRE AND CREATE NEW COMMUNICATION TOOLS TO ILLUSTRATE HOW PROPOSED PROJECTS FIT WITHIN AND CONTRIBUTE TO A BROADER VISION

As development increasingly occurs within the city's built-up areas, it will be important to understand and communicate the physical impacts it will have on surrounding areas. Significant proposed projects, both private and public, should be illustrated by an array of drawing types—site plans, ground floor plans, rendered landscape plans, elevations, sections—as typically required by development applications in Guelph. In addition to a detailed site plan, a general site plan within a plan of the larger area, i.e., a context plan, should be provided, and neighbouring buildings, streets and open spaces, existing or planned, should be included in elevation and section drawings.

In many cases, particularly where height, massing, transition and views are critical issues, the City should also require the submission and presentation of physical or computer models and realistically rendered perspective drawings. Where planning for large areas of the city is initiated, the City should create working models to inform decisions around built form and illustrate the broad vision for the area, as has been done for Downtown. As resources become available, digital models for such areas should also be built, within which proposed projects can be inserted and evaluated.

KEY ACTIONS

4 Require all rezoning applications for new development to include conceptual site plans

5 Require development applications for reurbanization (i.e., infill and redevelopments) to include context plan, elevation and section drawings; and require significant proposed projects to include a three-dimensional model

6 Prepare physical models of the Community Nodes to aid in developing new visions, policies and guidelines and to test development proposals

7 Maintain a physical model of Downtown that reflects existing conditions and the current vision

8 Commit resources to developing and maintaining a digital model of the city for reviewing and presenting proposed development

STRATEGY: SUBMIT MAJOR DEVELOPMENT AND INFRASTRUCTURE PROJECTS TO A RIGOROUS URBAN DESIGN REVIEW PROCESS

Bolstering urban design resources and establishing integrated planning teams should result in more efficient and effective application review processes. The area teams should also be involved in the formulation and review of significant capital projects by the public sector, be they infrastructure, buildings or parks, since public projects have a significant and lasting impact on the physical quality of a city. Generally, such projects should follow a typical site plan review process and, when not initiated by a planning team, should be shared with the appropriate team in the concept phase, before much investment has been made in design and engineering. This should prevent projects being sent back to the drawing board late in the review process.

It has been demonstrated in many cities that also subjecting major developments, both public and private, to review by a panel of planning and design professionals external to the City benefits the project and the city as a whole. Urban design review panels bring a fresh, objective perspective informed by the panel members' broad experience. Ontario municipalities have the authority to establish such panels as advisory bodies, and Guelph should act on this. An urban design review panel will effectively expand the collaboration that occurs on important and complex projects, where there is much to consider before determining the best design approach and solution. The City will need to define the mandate and make-up of the review panel and the process by which it will provide its advice. Generally, the panels are comprised of local and non-local professionals in the fields of architecture, landscape architecture, urban design and planning. The panel may function much like Heritage Guelph. It will be important for staff to carefully manage the panel to ensure its recommendations are consistent with City policy and to maintain a transparent and streamlined review process for site plans and capital projects.

KEY ACTIONS

9   Define the mandate, membership and process for an advisory urban design review panel responsible for commenting on and making recommendations regarding all major projects

10 Establish an urban design review panel regarding all major projects

11 Refine the review process for major public-sector capital projects, making it more consistent with the site plan approval process

STRATEGY: FOSTER A MORE INTEGRATED, TEAM-BASED APPROACH TO AREA PLANNING, DEVELOPMENT REVIEW AND PROJECT COORDINATION

The Community Design and Development Services department brings together staff from different disciplines, all heavily involved in planning, and facilitates a multi-disciplinary approach to planning studies and development review. Functional teams have been created to facilitate information sharing and collaboration. The next step is to evolve these teams into flexible, cross-disciplinary planning teams with responsibility for ongoing planning within defined areas of the city. Initially, there may be a South Team to cover the city below the Eramosa River and Speed River, a North Team to cover the remainder of the city, excluding Downtown, and a Downtown Team.

The teams would be managed by a senior planner and include a development planner, urban designer, transportation planner, public works engineer, environmental planner, zoning reviewer and community services planner. Some staff may be on more than one team. As necessary, the teams will need to be augmented by representatives from Emergency Services, Economic Development, Corporate Property, the School Board, the Grand River Conservation Authority and other agencies.

The primary intent of creating area teams is to ensure there is frequent collaboration among all disciplines and interests within the City on matters of land use planning and development. The teams would meet bi-weekly to discuss development applications and other initiatives. The normal process of circulating applications to individual departments for comments would continue; the regular meetings would provide an opportunity to coordinate comments and clarify and resolve issues. The teams would also be responsible for local planning studies, while larger policy and urban design studies would be led by the City's policy planners.

KEY ACTIONS

12 Evolve existing functional teams into flexible, multi-disciplinary planning teams with responsibility for ongoing planning within defined areas of the city, initially a North Team, a South Team and a Downtown Team

13 Establish bi-weekly team meetings to discuss development applications and other planning initiatives

STRATEGY: REINFORCE THE ROLE OF URBAN DESIGN WITHIN COMMUNITY DESIGN AND DEVELOPMENT SERVICES

To properly address the growing issues and opportunities related to urban design, from policy development to project review and implementation, an urban design team is required within CDDS. At the outset, a manager is needed to spearhead and coordinate many of the initiatives in the Urban Design Action Plan. Other responsibilities of the team will include managing the urban design review panel, City-sponsored design competitions and promotional programs.

Taking advantage of opportunities in the new City Hall to create spaces for collaboration, the City should also consider creating an urban design "studio" within CDDS, which involves little more than providing a large table within a pod of workstations. Such a space would encourage creative collaborations within the urban design team, but also could draw other planning staff into discussions about urban design.

KEY ACTIONS

14 Increase the number of urban designers in CDDS, providing the resources necessary to implement the Priority Actions in this plan

15 Design CDDS's office space to encourage casual interaction among all staff, particularly managers, and to display plans and models of proposed projects as well as examples of good urban design

More urban design resources, integrated planning teams, updated area plans and guidelines, and an urban design review panel together should ensure the processes of reviewing development applications and major public works are transparent and effective. With more focus on urban design at the professional level within the City and greater community consultation, City Council can focus on the critical task of establishing policies and priorities.
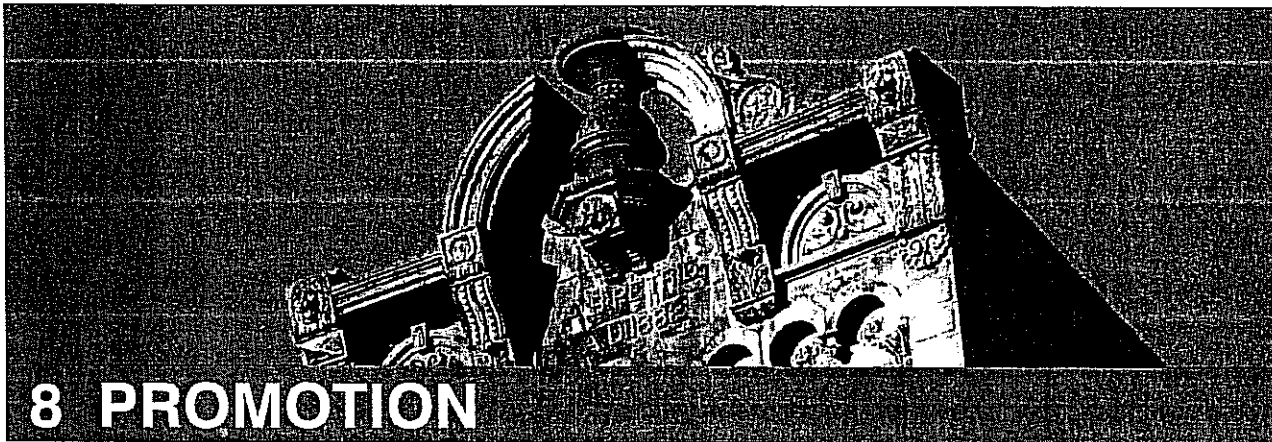
8 PROMOTION

As the City directs development and place-making in Guelph, it also has an important and multi-faceted role to play in promoting good urban design. This section outlines five general initiatives aimed at achieving the following objectives.

OBJECTIVES

1 Increase the number of small-scale, community-based initiatives that enhance the design of neighbourhoods and the city

2 Increase awareness among developers and the public of the importance and value of good urban design

3 Make Guelph citizens even more proud of their city

GRANT PROGRAMS

Strategy: Develop grant programs under Community Improvement Plans to encourage site remediation, facade improvements and building retro-fits, and through Community Services make grants available for neighbourhood beautification, park improvements and public art

URBAN DESIGN AWARDS

Strategy: Enhance the biennial urban design awards program established in 2006 by creating additional categories, revising the jury selection process and holding a awards night gala

SYMPOSIA AND LECTURES

Strategy: Initiate an annual public symposium or lecture, inviting well-known figures to speak on a topic relevant to urban planning and design

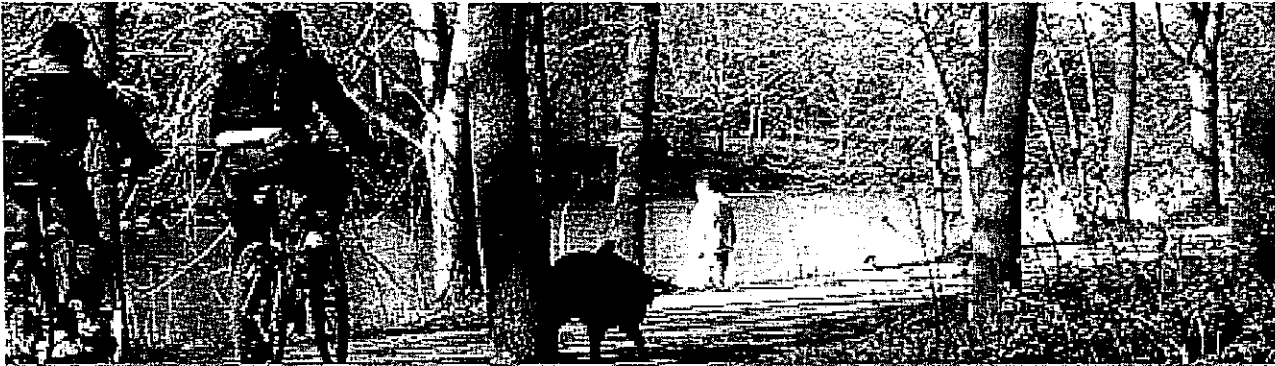# YOUTH OUTREACH AND EDUCATION

Strategy: Develop educational programs on urban design and the city's historical evoution that staff can deliver in schools

CITY HALL DISPLAYS

Strategy: Use the ground floor of City Hall to promote successful projects and provide information about urban design initiatives

2008 YOUTH CHARRETTE

9 PRIORITY ACTIONS

This final section of the Urban Design Action Plan synthesizes and summarizes the Priority Actions identified in the previous sections. It is recommended that these actions all be initiated over the next 2-3 years and largely completed within the next 5-6 years. The Priority Actions have been categorized according to the City's multiple urban design roles to emphasize the need for a balanced approach to the plan's objectives. Many of the actions will have implications for the City's operating and capital budgets, while many should have little or no financial impact.

PLANS AND STUDIES

1 **Prepare a Downtown Design Strategy and Secondary Plan**

2 **Complete the Baker Street Urban Design Study and implementation strategy**

3 **Prepare and adopt a new Downtown Community Improvement Plan**

4 **Undertake and implement a Heritage Conservation Study in the core of Downtown**

5 **Coordinated with plans for Upper Wyndham, develop a design concept and budget for improvements to St. George's Square**

6 **Undertake a land use and urban design study of the East Community Node**

7 **Review and update the Secondary Plan and Design Guidelines for the South Community Node, including a concept and implementation plan for a major civic open space**

8 **Complete the study of alternative development standards**

9 **Working with the Province, complete a detailed secondary plan and implementation strategy for the York District**

10 **Complete the Natural Heritage Study and update the City's natural heritage mapping and policies accordingly**

POLICIES, STANDARDS AND GUIDELINES

11 Review and refine streetscape guidelines for Upper Wyndham, Norfolk and Macdonell

12 Adopt general urban design policies and guidelines for Community Nodes

13 Update the Eastview Secondary Plan based on the East Community Node study

14 Identify and embed Community and mobility corridors in the Official Plan's community structure

15 Revise the land use and urban design policies for Community Corridors and other intensification nodes

16 Prepare streetscape guidelines for Gordon Street and York Road

17 Prepare, adopt and promote updated urban design policies and guidelines for new communities

18 Prepare and adopt urban design policies and guidelines for existing and new industrial areas

19 Update Official Plan policies to encourage sensitive infill

20 Prepare general urban design guidelines for infill development

PROJECTS

21 Complete the Civic Square

22 Build a high-quality, adaptable parking structure on the Wilson Street parking lot

23 Expand and complete the phased program of infrastructure and streetscape improvements Downtown

24 Establish a convenient transit hub in the West Community Node

25 Prepare a phased program of streetscape improvements for all primary mobility corridors

26 Demonstrate new sustainable community design standards with a pilot project on Arkell Road

REVIEW PROCESS

27 Arrange quarterly meetings between City and University planning staff

28 Establish a pre-application consultation process for significant developments and define the appropriate roles of staff and councillors

29 Establish regular meetings involving senior CDDS staff and individual ward councillors to review and discuss active development proposals and applications and local planning issues

30 Require all rezoning applications for new development to include conceptual site plans

31 Require development applications for reurbanization to include context plan, elevation and section drawings, and require significant proposed projects to include a model

32 Prepare physical models of the Community Nodes to aid in developing new visions, policies and guidelines and to test development proposals

33 Maintain a physical model of Downtown that reflects existing conditions and the current vision

34 Increase the number of urban designers in CDDS

35 Design CDDS's office space to encourage casual interaction among all staff and to display plans and models of proposed projects

36 Form flexible, multi-disciplinary planning teams

37 Establish bi-weekly planning team meetings

38 Define the mandate, membership and process for an advisory urban design review panel

39 Establish an urban design review panel

40 Refine the review process for major public-sector capital projects

CDDS staff should report annually to Council on actions completed, progress made on others, changes to the plan and initiatives planned for the upcoming year. Monitoring and updating the Action Plan will be critical to keeping it relevant and implementing it successfully.

APPENDICES

(NOT INCLUDED IN DRAFT)

SUGGESTED URBAN DESIGN POLICIES FOR:

- COMMUNITY NODES

- COMMUNITY CORRIDORS

- NEW COMMUNITIES

- INDUSTRIAL AREAS