

# Town of Oakville Streetscape Strategy



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# Town of Oakville Streetscape Strategy

## a strategic approach to improving our streets

Developing a strategic approach to streetscape planning, design and implementation should eliminate uncertainties and establish a corporate strategic approach for undertaking future streetscape studies. This document provides step-by-step guidance and a consistent approach for completing streetscape studies and implementation plans in the Town of Oakville.

This streetscape strategy will guide the creation and implementation of comprehensive streetscape plans and initiatives by:

- implementing Livable Oakville Plan policies and master plan recommendations
- providing certainty of expectations and greater predictability in outcomes
- improving coordination between town departments and with agencies and utilities
- utilizing municipal resources more effectively and efficiently
- presenting an integrated framework that plans for streets as a whole
- streamlining and complimenting planning and engineering processes
- establishing a stronger community identity through coordinated improvements to the public realm
- identifying priorities and synergies that support town-wide interests

This strategic approach should result in streetscape projects that are based on a unified and legible design, which enhances the public realm, increases safety and accessibility for all users, promotes greater functionality, and reinforces community identity. The streetscape strategy outlines clear and consistent design and technical recommendations that are geared to the established character and desired form and function of our roadways and special districts, as well as effectively respond to unique development conditions.

## streetscape study intent and attributes

Streetscape studies will be undertaken and implementation plans developed based on an overall vision for the area and specifically tailored to retrofit existing or to create new streets. The type of streetscape plan will vary based on the nature of the subject area and scope of intended works – ranging from a conceptual or master plan, a standards manual for consistency in incremental improvements, to detailed construction drawings for immediate implementation.

A streetscape study and implementation plan will be:

- **comprehensive** – incorporates design, function and maintenance requirements
- **flexible** – provides for some adaptability – whether for implementation timing/phasing, to accommodate unique situations, funding constraints or windfalls
- **durable** – stands the test of time in overall design and selected elements
- **sustainable** – incorporates elements that are durable, low-maintenance and eco-friendly
- **collaborative** – reflects the stakeholders vision(s) and community expectations
- **connective** – connects seamlessly to abutting streets to maintain vehicular, pedestrian, cyclist and transit connectivity
- **affordable** – includes all the above attributes, yet can be installed and maintained within the construction and operating budgets established

## streetscape study scenarios

Streetscape studies could accompany a capital transportation project undertaking, complement a district or corridor planning study or environmental assessment, or describe public realm improvements associated with a significant development proposal, whether in an infill, intensification or greenfield context.

Typically, streetscape studies will be undertaken and detailed implementation plans prepared under the following circumstances:

- a project component and deliverable under a **broader municipal study/project** [for example, building upon the synergy of various studies and proposed works in the Downtown and Midtown Growth Areas]
- as supporting documentation/resources for projects associated with **regionally-owned roads and infrastructure** [for example, Trafalgar Road corridor study]
- an independent study/project for **undertaking future streetscape improvements that implement policies and study recommendations** [for example, implementing *Livable Oakville Plan* policies (Speers Road corridor study) and *Switching Gears* recommendations]
- an independent project associated and/or in partnership with **private sector development** activities [for example, an active development area (Old Bronte Road corridor study) or a large redevelopment site]

## study team composition

Streetscape studies and plans will be undertaken under the guidance of an **inter-departmental project team**, with representation from:

- planning [urban design, current, long range and heritage]
- parks [open space and urban forestry]
- engineering [development, design + construction, infrastructure planning, and transportation planning and engineering]
- roads and works [traffic operations and works operations]
- active transportation
- accessibility
- transit
- recreation and culture
- environmental policy
- communications
- finance
- local utilities

This inter-departmental team will be responsible for undertaking the project directly or called upon to manage a multi-disciplinary consultant team that will complete all or specific components of the project. For the purposes of project management, a smaller core team will be assembled to complete the day-to-day tasks and will engage other staff experts for input and feedback through the various phases of the project.

The project team will fully engage project partner(s) for their participation, input and support. The scope of partnership involvement may be dependent on the project circumstances, project location, and financial contribution towards the study, detailed streetscape plan development and implementation. Partners may include:

- regional municipality and/or other public agencies, where the project is located within or impacting upon their jurisdiction(s)
- representation from Business Improvement Area executive or similar stakeholder group
- developer(s) of significantly sized or strategically located site(s)

Consultations will be undertaken with stakeholder groups and the public during key milestones throughout the project. Stakeholders can include representatives from business improvement area(s), representatives from resident associations, property owners located within the project area and immediately adjacent, developers

and their consultants, agencies and boards, and the public. A thorough consultation plan will be developed through the communications strategy for streetscape plan studies and implementation.

## streetscape study framework

A streetscape study will typically progress through the following phases:

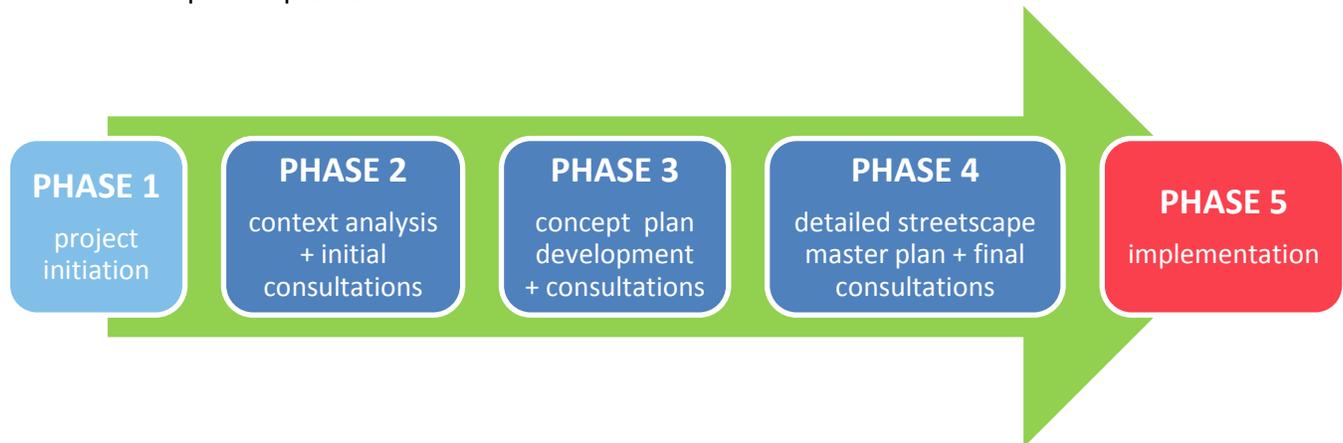
**Phase 1** – project initiation

**Phase 2** – context analysis and initial consultations

**Phase 3** – concept development and consultations

**Phase 4** – detailed streetscape plan development and final consultations

**Phase 5** – plan implementation



### Phase 1 – project initiation

#### 1.1 commence the project

- define the limits of the project area
- define the project scope and anticipated outcomes and deliverables
- secure/confirm project budget (study, detailed construction drawings, and/or implementation)
- assemble a core team and identify the composition of the broader project team

#### 1.2 establish project objectives and guiding principles

- define the vision, purpose and objectives of the study and final streetscape plan
- identify key themes and desired outcomes of the study, as it relates to maintaining the service function and improving the design quality of the street(s)

**1.3 prepare a terms of reference for the project** that details the proposed scope of work – including consultations, identifying constraints and opportunities, reviewing best practices, and preparing recommendations for improvements. If engaging consultants, for all or portion of the project, prepare and issue a request for proposals, evaluate submission/response, and retain a consulting team

**1.4 draft a communications strategy for the project** to manage communications within the internal project team(s), with the consulting team (where applicable), with decision makers, with external teams and/or agencies, with stakeholders, and with the public

## Phase 2 – context analysis and initial consultations

**2.1 review the existing environment** to assess the street function and streetscape standard conditions, as well as identify current issues and improvement opportunities

- i. undertake an analysis of the project area that captures the physical, environmental, social and cultural contexts. The analysis should include the surrounding corridors and levels of connectivity, abutting land uses, local demographics, and unique characteristics related to the district/corridor
- ii. identify the functional classification of the street(s) related to traffic service and land use access functions. Traffic movement will be assessed for all travel modes, including autos, buses, trucks, motorcycles, and bicycles and pedestrians on adjacent sidewalks and at designated road crossings. Land use access assessments will include requirements for: on-street parking, bus stops, on-street loading, sidewalks, and driveways.
- iii. inventory the existing physical conditions of the overall streetscape and component elements within the project area. The scope of the comprehensive inventory and assessment should document road and sidewalk widths and materials, street furniture and streetscape elements, trees and plantings, on-street parking and loading provisions, driveways, above-ground and below-ground utility infrastructure, location of building faces, cultural heritage resources, etc.
- iv. undertake a S.W.O.T (strengths, weaknesses, opportunities and threats) analysis of the project area as it relates to the existing and desired functionality and character of the streetscape

**2.2 review best practices** by assessing streetscape plans and design documents created for and implemented in other municipal jurisdictions. The review should identify design approaches that could be incorporated into the Oakville context, as well as assessing the lessons learned through the various phases of those projects

**2.3 review policy framework and related master plan and design guidance documentation** to identify the parameters within which the project must conform and/or align

**2.4 consult with key stakeholders** that use, operate and/or maintain the roadway and streetscape, such as municipal staff, external agencies, advisory groups, representatives from business improvement areas or resident associations, and other identified stakeholders. The project team will utilize the town's *Public Engagement Guide* to identify and apply the best consultative method(s) for this stage of the project in order to present findings and to solicit the necessary feedback

## Phase 3 – concept plan development and consultations

**3.1 prepare draft concept plan(s)** based on the project objectives, research findings and initial stakeholder consultations. Several concepts should be developed that demonstrate a range of options/scenarios, depending on the scope, feedback received, phasing and implementation budget. Each concept should incorporate:

- a 'complete streets' approach
- street/streetscape hierarchies directly related to the role and function of the street (typology) and the design characteristics to be maintained/enhanced
- clear design principles and a common design language

**3.2 consult with stakeholders and broader public** on the draft concept plan(s) to obtain feedback, obtain preferences and gain support



## Phase 4 – detailed streetscape master plan and final consultations

- 4.1 develop a preferred detailed streetscape master plan** based on the analysis and consultations associated with the draft concept plans. This master plan should demonstrate that the required service functions have been maintained and illustrate the full scope of the improvements, including the specific placement of all proposed streetscape components and materials. The master plan should be accompanied by a standards manual that outlines typical construction details for key infrastructure, recommended materials and their suppliers, as well as operations and maintenance procedures, where warranted.
- 4.2 develop a draft implementation budget for the streetscape master plan** that includes break downs for any proposed phasing. Where warranted, identify variance between costs associated with installing and maintaining the current standard versus costs to install and operate an enhanced standard, which may require special care/attention or result in higher replacement costs
- 4.3 evaluate the streetscape master plan** through a variety of scenarios related to implementation – including construction, operations, and maintenance
- assess the role and capacity of town departments in the construction, day-to-day operations and maintenance over the life span of the proposed streetscape enhancements
  - identify funding sources and options for each aspect of implementation. Sources may include capital budget, local improvement plan funds, development charges, cash-in-lieu contribution through development applications, Section 37 (*Planning Act*) agreement funds, etc.
  - test the draft implementation budget by adjusting the master plan and selected streetscape elements without compromising the project objectives, in order to establish a costing range based on various scenarios
  - test the draft implementation budget with various phasing options to optimize funds and achieve desired outcomes
- 4.4 present detailed streetscape plan to stakeholders and broader public** to obtain final feedback and project support
- 4.5 prepare final streetscape master plan and associated design documents**
- 4.6 draft an implementation strategy** that incorporates the scope, timing and funding for the proposed works. Implementation may be phased based on assessed need, prioritized investments, or other criteria identified through the master plan development process. The implementation strategy should:
- identify potential partnerships for funding, construction, and/or maintenance
  - identify connections/synergies with other local development initiatives
  - incorporate continued stakeholder consultations
  - establish a clear timeline, based on required immediate actions and short to long term goals
  - incorporate a communications strategy for notifications regarding scope and timing of works, potential delays/disruptions, and an identified project liaison
  - identify who will undertake the detailed design and installation works (whether town forces or abutting property owner through a development process)
- 4.7 finalize and obtain Council approval of the streetscape master plan, companion standards manual, project budget(s) and implementation strategy**



## Phase 5 – plan implementation

### 5.1 commence master plan implementation

- revisit implementation strategy to identify potential modifications
- confirm project phases to be undertaken
- communicate implementation timelines and phases to stakeholders
- prepare detailed construction drawings, based on the master plan and standards manual (either developed in-house or through a retained consultant)
- evaluate and confirm project budget and secure funds
- retain a contractor
- commence construction
- continued communication to stakeholders throughout the project implementation phase(s)