

Review and Analysis of Existing Official Community Plan

October 2009



Executive Summary

The purpose of this paper is to examine the existing City of Victoria *Official Community Plan* (OCP) to gain a clear sense of its contents, its application, and how it is used. The paper is structured to: examine the history of comprehensive planning in Victoria, outline the content of the existing plan, assess the policies of the existing plan, explain how the plan is currently used, and review implementation and amendment actions. Overall, the paper reflects on the existing OCP, seeking to develop a sense of its strengths and weaknesses, as well as a set of insights that can help guide the preparation of a new OCP.

The City of Victoria has had four comprehensive plans in its history, with the plans adopted in 1965, 1977, 1986, and 1995. The rationales for creating the plans were primarily to help guide land development, provide alignment with regional plans, and respond to emerging issues. The City's most recent comprehensive plan, the 1995 OCP, is the subject of much of the analysis in this paper.

The 1995 OCP endeavours to provide a broad vision, topic-specific policy directions, and detailed land use guidance. Overall, the OCP is comprised of five major components:

- A statement of **vision and values** to 2020
- Seven content based chapters containing **key directions, objectives, and policies**
- An **implementation section** detailing planning regulation changes, neighbourhood plans and policy studies, and capital works
- A schedule with the location, purpose, and objectives of designated **Development Permit Areas and Heritage Conservation Areas**
- A **Regional Context Statement** detailing how the OCP meets the strategic directions outlined in the *Regional Growth Strategy*

The seven content based chapters contain a number of objectives and policies. A key element of assessing the plan involves examining the breadth and depth of these OCP policies. As the draft Victoria Sustainability Framework (VSF) is intended to provide a broad framework to guide city and community activities, its structure was used to assess the policy coverage of the existing OCP. The VSF uses the themes of ecological integrity, livability, economic vitality, and resiliency as organizing concepts. Of the existing OCP policies 150 relate to livability, 108 to ecological integrity, 72 to economic vitality, and 12 to resiliency.

The OCP has a number of policies related to ecological integrity, particularly in the areas of transportation, land development, and natural features and habitat. Based on the VSF structure, the elements of ecological integrity that have limited or no policy coverage in the OCP are energy, buildings, water, and waste. The OCP has policies that cover most of the elements of livability, particularly with respect to arts, culture and entertainment, heritage, recreation, mobility, housing diversity, and housing affordability. The livability sub-theme item of local food supply is not addressed in the OCP. The concept of economic vitality is addressed mainly through policy directions relating to Downtown and the Harbour, and economic diversity. Policies relating to resiliency are generally

limited in the OCP, speaking only briefly about safety and response and recovery, and not at all addressing proactive preparation, resource security, mitigation, or human capacity.

The operation of the OCP since its adoption in 1995 was assessed through interviews with City staff and an assessment of all OCP amendments. Interviews with City staff highlighted a number of insights on the OCP with respect to its usability, policy direction, and land development guidance. Overall, the OCP was seen to lack organization and clarity in the way information was presented. Additionally, it was seen as more of a Planning and Development Department document, as opposed to an organization-wide policy document. The policy guidance provided by the plan was useful in some instances, but overall the policies of the plan were seen to be relatively general and not referenced as frequently as possible. The OCP was seen to be strong in land development guidance, particularly with respect to land use maps and Development Permit Areas.

Since its adoption in 1995, the OCP has had an average of five amendments per year. The majority of these amendments have been to add new properties to either a Development Permit Area or Heritage Conservation Area. Other items that have resulted in several amendments are changes in land use designations, modification of design guidelines, and creation of new Development Permit Areas.

Implementation of the 1995 OCP is guided by Chapter 10 of the plan, which lays out a number of implementation actions related to planning regulations, neighbourhood plans and policy studies, and capital projects. The planning regulation items were largely general and difficult to evaluate. The two discrete items were development of a density bonus policy and an approval process review, which have both been the subject of study. Of the nine neighbourhood plans that were identified in the OCP implementation section, eight have been completed and the other has had precinct plans completed within its boundaries. Four of the six identified policy studies have been completed, with two of the others having some work completed. Of the nine discrete and quantifiable capital projects that were identified for implementation, six of them have been completed.

Through examining the history, content, application, and implementation of the existing OCP a number of insights were obtained to help inform the creation of a new OCP:

- Lack of consistency in level of direction in OCP policies and objectives
- Some unclear OCP maps and graphics
- Many relevant and useful elements in existing OCP
- Lack of breadth in environmental policies
- No climate change, energy or food policies
- Limited number of resiliency policies
- Foreshadowing of potential OCP directions in the Regional Context Statement
- Lack of clear, structured implementation directions
- Less than optimal use of the OCP throughout the organization
- No overall structure explaining relationships and guidance to other plans
- Policy directions beyond the purview of the City
- No link to capital and strategic business planning
- No framework for monitoring plan directions

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1. Introduction

The purpose of this paper is to analyze the existing City of Victoria *Official Community Plan* (OCP). The paper first looks at the history of comprehensive plans in Victoria, and then examines the existing 1995 OCP in detail to help inform the creation of a new plan. This examination of the existing plan is achieved through assessing the breadth and depth of policies, outlining how the plan is utilized, and assessing the progress of implementation measures. Overall, the paper reflects on the existing OCP, seeking to develop a sense of its strengths and weaknesses, as well as a set of insights that can be used to help guide the creation of a new OCP.

2. Past Citywide Plans

2.1. Overview

This section provides an overview of the history of citywide plans in Victoria. Citywide plans in Victoria have primarily been developed to help guide land development, provide alignment with regional plans, and respond to emerging issues. Since the creation of the first plan in 1965, citywide plans have been updated an average of once every ten years. The first citywide plan for Victoria was prepared by the Capital Region Planning Board and was titled *1965 Overall Plan for Victoria*. A *1977 Community Plan* was created by the City staff and addressed citywide issues in a broad sense. The *1986 Official Community Plan* was the City's first OCP. This plan was subsequently refined and updated in the *1995 Official Community Plan*.

2.2. 1965 Overall Plan

The *1965 Overall Plan* for Victoria was created by the Capital Region Planning Board. The primary purposes of the plan were to respond to the regional planning objectives outlined in the *1959 Capital Region Development Policy* and shift the planning focus from development to redevelopment (urban renewal). The plan was intentionally integrated with other initiatives, including an Advisory Planning Commission review of development standards in the Zoning Bylaw, and the development of a Regional Transportation Study.

A major theme of the plan was balancing urban renewal and redevelopment with the retention and preservation of heritage. A major intent was to encourage well planned office buildings and high rise apartments. The plan covered five main areas: land use, transportation, urban renewal, other improvements, and finance. It also examined geographic areas separately, with a more detailed focus on Downtown. Another major theme was the inclusion of a number of major projects and planning exercises such as Centennial Square, Cathedral Hill Precinct, Harbour Causeway improvement, and Downtown improvement.

The plan includes policies that are intended to respond to conditions to 1981. As the City's first comprehensive plan, it took stock of development policy and reappraised existing goals. Detailed analytical considerations were explained and used to develop clear policy proposals. Proposals were included in an implementation section that provided cost estimates and assigned priorities to each item.

2.3. 1977 Community Plan

The *1977 Community Plan* was created in response to the *1974 Official Regional Plan*. The intent of the plan was to create principles and policies for major land uses and service systems. The plan's structure consisted of sections on background, policies, and implementation. Overall, the plan was very general in nature with few specific policy directions and implementation actions.

2.4. 1986 Official Community Plan

The *1986 Official Community Plan* was the first OCP created by the City. The primary rationale for its creation was to access newly created development permit control powers prescribed under the *Municipal Act*. Overall, the plan's stated intention was to express the hopes and preferences of government, private land owners, developers, and financial institutions.

The plan is organized according to the five main theme areas of economic structure, residential structure, transportation, community services, and environment. The plan includes a number of development permit area maps and guidelines. The implementation section contains a list of items, but does not include any prioritization or indication of cost and resource implications of items.

2.5. 1995 Official Community Plan

The existing City of Victoria's OCP was adopted on July 27, 1995. A Regional Context Statement, supporting the *Regional Growth Strategy* was adopted by City Council on October 27, 2005. The OCP was essentially a update of the 1986 version, reflecting changes that had occurred in the intervening ten years. The plan was created in a six month timeframe, which allowed for a thorough update, but not a completely new version of the plan.

The plan was largely in the same format as the 1986 OCP, with a similar structure of objectives and policies and many of the same implementation items. The major topic areas are similar to the previous plan, but are expanded to include a more deliberate focus on affordable housing, the harbour, and livability. The overall plan structure consists of a statement of visions and values, objectives and policies, implementation actions, Development Permit Areas and Heritage Conservation Areas, and a Regional Context Statement. The 1995 OCP is the subject of the analysis that is conducted in other sections of this paper.

3. Content Analysis of Existing Official Community Plan

3.1. Content Overview

This section of the discussion paper examines the elements that are covered in the City of Victoria's current OCP. Overall, the OCP is comprised of five major components:

- A statement of **vision and values** to 2020
- Seven content based sections containing **key directions, objectives, and policies**
- An **implementation section** suggesting planning regulation changes, neighbourhood plans, policy studies, and capital projects
- A **Regional Context Statement** detailing how the OCP meets the strategic directions outlined in the Regional Growth Strategy
- A schedule with the location, purpose, and objectives of designated **Development Permit Areas and Heritage Conservation Areas**

3.2. Vision and Values

The vision and values section of the OCP establishes a number of aspirations for the City to 2020. It highlights the Downtown, Harbour, established neighbourhoods and a multimodal transportation system as the critical elements of the city moving forward. The vision also emphasizes the importance of human scale in the city, as well as the importance of integrating social, environmental, economic, artistic, and recreational functions to provide a strong sense of community.

3.3. Key Directions, Objectives, and Policies

The existing OCP has seven chapters (chapters three to nine) that provide objectives and policies for a number of topic areas. The chapters have a number of policy directions that are reinforced in other chapters. However, generally speaking, chapters 3 and 5 deal with social planning, chapter 4 deals with economy, chapter 6 deals with transportation, chapter 7 deals with the environment, chapter 8 deals with the harbour, and chapter 9 deals with community amenities and services.

Each chapter is segmented into sub-topic sections that contain objectives and policies that further detail aspirations, policies, and actions. The objectives and policies in these sections represent the primary content and policy guidance of the OCP. Broadly, the key thrusts of the topic area chapters are as follows:

3. Toward a Liveable Community

Victoria fosters a strong sense of community and neighbourhood quality by building around local needs and preserving its human scale. Residents live in a city comprised of compact urban centres and complete neighbourhoods, which provide people with opportunities to live in close proximity to work, schools, services, recreation, parks and open space.

4. Toward a Viable Community

Victoria has capitalized on economic activities suited to the Victoria context, such as tourism, arts and culture. The city is characterized by vibrant mixed use neighbourhoods, each with its own distinct gathering places; and, an economically viable downtown that serves as the commercial and cultural heart of the region.

5. Toward an Affordable Housing Community

Victoria has a diverse set of housing options that offer choice to a range of income groups and household types. Creative strategies have been employed that distribute density across the city, while at the same time ensuring that each neighbourhood's unique character and heritage is preserved. A livable downtown has been achieved by increasing housing opportunities in the core through upper storey accommodations.

6. Toward an Accessible and People Friendly Community

Victoria is accessible and people friendly and has neighbourhood streets that are safe and livable. Through pedestrian-oriented planning and human-scale development there is decreased reliance on the private vehicle and increased transit use, cycling and walking.

7. Toward an Environmentally Sound Community

Victoria has taken the necessary steps to preserve its natural habitats, namely Garry Oak and Arbutus habitat. Green space in neighbourhoods, around the harbour, and in the downtown contributes to community liveability. Public view corridors, vistas and streetscapes that contribute to the indigenous character of Victoria are preserved. This is also a community in which you can breathe fresh air and enjoy clean water.

8. Toward a Harbour Community

Victoria is a harbour community where the water and shoreline serve as an invaluable public resource. The waterfront is accessible and the harbour itself serves as a community focal point and gathering place. The harbour functions as an active working harbour and includes a variety of mixed use activities, such as residential, tourist, recreational and marine-based industries.

9. Toward a Well Serviced Community

Victoria maintains an effective level of service for both its physical and community infrastructure. It maintains and develops parks, open spaces and facilities that meet the recreational and cultural needs of citizens.

3.4. Implementation

Chapter 10 of the OCP is the Implementation section of the plan. The implementation section contains a list of suggested projects, which are organized under the headings of planning regulations, neighbourhood and precinct plans and policy studies, and capital works. The projects are listed, without an indication of priorities, estimated timelines, budgets, or resource requirements. Section 6 of this paper explores the implementation items and their current status in detail.

3.5. Regional Context Statement

The Regional Context Statement, appended as Schedule A of the OCP, details how the OCP meets the eight strategic directions of the *Regional Growth Strategy* (RGS), which are:

- Keep Urban Settlement Compact
- Protect the Integrity of Urban Communities
- Protect Regional Green and Blue Space
- Manage Natural Resources and the Environment Sustainably
- Build Complete Communities
- Improve Housing Affordability
- Increase Transportation Choice
- Strengthen the Regional Economy

The foundational elements of the 1995 OCP align and support the strategic directions of the RGS. As part of Schedule A, the OCP provides a summary table and text of the policies that provide alignment with the regional strategic directions.

3.6. Designated Development Permit Areas and Heritage Conservation Areas

Schedule B of the OCP contains 42 Designated Development Permit Areas (DPAs) and Heritage Conservation Areas (HCAs). These designated areas range in size from a single parcel to several city blocks and are scattered throughout the City. DPAs and HCAs are intended to allow for additional control in sensitive areas of the City. In the OCP, they are used to help guide development with respect to form and character, exterior design and landscaping, heritage conservation, and natural environment protection.

Each DPA or HCA has specific purposes and objectives, as well as a reference to what design guidelines apply. In total there are 34 sets of design guidelines, with many of the DPAs/HCAs being subject to more than one set of design guidelines. The design guidelines provide a more detailed set of directions for development.

4. Policy Analysis

4.1. Overview

A key element of assessing the plan involves examining the breadth and depth of OCP policies contained in the seven topic area chapters. The intention of the analysis is to assess the extent of policy directions and determine if various environmental, economic, and social dimensions are addressed. The draft Victoria Sustainability Framework (VSF) is used as the framework for analysis. Policies that fall within various topic areas of the VSF are examined and patterns, themes, and gaps are assessed.

In total, 342 policies/objectives were selected that indicated a clear course of action. The policies were grouped into the four organizing concepts of the VSF, which are ecological integrity, livability, economic vitality, and resiliency (Figure 1). While many policy directions touch on multiple concepts, for the purposes of the assessment, policies were sorted into the one concept that was most relevant. Of the existing OCP policies, 150 relate to livability, 108 relate to ecological integrity, 72 relate to economic vitality, and 12 relate to resiliency. Sections 4.2 and 4.5 of this paper examine how the OCP policies relate to those concept areas. Table 1 provides a brief overview of the VSF and how OCP policies fit within the structure.

It is important to note that the VSF is constructed to assess both corporate and community activities. Given that the OCP deals primarily with community activities, some of the themes in the VSF, such as training and development, do fall within the purview of an OCP. Therefore, areas that appear to be missed, may not be relevant topic areas for an OCP. Additionally, the number of policies does not indicate whether or not a topic area is adequately covered in the existing OCP.

Figure 1: Number of OCP Policy References Organized by *Victoria Sustainability Framework* Theme Areas

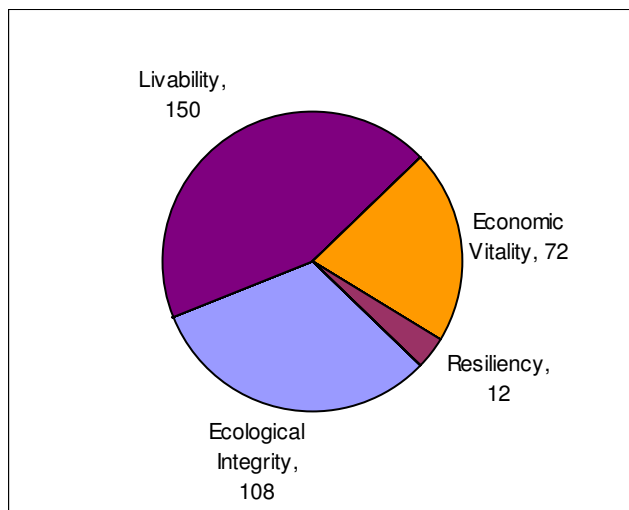


Table 1: OCP Policies by *Victoria Sustainability Framework* Sub-themes

Concept	Theme	Sub-Theme	# of Policies	Total
Ecological Integrity	Land Management	Land Development	38	108
		Natural Features & Habitat	13	
	Waste & Materials	Solid Waste	2	
		Liquid Waste	2	
		Materials	0	
	Water	Potable Water	2	
		Rainwater	0	
		Aquatic Ecosystems	5	
	Energy & Air	Buildings	0	
		Transportation	45	
		Energy Supply	0	
<i>Air Quality</i>		1		
Livability	Housing	Housing Affordability	14	150
		Housing Diversity	11	
	Mobility & Accessibility	Mobility	18	
		Accessibility	8	
	Education /Learning	Lifelong Learning	2	
		Formal Education	4	
	Health and Well Being	Health Care and Wellness	6	
		Recreation	20	
		Sense of Community	Social Interaction	
		Inclusion	11	
		Heritage	14	
		Arts, Culture & Entertainment	20	
	Food Security	Local Food Supply	0	
Governance	Accountability	3		
	Community Engagement	7		
Urban Design	Urban Design	10		
Economic Vitality	Economic Development	Economic Diversity	15	72
		Downtown & Harbour	24	
		Tourism	8	
		Employment	9	
		Infrastructure	7	
		Research & Development	4	
		Training & Development	0	
	Finance	Financial Management	5	
	Revenue	0		
Resiliency	Security	Safety	6	12
		Resource Security	0	
		Human Capacity	0	
	Adaptive Capacity	Proactive Preparation	0	
		Response & Recovery	4	
		Monitoring	2	

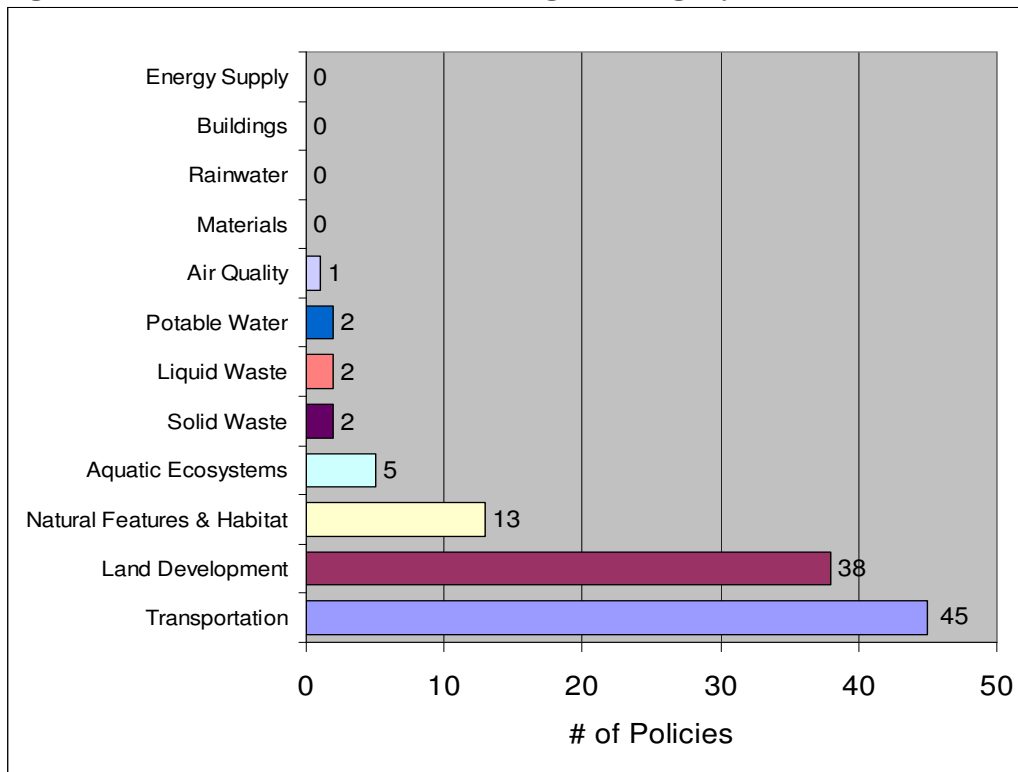
4.2. Ecological Integrity

Ecological Integrity is defined in the VSF as the ability to sustain and renew the health of the natural environment and its ongoing capacity to produce resources necessary to urban life. OCP polices relating to ecological integrity are broadly grouped into the theme areas of land management, waste and materials, water, and energy and air. Table 2 and Figure 2 illustrate the VSF structure with respect to ecological integrity, as well as the number of policies in the existing OCP that relate to each sub-theme. Appendix A contains all OCP policies related to ecological integrity.

Table 2: Summary Distribution on OCP Policies Relating to Ecological Integrity

Theme	Sub-Theme	# of Policies
Land Management	Land Development	38
	Natural Features & Habitat	13
Waste & Materials	Solid Waste	2
	Liquid Waste	2
	Materials	0
Water	Potable Water	2
	Rainwater	0
	Aquatic Ecosystems	5
Energy & Air	Buildings	0
	Transportation	45
	Energy Supply	0
	Air Quality	1

Figure 2: OCP Policies Related to Ecological Integrity



4.2.1. Land Management

Subthemes: Land Development, Natural Features and Habitat

The OCP's land development policies speak to general planning principles, compatibility of uses, industrial and institutional land uses, and infill development. The natural features and habitat section focuses on identifying natural elements suitable for preservation and identifying policies to protect and enhance them.

A key element of the land management component of the OCP is designated Development Permit Areas (DPAs) and Heritage Conservation Areas (HCAs). These tools are used to regulate the form and character of developments in sensitive areas. DPAs and HCAs are established in the OCP, and are subject to related design guidelines.

Key Land Development Policy Directions:

- Balance land use and transportation considerations in decision-making
- Encourage mixed use developments through amending zoning
- Provide public access to the waterfront and create detailed policies for harbour development
- Maintain character of single family neighbourhoods through sensitive infill
- Adopt zoning and policies to protect and encourage industry, particularly marine industrial
- Use zoning and development permits to buffer and ensure compatibility of uses, specifically industrial and high rise uses, float plane and ferry activities, and uses near municipal boundaries.
- Support multi-purpose institutional uses
- Provide incentives for the inclusion of social and recreational facilities in new housing
- Sustain schools through encouraging family housing in neighbourhoods
- Identify alternative uses for surplus school sites
- Encourage infill development in the north part of downtown (north of Johnson between E&N station and Capital Iron), maintaining character and walkway continuity
- Implement Harris Green, North Park, and Songhees plans
- Realize development potential below Wharf St. for open space, structured parking and walkways

Key Natural Features and Habitat Policy Directions:

- Sustain natural environment for tourism and economic development
- Inventory, preserve, and enhance natural features, habitats, flora, fauna, vistas and views
- Review landscaping guidelines to encourage environmentally sensitive practices
- Provide public access to natural features such as waterfront and hilltops
- New development should respect natural surroundings
- Define and conserve public view corridors to Olympic Mountains, Parliament Buildings, Inner Harbour Causeway, and harbour entrance

4.2.2. Waste & Materials

Subthemes: Solid Waste, Liquid Waste, Materials

The OCP only provides two policy directions each for solid waste and liquid waste and no directions for materials. While these topic areas are primarily under the jurisdiction of the Capital Regional District (CRD), the City plays a large role in providing the infrastructure and programs that support these activities. This is a potential area of policy deficiency that could be enhanced in future OCP iterations.

Key Waste and Materials Policy Directions

- Assist the CRD with trunk sewer facilities planning and solid waste disposal program
- Minimize storm sewer contamination of the harbour
- Extend recycling programs to include all recyclable materials

4.2.3. Water

Subthemes: Potable Water, Rainwater, Aquatic Ecosystems

The OCP provides a single potable water policy direction indicating the need to monitor the drinking water supply and no policy directions on rainwater. Five policies are detailed which address aquatic ecosystems. As potable water is primarily under the purview of the CRD, a single broad policy is probably appropriate. However, policies on the use and management of rainwater would help to provide direction to environmental management and development initiatives.

Key Water Policy Directions

- Monitor policies to ensure adequate and pure drinking water
- Cooperate to achieve a high standard of water quality in Juan de Fuca Strait and Victoria Harbour
- Establish performance standards for industrial development in environmentally sensitive areas, particularly the waterfront
- Protect remaining shoreline

4.2.4. Energy and Air

Subthemes: Buildings, Transportation, Energy Supply

The theme of energy and air has limited coverage in the OCP. No policy directions were found related to the topics of buildings and energy supply, nor transportation directions relating to greenhouse gases or other air pollutants. Given the increased profile of energy and air issues, there appears to be an overall deficit of policies that relate to climate change, green building, energy efficiency, and energy security.

While the OCP does not have policy directions that directly address the energy and emission elements of transportation, there are numerous directions that speak broadly to transportation. In all, forty-five policy directions address transportation topics including roads, transit, walking, cycling and parking. These directions, in conjunction with policy directions under the mobility sub-theme in the livability section, provide extensive direction for transportation planning.

Key Transportation Policy Directions

Overall

- Adopt Major Street Network (Map 7) and advance through capital works program
- Place priority on joint use of road right-of-way space
- Support Transportation Demand Management
- Use technology and traffic system management to improve street system efficiency
- Avoid further intrusion of one-way traffic upon retail core
- Increase safety and livability of local streets through neighbourhood consultation
- Ensure thoroughfare traffic does not adversely impact neighbourhood amenities

Pedestrians and Cyclists

- Facilitate pedestrian and bicycle paths close to the harbour shoreline
- Expand waterfront access and pedestrian walkway systems
- Establish a continuous walkway from Gorge Road Hospital to Burnside Road
- Link the waterfront path from the Causeway to Chatham St.
- Complete Government Street Mall extension
- Plan for separation of pedestrian and bicycle uses

Transit

- Improve suburban transit connections to the City
- Improve transportation links with Vancouver, Seattle, and Vancouver Island
- Improve passenger ferry service between Vancouver and Victoria
- Encourage retention of rail rights-of-ways
- Recognize Douglas and/or Government St. as preferred rapid transit corridors
- Provide transit facilities as prescribed in the Victoria Accord
- Provide innovative people mover
- Establish an integrated ferry terminal facility at the Inner Harbour
- Investigate off-street terminal for urban and inter-city bus services
- Consider options and actions for rapid transit
- Sustain and improve regional ferry service
- Improve airport bus service from Victoria airport to Downtown

Parking

- Phase out subsidized/free parking lots in Legislative Precinct
- Direct traffic and parkades to the perimeter of Downtown
- Maximize availability of street parking within retail core
- Provide small scale parking along shoreline to permit public access

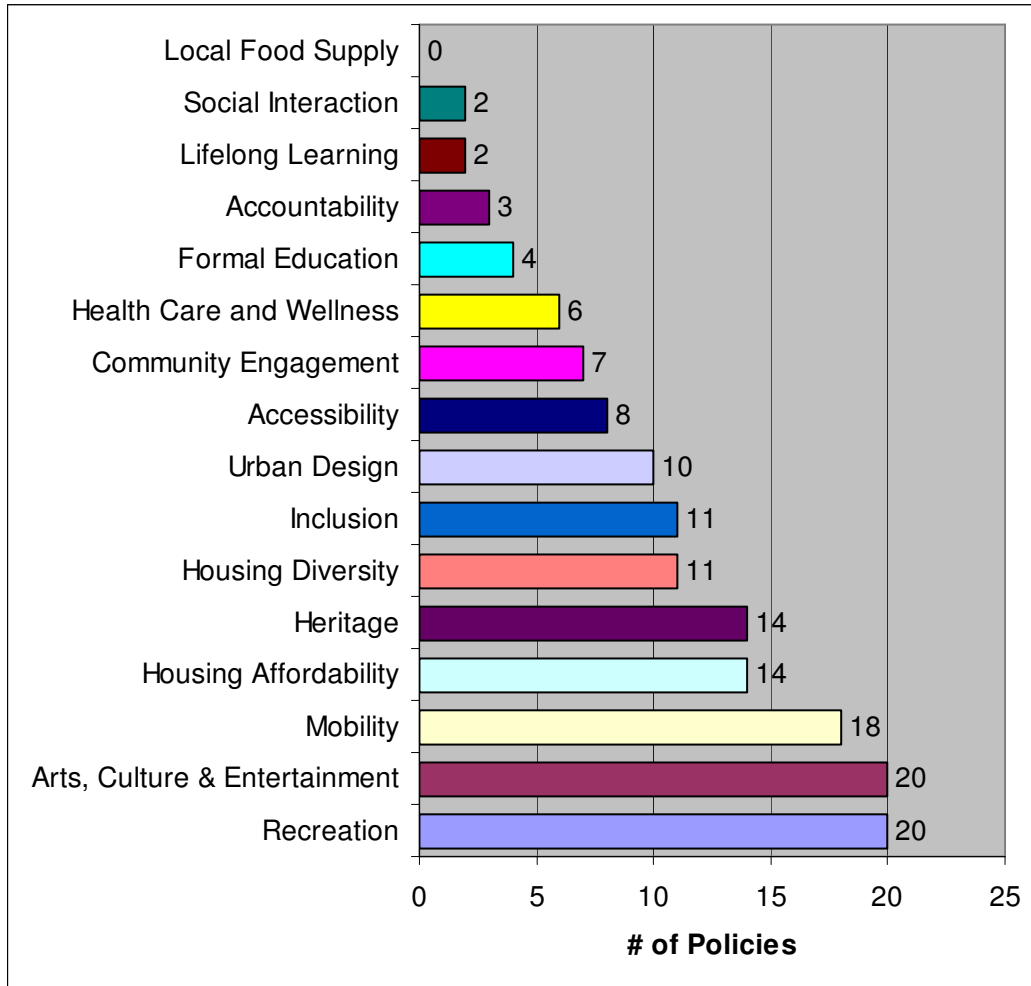
4.3. Livability

Livability is defined in the VSF as the social and cultural assets and capacities of the community that create and celebrate quality of life, and support human health, security, and overall well-being. There exists a broad range of policy directions in the existing OCP that relate to livability. These directions are organized into eight theme areas that touch on many topics including social planning, housing, recreation, and arts, culture and entertainment. Table 3 and Figure 3 illustrate the framework structure with respect to livability, and indicate the number of policies relating to each sub-theme. Appendix B contains an inventory of all OCP policies related to livability.

Table 3: Summary Distribution on OCP Policies Relating to Livability

Theme	Sub-Theme	# of Policies
Housing	Housing Affordability	14
	Housing Diversity	11
Mobility & Accessibility	Mobility	18
	Accessibility	8
Education /Learning	Lifelong Learning	2
	Formal Education	4
Health and Well Being	Health Care and Wellness	6
	Recreation	20
Sense of Community	Social Interaction	2
	Inclusion	11
	Heritage	14
	Arts, Culture & Entertainment	20
Food Security	Local Food Supply	0
Governance	Accountability	3
	Community Engagement	7
Urban Design	Urban Design	10

Figure 3: OCP Policies Related to Livability



4.3.1. Housing

Subthemes: Housing Affordability, Housing Diversity

The OCP contains an almost equal number of housing affordability and housing diversity directions. These housing directions are supported by the broad land development goals that are outlined in the ecological integrity section. The housing affordability policies address both public and private land and aim to protect vulnerable populations. Housing diversity directions include policies on small lot housing, conversions, live-work, and upper storey housing. Other key housing directions involve policy and incentives designed to increase downtown residential populations.

Key Housing Policy Directions

- Encourage upper floor residential use in existing buildings
- Provide incentives for Downtown residential development through land use, parking, and density policies, and a study of heritage property tax incentives

- Monitor conversion of affordable rental housing and discourage strata conversions when rental rate is low
- Pursue policy to convert low end of rental market from transient to permanent accommodation
- Encourage senior governments to support affordable housing options and assist with residential rehabilitation programs
- Use bonus density in developments that will result in special needs and affordable housing
- Develop comprehensive strategy for use of public lands for affordable housing
- Examine regulatory relaxations to permit smaller lots, conversions, reduced parking and other creative approaches to providing affordable housing
- Support community organizations working to improve housing resources/services
- Facilitate development of live/work accommodation
- Assess impacts on children in present and future housing planning
- Sustain a mix of housing types to meet changing population demands using zoning, neighbourhood plans, and senior government funding
- Facilitate single family small lot development through zoning and subdivision regulations
- Support public and private initiatives for the provision of housing for the disadvantaged
- Permit residential developments with supportive and care services

4.3.2. Mobility and Accessibility

Subthemes: Mobility, Accessibility

OCP policies that have been categorized under mobility and accessibility relate to the transportation policies outlined in the ecological integrity section, but tend to address more human scale mobility and access issues. The OCP has eight accessibility policies which all relate to ensuring all facilities and services are accessible to all residents. The eighteen mobility policies contained in the OCP largely relate to pedestrian scale transportation issues and the connectivity of pedestrian networks.

Key Mobility and Accessibility Policy Directions

- Identify and eliminate all barriers and strive for full accessibility of community services and facilities
- Develop and implement universally accessible housing design guidelines
- Ensure all citizens have reasonable access to community services and facilities, regardless of ability to pay
- Advance mid-block walkway system, particularly in the east-west streets in the 500 and 700 blocks between Caledonia and Belleville
- Create public walkways along the harbour shoreline, and within commercial blocks in Chinatown and Old Town
- Enhance Douglas Street's design to soften its auto-oriented character

- Implement a traffic management system, including capital improvements, that favour transit users
- Encourage easy pedestrian access to transit routes when approving new developments
- Implement bike paths, lanes and routes in accordance with the Bicycle Master Plan
- Enhance pedestrian traffic patterns in retail core
- Secure by easement or acquisition, lands required to link public access from Lime Bay to Esquimalt
- Investigate Selkirk Trestle Bridge for public use
- Implement the following pedestrian connections
 - Waterfront path between Bamfield and Arm Street Parks
 - Footbridge from Gorge Rd. Hospital to south shoreline of Selkirk Waters
 - Continuous waterfront promenade from Johnson St. Bridge to Laurel Pt.
 - a bike/pedestrian link over the Selkirk water
- Investigate a greenways strategy

4.3.3. Education / Learning

Subthemes: Lifelong Learning, Formal Education

The OCP has a total of six policy directions on education and learning that largely focus on post-secondary institutions, libraries and schools. The key policy directions are to:

- Continue to provide library services to the urban community,
- Maximize resources and relationships available through higher institutions
- Integrate post secondary facilities within Downtown
- Sustain existing school sites to the benefit of neighbourhoods and community

4.3.4. Health and Well Being

Subthemes: Healthcare and Wellness, Recreation

The OCP deals with healthcare and wellness primarily through providing direction on care facilities and hospitals. The recreation elements of the plan touch on community services, facilities, and parks and open spaces. The policy direction for these items focuses on identifying locations for park improvements and new facilities, and providing siting criteria and suggested standards for facilities, services, parks, and amenities.

Key Health and Well Being Policy Directions

Healthcare and Wellness

- Sustain and enhance existing care facilities and identify sites for new care facilities in residential neighbourhoods
- Permit residential care conversion in suitable houses
- Consider retaining Victoria General Hospital Fairfield as a long-term care facility

Community Services and Facilities

- Develop an overall community services plan
- Sustain neighbourhood recreation programs
- Maximize use of existing institutional space including school facilities and grounds
- Require developers to integrate recreational facilities within major residential projects
- Enhance the regional leisure centre complex in North Park and work towards a new one
- Encourage cooperation in planning for recreational and cultural facilities

Parks and Open Spaces

- Maintain current parks improvement programs
- Undertake parks and beach improvements to public waterfront
- Consider development of a breakwater to reduce impacts of wave action and improve recreation in Ross Bay
- Create lookout parks on the Gorge at Arm St. and between Burleith and Coventry Ave
- Pursue major parks development programs
- Achieve parks supply standards of 0.61 ha/1000 people for neighbourhood parks, 0.93 ha/1000 people for community parkland, and increase number of available athletic fields
- Locate future parks based on the following criteria:
 - Serve residents within walking distance (0.4 km radius neighbourhood parks, 0.8 km radius primary neighbourhood parks)
 - Consideration of green spaces and institutions (i.e. schools)
 - Consider park siting based on accessibility and proximity, rather than neighbourhood boundaries

4.3.5. Sense of Community

Subthemes: Social Interaction, Inclusion, Heritage, Arts, Culture & Entertainment

The OCP provides a number of directions regarding sense of community, with policies that look to enhance social interaction and inclusion, as well as improve heritage, arts, cultural, and entertainment resources. The directions relating to social interaction speak to improving the use of public open space. Inclusion policies provide direction to improving awareness, advocacy, and outreach for disadvantaged groups including seniors, children, youth, the disabled, and immigrants. The OCP has a number of heritage policies that provide strong direction to preserve, rehabilitate, and publicize heritage resources through regulatory controls, financial incentives and design guidelines. Arts, culture, and entertainment policies speak to maintaining and expanding arts and culture spaces, facilities, programs, and outdoor venues.

Key Sense of Community Policy Directions

Inclusion / Social Interaction

- Continue to promote use of squares, mini-parks, and open courts, including Bastion and Centennial Squares
- Work with government and non-profit agencies that provide services to immigrants and youth
- Improve public awareness and advocacy for those with disabilities, children and youth
- Improve services, housing and leisure development for seniors
- Deal with discriminatory barriers and promote full and equal participation of all citizens in the life of the City

Heritage

- Remove incentives for demolition and redevelopment of heritage buildings
- Provide incentives for preservation, restoration and preservation of heritage houses
- Maintain and develop programs to identify and publicize heritage resources
- Develop regulatory controls such as designations, development permit areas, heritage conservation areas, and temporary heritage protections orders for the protection of significant heritage resources and areas
- Provide financial incentives and other economic incentives, such as density bonus and parking relaxations, for heritage conservation
- Provide established design guidelines and rehabilitation principles
- Cooperate with senior levels of government to identify, protect, and rehabilitate heritage resources owned by them and crown corporations
- Preserve and enhance the cultural and marine heritage significance and character of the Inner Harbour waterfront and integrate with Old Town through zoning and Development Permit system

Arts, Culture and Entertainment

- Expand available spaces for arts and culture uses and performances
- Support competitions for works of art
- Encourage private sector public art projects through density bonus
- Revisit the priorities of the *Greater Victoria Arts Facility Study*
- Maintain McPherson and Royal Theatres as viable performance venues
- Encourage new activities in Bastion Square and Centennial Square
- Preserve Halkett Island as a native, cultural, and spiritual site

4.3.6. Food Security

Subthemes: Local Food Supply

The current OCP has no directions that relate to food security or supply. In recent years with the development of a Community Gardens Policy and the Council endorsement in principle of urban agriculture, this element of community planning has gained greater

prominence and profile, further highlighting the importance of including some direction in the OCP.

4.3.7. Governance

Subthemes: Community Engagement, Accountability

The governance sub-themes of community engagement and accountability are touched on in the OCP. Directions on engaging the community are referenced in many of the policies related to other themes, indicating the overarching significance of community engagement. Community engagement directions in the OCP reference collaboration on police services, neighbourhood planning, and heritage conservation. Accountability directions relate to implementing policy plans and tracking legislative changes.

Key Governance Policy Directions

- Develop a partnership process between the City and neighbourhoods to satisfy neighbourhood needs and aspirations in the context of overall City goals
- Support coordination between neighbourhood groups
- Involve the public in police services through community-based policing
- Maintain a working relationship with the Provincial Government at both political and staff levels
- Promote public awareness of heritage conservation in conjunction with local heritage groups
- Coordinate development policies with other agencies

4.3.8. Urban Design

Subthemes: Urban Design

The draft VSF does not have a theme or sub-theme related to urban design, however the OCP has a number of policies that are directly related to urban design. The OCP states a number of programs, design guidelines, regulatory tools and design considerations that should be used to assess public places, street rights of way, and new development.

Key Urban Design Policy Directions

- Encourage continuity of retail uses
- Enhance shopping streets through capital works
- Adopt design guidelines for sensitive residential areas
- Create landmarks along major access routes
- Pay special attention to scale, continuity, proportion and character of street facades
- Encourage detail, form, texture, colouring, and scale of new development in keeping with established surroundings
- Regularly review and update established design guidelines and areas
- Use development permits to regulate form, character, and design in sensitive areas

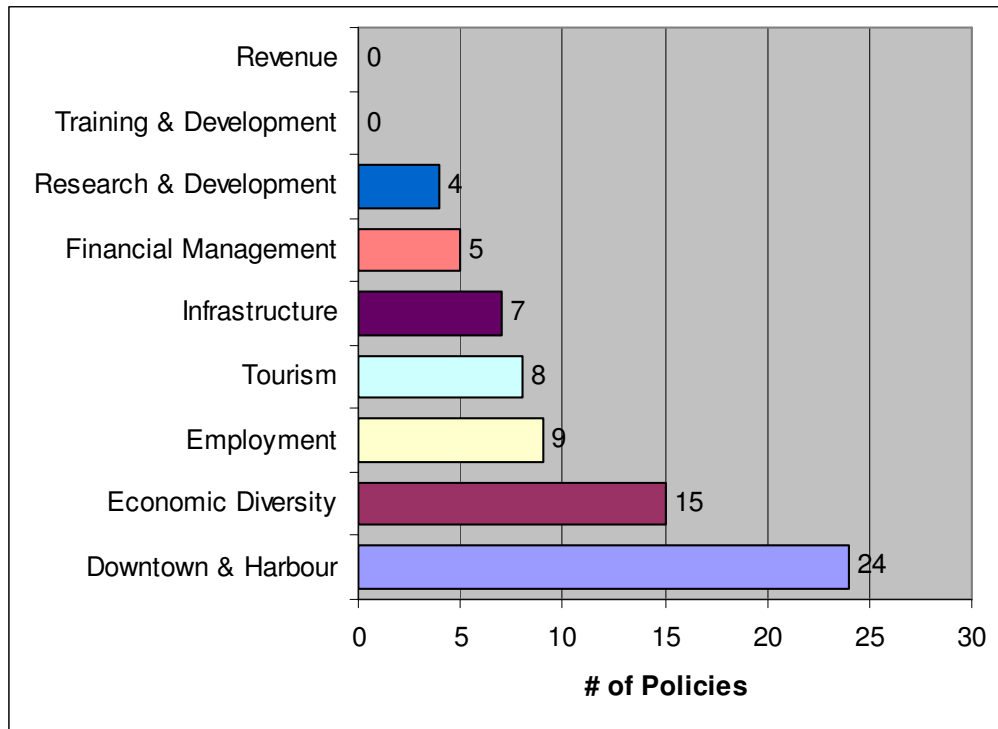
4.4. Economic Vitality

Economic vitality is defined in the VSF as the ongoing capacity to generate and renew the skills, finances, and productivity of the community providing the means to support quality of life and realize individual and community aspirations. Economic vitality policies contained in the OCP are assessed through the themes of economic development and finance. Table 4 and Figure 4 illustrate the VSF structure with respect to economic vitality, and indicate the number of policies relating to each sub-theme. The OCP largely focuses on the sub-themes of economic diversity and Downtown and the harbour. Appendix C contains all OCP policies related to economic vitality.

Table 4: Summary Distribution on OCP Policies Relating to Economic Vitality

Theme	Sub-Theme	# of Policies
Economic Development	Economic Diversity	15
	Downtown & Harbour	24
	Tourism	8
	Employment	9
	Infrastructure	7
	Research & Development	4
	Training & Development	0
Finance	Financial Management	5
	Revenue	0

Figure 4: OCP Policies Related to Economic Vitality



4.4.1. Economic Development

Subthemes: Economic Diversity, Downtown & Harbour, Tourism, Employment, Infrastructure, Research & Development, Training & Development

Economic Development as a theme area touches on a broad range of sub-themes, including economic diversity, tourism, Downtown and the harbour, employment, and infrastructure. This theme's policy directions include broad strategies, specific directions, and Downtown and the harbour-specific policies.

Broad strategies articulated include supporting an economic development strategy, developing regional economic policy, and enhancing Victoria's tourist reputation and services. More specific policies are included that guide the linking of land use and infrastructure planning, supporting industrial uses, and accommodating office development. Key Downtown policies relate to stimulating overall vitality, maintaining Old Town character, revitalizing Chinatown and North Downtown, and improving retail and pedestrian continuity. Harbour directions focus on encouraging industry, examining a mix of uses, and enhancing public access and open space.

Key Economic Development Policy Directions

Economic Diversity

- Establish a comprehensive economic development strategy for the City of Victoria
- Establish a regional economic policy that recognizes the role of the City's retail and business core and limits the size and number of regional centres
- Explore opportunities for environmental innovations and green business initiatives
- Examine alternative ways to encourage industry to remain in the City
- Support an inter-municipal agency to exercise Victoria's significant economic role in the CRD
- Use neighbourhood plans and zoning to provide for local commercial uses
- Review economic opportunities for the harbour and marine industry as part of comprehensive economic development strategy

Downtown

- Adopt land use policies that stimulate vitality of Downtown and ensure new development in Old Town conforms to established form and character
- Revitalize Chinatown in a manner that conserves its distinct identity
- Encourage completion of Northern Revitalization (Pandora/Blanshard/Cormorant/Douglas) redevelopment
- Introduce main floor shopping into parkades
- Support policies to encourage shoppers Downtown, including favouring shoppers in parkade levels closest to the street
- Use zoning and design control to achieve continuity of retail uses and pedestrian corridors, including between two major department stores
- Strengthen relationships with Downtown organizations

Harbour

- Develop zoning, marine services, and docks and moorage that will encourage marine industry and fishing fleets to locate in the harbour
- Acquire land for shoreline protection, public access, and to connect gaps in waterfront pathway / park system
- Use landscaping to enhance gateways and waterfront pathways in the Inner Harbour
- Design appropriate areas as “mixed use shoreline” to include recreation, launching and moorage, restaurants, pubs, and float home clusters
- Refine harbour urban design guidelines for site and built environment
- With federal government, negotiate a policy supportive of float homes and designate areas for this purpose
- Consider performance standards for new industrial development on James Bay shoreline
- Inner Harbour south shore redevelopment should recognize potential for integrated parking, pedestrian walkways, open space and ferry terminals
- Work with other levels of government to determine best form of port administration
- Fill over shorelines only when public amenity is improved or development has been negotiated through local plan review process

Tourism

- Enhance Victoria’s image as a visitor destination, a city of gardens, and having a unique character and quality of service
- Improve standards of visitor service and information at key locations
- Improve reception of cruise ship passengers at Ogden Point
- Improve directional signs, information maps and kiosks in the Downtown area
- Work with other levels of government to enhance marketability of port

Employment

- Review and revise home-based business policies
- Utilize federal/provincial financial assistance programs that generate new employment
- Recognize a responsive and understanding government is essential in a City’s economy
- Assist industries under pressure to relocate
- Accommodate office development in north edge of Chinatown
- Continue land use policies that concentrate new office buildings between Douglas and Blanshard

Infrastructure

- Support industry by providing assistance with capital works projects and consistent approach to economic development

- Where land use changes increase density, consider bylaws to cover all secondary services to new developments
- Coordinate land use policy with upgrading programs
- Make land use decisions compatible with servicing capacities
- Provide services for Songhees area redevelopment

Research & Development

- Identify and attract industry best suited to the City
- Assess market opportunities for industry, provide market information, and utilize the university as a resource to promote/assist industry
- Develop and maintain housing policy analysis capability to develop municipal housing strategies for incorporation into the OCP

4.4.2. Finance

Subthemes: Financial Management, Revenue

Finance policies are touched on directly in the OCP in a limited way. A key shortcoming of the OCP is that there is no explicit link to the City’s capital budgeting planning. However, many other theme areas reference finance with respect to the costs associated with development and the provision of amenities and services. The key specific finance direction relates to establishment of a fund to secure public amenities.

Key Finance Directions

- Develop a formula for capital fund contributions to support the provision of major regional arts and professional facilities
- Try to lower industry costs by reviewing freight handling and delivery costs

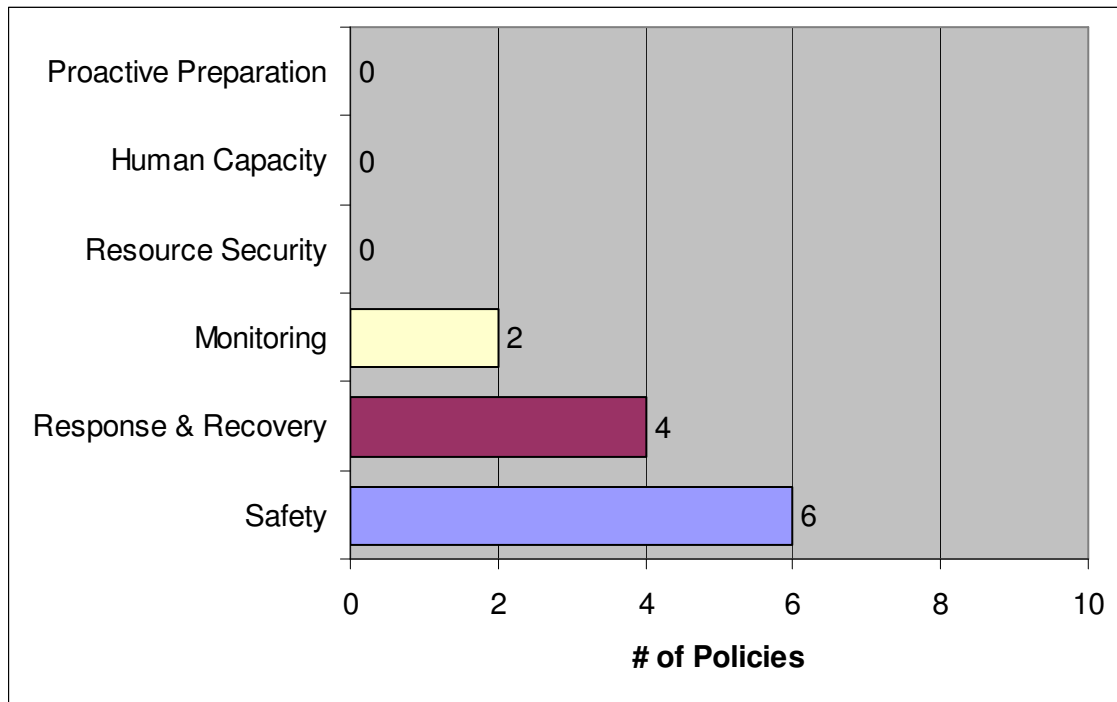
4.5. Resiliency

Resiliency is defined in the VSF as the ongoing ability to keep residents safe, to adapt to change and to plan for an uncertain future. Resiliency policies contained in the OCP are examined through looking at the two key themes of security and adaptive capacity. Table 5 and Figure 5 illustrates the framework structure with respect to resiliency. Appendix D contains all OCP policies related to resiliency.

Table 5: Summary Distribution on OCP Policies Relating to Resiliency

Theme	Sub-Theme	# of Policies
Security	Safety	6
	Resource Security	0
	Human Capacity	0
Adaptive Capacity	Proactive Preparation	0
	Response & Recovery	4
	Monitoring	2

Figure 5: OCP Policies Related to Resiliency



4.5.1. Security

Subthemes: Safety, Resource Security, Human Capacity

This theme is dealt with in the OCP through policies that address personal safety, largely involving the integration of Crime Prevention Through Environmental Design (CPTED) into development planning. Broader issues surrounding community capacity and resource security are not addressed in the OCP.

Key Security Directions

- Promote personal safety and security (CPTED) integration into overall planning processes and new developments
- Implement a Safety Audit Program which identifies places that are unsafe and remedial actions
- Provide safe refuge for victims of domestic violence
- Enhance civic parkades in keeping with CPTED principles

4.5.2. Adaptive Capacity

Subthemes: Proactive Preparation, Response & Recovery, Monitoring

Adaptive capacity directions relate to enhancing police and fire services, and monitoring social trends. Directions addressing proactive preparation and emergency planning are absent from the OCP. Specifically items that address seismic upgrading and potential climate change impacts, such as sea level rise, are noticeably absent.

Key Adaptive Capacity Directions

- Ensure the City has a database for social needs analysis to develop policies responsive to the social needs of citizens
- Monitor social needs, trends, and issues
- Provide a new firehall in James Bay
- Investigate firefighting sites for emergency harbour service and Victoria West
- Investigate joint police / fire services in neighbourhoods, particularly James Bay and Victoria West

5. Application and Administration Analysis of Existing OCP

5.1. Overview

This section examines two key elements of the role that the OCP plays within the City of Victoria planning system. Firstly, section 5.2 provides a brief overview of how the OCP is used by City staff. Secondly, section 5.3 examines amendments that have been made to the OCP since its adoption in 1995. By assessing how the OCP is used for day to day operations and the nature and rationale of amendments, a sense of emerging priorities and potential plan deficiencies can be ascertained.

5.2. Staff Use of the OCP

This section explores the way staff currently use the OCP for guidance. Planning and Development, Parks, and Engineering staff were interviewed to determine how the OCP was used and the role it served in the City in its present state. The assessment examines how the OCP performs with respect to general usability, broad policy guidance, development direction, and its overall role within the policy hierarchy.

The OCP in its current form was seen to be a somewhat cumbersome, but relatively effective document. Staff highlighted a number of concerns about the usability of the OCP in its current form. An underlying concern related to the disjointed layout and structure of the plan, which resulted in information being buried and planning staff often being the only parties who were able to effectively use the document. A key example of this is the inclusion of vital information needed to understand the plan in the glossary section, but not in the body of the plan. The difficulties in understanding the document have consequently led to other departments developing a greater reliance on other policy and standards documents to guide policy decisions.

The perceived value of the strength of the OCP's policy guidance varied amongst staff. In one instance it was praised for its ability to provide broad policy guidance and state key City principles. Alternatively, OCP policy statements were seen to be quite general and contain directions that conflicted with certain parks and engineering directions. Overall, the OCP was not seen to be a well used and cited master plan document, but rather a second check confirmation of other policy directions. A general observation was that many major policy and capital spending decisions had been the result of opportunistic planning rather than strategic OCP policy guidance.

The OCP is used to help assess every development proposal and often provides detailed design direction through DPAs and HCAs. The first level of guidance is asserted through direction provided by policies, objectives, and key directions. The residential structure, economic structure, and plan summary maps provide direction on the use and scale of development. From there, the DPAs and HCAs provide direction on form and character, and are frequently used and amended to meet situations that require careful guidance.

The role and function of the OCP within the City’s policy hierarchy was a key area of confusion, and was exacerbated by the fact that the OCP was largely seen as a Planning and Development Department document. Other departments largely rely on their documents as a first guide and often only double check with the OCP, if at all. Further, the OCP has elements that can create confusion, as evidenced by the OCP’s unclear parks designations and inconsistent road classification standards. Additionally, the OCP has no formal role in financial planning, most notably in the capital budget program and strategic plan process. All departments saw clarifying the role of the OCP and what level of information it should contain as a key element of the OCP review and update.

5.3. OCP Amendment Analysis

The purpose of this section is to assess the frequency and rationale of amendments made to the OCP. Since the official adoption of the OCP on July 27, 1995, a number of amendments have been undertaken to ensure it remains a living document reflective of changes in the community. In the time frame between the adoption of the 1995 OCP until the end of January 2009, there have been a total of 69 OCP amendments. On average, there have been almost five OCP amendments per year.

There are a range of rationales for the OCP amendments, with the vast majority related to DPAs and HCAs. Over half of all amendments resulted from the inclusion of new properties in existing DPAs or HCAs. Other significant amendment rationales were a change in the land use designation of a property, modification of design guidelines, and the creation of a new DPA. Table 6 displays the purpose of all OCP amendments since the adoption of the OCP from August 1995 to January 2009.

Table 6: Purpose of OCP Amendments between August 1995 and January 2009

Amendment Purpose	Number
Add property to Development Permit Area / Heritage Conservation Area	38
Change Land Use Designation of a Property	6
Change Land Use Designation and Include in DPA	6
Add / Modify Design Guidelines in a Development Permit Area	6
Create New Development Permit Area / Heritage Conservation Area	5
Administration of Heritage Alteration Permits	1
Regulate Small Lot Development	1
Amend Development Permit Area Objectives and Guidelines	1
Designate a Transportation Corridor	1
Environmental Protection	1
Administrative Clean-up	1
Create a Regional Context Statement	1
Transfer a Property from one Development Permit Area to Another	1
Total	69

6. Implementation Analysis of 1995 OCP

6.1. Overview

This section briefly examines implementation items that are identified in the OCP. Section 6.2 outlines implementation items and assesses the progress made to date. Section 6.3 identifies stakeholders who were tasked with implementing policy items.

6.2. Implementation Progress

The OCP identifies a number of items/actions to be undertaken to further the objectives of the plan. These action items are incorporated throughout the various policy sections, while others are detailed in Chapter 10: Victoria 2020 – Implementation. A number of general implementation directions are included in this section, in addition some suggested projects. This paper solely examines the implementation progress of items contained in Chapter 10, as exploring the implementation of all policy items would be time prohibitive.

One key direction of the implementation chapter is to prepare a detailed implementation plan within two years of plan adoption. This task was never completed, which makes it difficult to adequately monitor overall progress as no timelines, costing, or prioritization was included with implementation items. However, suggested projects were identified in the implementation section and are the focus of this analysis. The suggested projects are classified according to planning regulations, neighbourhood and precinct plans and policy studies, and capital works. Appendix E provides a summary of all the implementation items and their current status.

Planning Regulations

The planning regulations portion of the implementation chapters provides a brief outline of applicable regulations and how they may be used to implement OCP directions. While the references here are largely general outside of two specific items, which are the development of a density bonus policy and review and refinement of approval processes. The Business Process Review examining application processing currently in progress, while the density bonus policy has been the subject of past study.

Neighbourhood Plans, Precinct Plans, and Policy Studies

Section H(1) of the implementation chapter suggests a number of neighbourhood and precinct plan items, and policy study items. Of the nine neighbourhoods / precincts that are identified, eight have had plans completed, while the ninth (Fairfield) has had precinct plans completed within its boundaries. Six policy studies were identified in this section, with four being completed, and two subject to some study. The completed studies are neighbourhood transportation management plans, Development Cost Charges study (completed 2007), an Economic Development Strategy and a revisit of the priorities of the Greater Victoria Arts Study through the CRD Regional Arts Strategy. The exploration of joint police and fire facilities, and a fire protection study of the Harbour

and Victoria West are items that have been subject to some studies and are subject to ongoing study.

Capital Projects

A total of fifteen suggested capital works projects are presented in section H(2) of the implementation chapter. The list of projects included a number of discrete and quantifiable projects such as “police station main building replacement”, but also a number of items that have no definitive end product such as “arts facility improvements”. Of the nine items that were discrete projects, 67% of them were completed. The outstanding projects that were not completed were the Government Street Mall Extension, a Chinatown Parkade, and Dallas Road Cliff Stabilization. The other six capital works projects, such as parks amenities and acquisitions and construction of new mid-block walkways, were completed as opportunities presented themselves.

6.3. Implementation Stakeholders

In identifying a number of policies, the OCP also outlines associated agencies that are responsible for implementation. While the City is the principal agency tasked with implementing policy initiatives, 25 external groups are identified as responsible for some element of plan implementation. In fact, there were a number of instances where policy directions were related entirely the responsibility of external agencies. These groups are:

Government:

- Federal Government
- Provincial Government
- Capital Regional District
- Other/adjacent municipalities, including Saanich

Governmental Agencies:

- School Board
- Hospital Board
- Regional Health Authority
- Provincial Capital Commission (PCC)
- Transport Canada
- Canadian Mortgage and Housing Corporation (CMHC)

Transportation Interests:

- BC Ferries
- BC Transit
- Via Rail

Other Stakeholder Groups

- Community Agencies
- Utilities
- Inter-municipal Arts Committee

- Private Sector
- Heritage Groups
- Private Developers
- First Nations
- Business Community
- Interest Groups
- Community Associations

7. Conclusions

7.1. Overview

The existing OCP, which was drafted 14 years ago, was essentially an update of the previous OCP. The age of the plan, in combination with the multitude of changes that have occurred internally and externally to the City since its creation, highlights the need to consider a complete overhaul. Through examining the history, content, application, and implementation of the existing OCP, a number of insights can be obtained that will help inform the creation of a new OCP. These insights for the new plan are grouped into the three sets of lessons learned based on plan structure and presentation, topic area coverage, and plan application and implementation.

7.2. Plan Structure and Presentation

Overall, the structure and presentation of information in the OCP was seen as an impediment to clear, consistent interpretation. Specific insights relating to the plan's structure are:

- **Lack of consistency in policies and objectives** - The specificity of objectives and policies varies considerably, making determining appropriate policy guidance difficult. No clear definition of what constitutes an objective or policy is given.
- **Clarity in maps and graphics** - A number of maps contain ambiguous or unclear information, including in the presentation of land use areas and parks and open space designations.
- **Relevant and Useful Content** – Despite the need to update the OCP, it functions relatively well in many applications and contains many relevant and useful policy directions.

7.3. Plan Scope

Given that the OCP was created 14 years ago and the role of an OCP has generally evolved to include a broader array of topics, there are a number of areas where the existing plan could be considered deficient. By utilizing the VSF to assess existing policies, many of these gaps were identified at a macro level. Some insights on the content of the existing plan are:

- **Lack of breadth in environmental policies** – Environmental policies in the OCP are focused on natural resources and land development, with very few policies on rainwater, waste, materials, and transportation or building emissions.
- **No climate change, energy or food security policies** – The prominence of climate change and energy issues has been elevated by changes in provincial legislation, changing global conditions and improved scientific information. The existing OCP does not have any policies dealing with these issues.
- **Limited number of resiliency policies** – The areas of resource security, adaptive capacity, and emergency planning have little or guidance from the OCP

- **Foreshadowing of potential OCP directions in the Regional Context**
Statement – The *Regional Growth Strategy*, and associated *Regional Context Statement* help to identify some of the key areas where the OCP needs to be updated

7.4. Plan Application and Implementation

A structure and process for fully applying and implementing the OCP was never adopted. However, the approach that was taken does provide some key insights that can be used to inform the development of a new OCP, including:

- **Lack of clear, structured implementation direction** – The OCP has a number of suggested directions, both in the topic area chapters and the implementation chapter; however, no timelines, budget implications, resource impacts, or sense of priority is given.
- **Less than optimal use of the OCP throughout the organization** – The OCP touches on many aspects of the City’s responsibilities, but is seen as predominantly a planning document.
- **No overall structure explaining relationships and guidance to other plans**– A limited number of references are provided indicating how the OCP works with and relates to other elements of the planning system.
- **Policy directions address items beyond the purview of the City** – A significant number of policy items are detailed where primary responsibility for implementation is attributed to agencies external to the City
- **No policy on maintaining and amending the plan** – No direction or criteria are given to guide and structure plan amendments
- **No framework for monitoring plan directions** – No structure is established to track and evaluate plan directions and implementation actions
- **No link to capital and strategic business planning**

Appendix A: Ecological Integrity Policies

OCP Location	Sub-Theme	Policy Direction	Resp.
7.(2) (ii)	<i>Air Quality</i>	Review regulations on wood and waste burning	<i>City</i>
4.A(3)(ii)	<i>Aquatic Ecosystems</i>	Establish performance standards where industrial development affects environmentally sensitive areas, particularly in transitional areas on the waterfront and along major thoroughfares.	<i>City</i>
7.(3) (i)	<i>Aquatic Ecosystems</i>	Cooperate to achieve a high standard of water quality in Juan de Fuca Strait and Victoria Harbour	<i>City, Fed</i>
7.(6) (iv)	<i>Aquatic Ecosystems</i>	Cooperate to achieve a high standard of water quality in Juan de Fuca Strait	<i>City, CRD, Fed</i>
8.D. (ii)	<i>Aquatic Ecosystems</i>	Protect important remaining shoreline	<i>City</i>
8.D. (vi)	<i>Aquatic Ecosystems</i>	Cooperate to achieve a high standard of water quality in Juan de Fuca Strait and Victoria Harbour	<i>City, CRD, Fed</i>
3.A(i)	<i>Land Development</i>	Develop, adopt and revise as required, <i>Social Planning Development Guidelines</i> to be used as a working document which can assist all the parties with development in the City (developers, community groups, City staff)	<i>City</i>
3.E(b)	<i>Land Development</i>	To encourage multi-purpose use of institutional sites.	
4.A(3)(iii)	<i>Land Development</i>	Ensure that all new development enhances rather than detracts from the visual quality of its surroundings, especially in areas of prominent visibility.	<i>City</i>
4.B(2)(i)	<i>Land Development</i>	Support land use policies which accommodate health, cultural and education services.	<i>City</i>
4.C. (1)(ii)	<i>Land Development</i>	Adopt zoning and subdivision policies that attract new industries and protect established industries from pressures related to more intensive land use potential in areas where industrial use is consistent with plan objectives	<i>City</i>
4.C. (2)(ii)	<i>Land Development</i>	Adopt land use controls to conserve appropriate waterfront industrial sites for marine industrial parks	<i>City</i>
4.C. (2)(v)	<i>Land Development</i>	Facilitate development of industrial estates in Burnside's Garbally Bay area and Dockside, including servicing programs, subdivision, street reorganization and land assembly	<i>City, Prov</i>
4.D. (2)(vi)	<i>Land Development</i>	The precinct north of Johnson Street leading to Capital Iron and Chinatown should be linked to the retail core by new infill development in keeping with Old Town	<i>City</i>

4.D. (2)(vii)	<i>Land Development</i>	Redevelopment of the “City Light” site will include public access to the waterfront	<i>City</i>
4.D. (5)(ii)	<i>Land Development</i>	Advance special opportunities for development in the Humboldt Valley and surrounding area	<i>City</i>
4.D. (5)(iii)	<i>Land Development</i>	Establish a comprehensive commercial area, including the E & N Railway Station site, Chinatown, Harbour Market and Capital Iron, with infilling to provide continuity of character and walkway systems.	<i>Priv Sec, City</i>
5.B. (1)(c)	<i>Land Development</i>	To establish mixed density residential neighbourhoods adjacent to Downtown.	
5.B. (1)(ii)	<i>Land Development</i>	By zoning and conversion policies, promote the rehabilitation and maintenance of existing family housing and ensure that any redevelopment or infilling is compatible with the established neighbourhood.	<i>City</i>
5.B. (1)(iii)	<i>Land Development</i>	By means of zoning, development permits and public works (including parks), facilitate the implementation of Harris Green, North Park and the Songhees areas.	<i>City</i>
5.C. (1)(i)	<i>Land Development</i>	Amend the zoning regulations to encourage the provision of mixed-use building projects	<i>City</i>
5.C. (1)(vii)	<i>Land Development</i>	Assess the impact of highrises on their immediate environment, in the context of the neighbourhood plan and its preparation	<i>City, Sch. Dis Utilities, Hos. Brd</i>
5.D. (1)(i)	<i>Land Development</i>	Incorporate bonus incentives in zoning and mortgage provisions on condition that residential developers include social/recreational facilities as part of new housing schemes	<i>City, CMHC</i>
5.E. (1)(iii)	<i>Land Development</i>	Continue to encourage the redevelopment of Harris Green and southern North Park	<i>City</i>
6.A. (ii)	<i>Land Development</i>	Balance land use decisions with transportation needs (e.g., Legislative Precinct and Downtown)	<i>City</i>
6.B. (v)	<i>Land Development</i>	Review the <i>Subdivision Bylaw</i> to address neighbourhood issues	<i>City</i>
6.C. (iii)	<i>Land Development</i>	Place a high priority on transit when considering land use policies.	<i>City, BC Transit</i>
6.E. (viii)	<i>Land Development</i>	Investigate the development of an off-street terminal for urban and intercity services	<i>BC Transit City</i>
6.F. (2)(vi)	<i>Land Development</i>	Encourage an economic environment that supports the development of civic or joint venture parkades on the perimeter of Downtown	<i>City</i>
7.(5) (iii)	<i>Land Development</i>	New developments should contribute to the human scale of Victoria	<i>City</i>
7.(5) (ix)	<i>Land Development</i>	Seek to avoid abrupt changes of character and form of urban development at the boundaries of adjacent municipalities	<i>City</i>

7.(6) (i)	Land Development	Sustain the land use controls applied in 1983 adjacent to Gonzales Bay.	City
8.B. (1)(iv)	Land Development	Below the level of Wharf Street, the development potential for structured parking, walkways and public open space should be realized	City
8.B. (3)(i)	Land Development	Through zoning, accommodate marine industry and services supportive of the Working Harbour, and retain and encourage marine industries that require waterfront access in appropriate harbour locations.	City
8.B. (3)(ii)	Land Development	Provide buffers between industrial and other uses via zoning or development permit measures	City
8.B. (3)(iii)	Land Development	Sustain land use controls in James Bay confirming continued maritime industrial and service uses	City
8.B. (3)(v)	Land Development	Retain and refine industrial and commercial land use controls on the Dockside shoreline and, where possible, re-plot poorly subdivided areas to assist in redevelopment and to improve public access to the shoreline	City, Prov, Priv. Sec.
8.B. (4)(ii)	Land Development	Manage activities to complement the safe operation of ferries and float planes, through zoning and land management	City, Senior Gov
8.B. (4)(iii)	Land Development	Discourage shoreline uses that are incompatible with safe operation of the ferries and float planes	City, Senior Gov
8.C. (1)(iii)	Land Development	Cooperate to establish detailed policies for harbour development within the general framework of land use controls, including budgets for capital improvements such as walkways, roof decks, piers, parks, services, etc.	City, Senior Gov
8.D. (v)	Land Development	Identify soil contamination sites prior to development approval	City, Prov
9. (1)(vi)	Land Development	In residential developments, encourage developers to make provisions for open space	City, Priv. Sec
9. (4)(i)	Land Development	Through land use controls and neighbourhood plans, recognize and sustain existing schools by encouraging family housing in neighbourhoods	City
9. (4)(ii)	Land Development	Identify alternative uses for existing school buildings and sites which have become surplus to educational requirements.	City, School Board
8.D. (iv)	Liquid Waste	Minimize storm sewer contamination of the harbour	City
9. (2)(iv)	Liquid Waste	Encourage and assist the CRD with trunk sewer facilities planning	City
4.A(3)(i)	Natural Features & Habitat	Sustain, enhance and promote those elements which contribute to quality of the environment as an inducement for tourism, retirement and industrial development.	City

4.B.(3)(vi)	Natural Features & Habitat	Strive to maintain and improve the region's unique scenic landscape.	City, Region
4.D. (4)(i)	Natural Features & Habitat	Continue the current floral and tree planting program and encourage the private sector to expand the program	City
7.(4) (i)	Natural Features & Habitat	Identify and preserve, enhance and restore remaining significant natural landscape features and natural indigenous habitats	City
7.(4) (iii)	Natural Features & Habitat	Review the existing landscaping guidelines for City parks, playlots and recreation areas, to encourage environmentally-sensitive practices	City, Comm. Assn's
7.(4) (iv)	Natural Features & Habitat	Develop an inventory of significant flora and fauna, and develop initiatives to protect and provide appropriate habitat within the City	City, Interest Groups
7.(5) (i)	Natural Features & Habitat	Seek public access to significant natural features such as the waterfront and hilltops where panoramic views can be obtained.	City
7.(5) (ii)	Natural Features & Habitat	New developments should respect natural surroundings such as the waterfront, skylines, distinctive trees, and vistas and topographical features	City
7.(5) (xiv)	Natural Features & Habitat	Encourage well-maintained private gardens and landscaped areas as a means of enhancing the City's character	City
8.A. (1)(c)	Natural Features & Habitat	To define and conserve public view corridors to the Olympic Mountains, Parliament Buildings, Inner Harbour Causeway, and harbour entrance.	
8.A. (1)(i)	Natural Features & Habitat	Compile an inventory of important natural areas, vistas and view windows to be identified in local plans.	City
8.B. (1)(i)	Natural Features & Habitat	Improve public access to the waterfront, including vista points at key locations.	City
8.D. (i)	Natural Features & Habitat	Compile an inventory of significant shoreline features, vistas and view corridors, and natural habitats to be identified in local plans.	City
7.(3) (ii)	Potable Water	Monitor policies to ensure an adequate and pure source of drinking water.	City, CRD
9. (2)(vi)	Potable Water	Monitor policies to ensure an adequate and prime source of potable drinking water	City
7.(7) (a)	Solid Waste	Extend recycling programs further to include all material which can be recycled.	City, Sen. Gov
9. (2)(v)	Solid Waste	Encourage and assist the CRD with solid waste disposal program	City

4.A(1)(iv)	Transportation	Improve road, rail and transit facilities to the City from suburban municipalities in a manner compatible with neighbourhood plan objectives.	Region
4.B.(3)(iv)	Transportation	Improve transportation links with the remainder of Vancouver Island, Vancouver and Seattle.	City, Prov
4.D. (2)(ii)	Transportation	Consider the extension of the Government Street Mall	City
4.D. (2)(iv)	Transportation	Complete the works necessary to link the waterfront path from the Causeway to Chatham Street	City
6.A. (d)	Transportation	To increase the safety and liveability of local streets by consulting with the neighbourhoods to plan improvements, such as traffic calming options, as part of <i>Neighbourhood Transportation Management Program</i>	
6.A. (i)	Transportation	Ensure thoroughfare improvements so vehicular traffic does not have serious adverse effects on neighbourhood amenities	City
6.A. (iv)	Transportation	Monitor and enhance the van pooling policy, and encourage car pooling, as appropriate	City
6.B. (i)	Transportation	Adopt the Major Street Network system as shown on Map 7 and redefine the right-of-way widths, roadways, sidewalk, access provisions, capacity guidelines and other development standards, taking into account local issues.	City
6.B. (ii)	Transportation	Place priority on traffic system management and use of state of the art technology to improve the efficiency of the street system	City
6.B. (iii)	Transportation	Accept that street capacities have limitations beyond which alternate travel modes and trip reduction strategies must be encouraged	City
6.B. (iv)	Transportation	Continue to advance the major street system through capital works programs, consistent with the adopted street network classification system	City
6.C. (d)	Transportation	To consider options and action plans for the implementation of rapid transit.	
6.C. (e)	Transportation	To continue to develop the future transportation system so that options for rapid transit may be retained.	
6.C. (f)	Transportation	To encourage the retention of established rail rights-of-way, where possible, in a way that will not compromise future transportation options.	
6.C. (g)	Transportation	To recognize, as preferred routes for rapid transit, either or both of the corridors along Douglas and Government Streets.	
6.C. (h)	Transportation	To work with B. C. Transit to secure a rapid transit corridor and to ensure the compatibility of any future improvements and development with rapid transit.	

6.C. (iv)	Transportation	Continue to support Transportation Demand Management (TDM)	Prov
6.C. (v)	Transportation	Phase out subsidized or free parking lots in Legislative Precinct	Prov
6.C. (vi)	Transportation	Provide transit facilities as outlined in the <i>Victoria Accord</i>	Prov
6.C. (vii)	Transportation	Cooperate in providing innovative people movers, which are attractive, distinctive, tourist-oriented and convenient	City, Prov, Priv Sec
6.C. (viii)	Transportation	Consider student transportation requirements for transferring students between school programs, in planning transit requirements	City, BC Transit, Sch Dis
6.D. (ii)	Transportation	Place priority on joint use of road right of- way space, supplemented by designated bicycle routes, including widened curb lanes and, where possible, separated systems for both recreational and commuter use.	City
6.D. (iv)	Transportation	Plan for the separation of pedestrian and bicycle uses wherever feasible.	City
6.E. (i)	Transportation	Cooperate in preparing an integrated <i>Regional Transportation System And Thoroughfare Plan</i>	City, Adj municipal, Region
6.E. (ii)	Transportation	Cooperate to establish an integrated terminal facility at the Inner Harbour to accommodate present and future ferries	City, PCC, Transport Canada
6.E. (iii)	Transportation	Encourage improvements to passenger service between Victoria and Vancouver, with particular emphasis on foot-passenger service, including improved transit service to ferries	BC Ferries BC Transit City
6.E. (iv)	Transportation	Determine the capacity of the Inner Harbour as a float plane docking area.	City, Transport Canada
6.E. (ix)	Transportation	Prepare further analysis based on developments over the next 10 to 20 years	BC Transit City
6.E. (v)	Transportation	Sustain and improve airport bus service from Victoria Airport to Downtown	City, Transport Canada
6.E. (vi)	Transportation	Encourage the retention of established rail rights-of-way in a manner that will not compromise future transportation options, e.g., rapid transit	City, Transport Canada
6.E. (vii)	Transportation	Actively promote increased use of rail transportation	Via Rail
6.F. (1)(i)	Transportation	Continue traffic management practices to maximize use of existing streets	City
6.F. (1)(ii)	Transportation	Direct through traffic to the perimeter of Downtown	City
6.F. (1)(iii)	Transportation	Avoid further intrusion of one-way traffic upon the retail core, with the exception of the Government Street Mall extension	City
6.F. (1)(iv)	Transportation	Consider extension of Government Street Mall	City

6.F. (1)(vi)	Transportation	Improve bus and rail services and scheduling.	Via Rail, BC Transit City
6.F. (1)(viii)	Transportation	Promote the investigation of an off-street terminal for urban and inter-city bus services	Via Rail, BC Transit City
6.F. (2)(iii)	Transportation	Coordinate parking policies with the Downtown business community	City
6.F. (2)(iv)	Transportation	Maximize the availability of street parking within the retail core area without comprising accessibility and circulation	City
7.(2) (i)	Transportation	Pursue the policies supporting alternative transportation, as described in the chapter <i>Toward an Accessible and People Friendly Community</i> .	City
8.B. (1)(iii)	Transportation	Facilitate pedestrian and bicycle paths close to the harbour shoreline	City
8.B. (1)(vi)	Transportation	Provide small-scale parking along the shoreline to permit public access	City
8.B. (1)(xiii)	Transportation	Establish a continuous walkway from Gorge Road Hospital grounds to link with a natural valley parkway to Burnside Road	City
8.B. (4)(i)	Transportation	Work to sustain and improve the regional ferry services, promote the establishment of a heliport at Shoal Point and redevelop the Ogden Point area to improve cruise ship facilities and tourist services.	City, Senior Gov
9. (1)(ii)	Transportation	Maintain and expand waterfront access and pedestrian walkway systems	City

Appendix B: Livability Policies

OCP Location	Sub-Theme	Policy Direction	Resp.
3.B(ii)	Accessibility	Strive for full accessibility and use of public facilities and services for citizens of all ages with physical and communication disabilities.	City, Comm Agencies, Sen. Gov.
3.E(c)	Accessibility	To identify and eliminate those barriers which limit access to community services and facilities.	
3.E(iii)	Accessibility	Eliminate physical and communication barriers that limit access to municipal buildings and services.	City, SD, Prov, CRD
3.E(iv)	Accessibility	Encourage barrier-free facilities	City, SD, Prov, CRD
3.E(v)	Accessibility	Ensure that all citizens have reasonable access to essential community services and facilities, and facilitate access where there is an inability to pay.	City, SD, Prov, CRD
5.A. (1)(vii)	Accessibility	In consultation with consumers and residents, encourage the provision of special needs housing, such as accessible housing for disabled persons, that is integrated into residential neighbourhoods	City
5.C. (1)(d)	Accessibility	To develop and implement universally accessible housing design guidelines	
6.F. (2)(v)	Accessibility	Improve directional signage to major parking facilities using state of the art technology	City
5.C. (1)(viii)	Accountability	Coordinate development policies	City, Sch. Dis Utilities, Hos. Brd
5.E. (1)(v)	Accountability	Advance the <i>Policy Plan for Songhees</i>	City, Prov
7.(1) (ii)	Accountability	Monitor changes to the <i>Municipal Act</i> and update the <i>Official Community Plan</i> as required	City
3.F(b)	Arts, Culture & Entertainment	To design strategies to make arts and cultural programming available, accessible and affordable to all citizens.	
3.F(c)	Arts, Culture & Entertainment	To expand the number of available spaces for arts and culture use, allowing decentralization where appropriate.	
3.F(i)	Arts, Culture & Entertainment	Establish a mechanism to increase the number of outdoor venues for arts performances	City
3.F(ii)	Arts, Culture & Entertainment	Support competitions for works of art in City spaces.	City
3.F(iii)	Arts, Culture & Entertainment	Encourage private sector public art projects through policies such as density bonus.	City
3.F(iv)	Arts, Culture & Entertainment	Encourage the development of arts programs for defined audience groups in diverse City facilities.	City

3.F(v)	Arts, Culture & Entertainment	Revisit the priorities of the Greater Victoria Arts Facility Study , with a view to the provision of adequate arts facilities.	<i>City w/ other munis</i>
3.F(vii)	Arts, Culture & Entertainment	Maintain the McPherson and Royal Theatres as viable performance venues for the community and professional arts activities.	<i>City w/other munis</i>
4.B.(4)(i)	Arts, Culture & Entertainment	Establish a mechanism to increase the number of outdoor venues for performance.	<i>City</i>
4.B.(4)(ii)	Arts, Culture & Entertainment	Establish a Task Force to explore promotion of Victoria as an arts and culture destination, and as a “Festival City”.	<i>City</i>
4.B.(4)(iii)	Arts, Culture & Entertainment	Support competitions of works of art in City spaces.	<i>City</i>
4.B.(4)(iv)	Arts, Culture & Entertainment	Encourage private sector public art projects, e.g., density bonus policy.	<i>City</i>
4.B.(4)(v)	Arts, Culture & Entertainment	Revisit the <i>Greater Victoria Arts Facility Study</i> with a view to the provision of adequate arts facilities.	<i>City, Region, Arts Commis.</i>
4.B.(4)(vii)	Arts, Culture & Entertainment	Maintain the McPherson and the Royal Theatres as viable performance venues	<i>City, Region, Arts Commis.</i>
4.D. (2)(v)	Arts, Culture & Entertainment	Encourage new activities in Bastion Square and Centennial Square	<i>City</i>
8.A. (2)(iii)	Arts, Culture & Entertainment	Preserve Halkett Island as a native cultural and spiritual site	<i>City, First Nations</i>
8.B. (1)(xvi)	Arts, Culture & Entertainment	Identify sites for public activities and festivities in new locations	<i>City, Prov</i>
9. (6)(iv)	Arts, Culture & Entertainment	Establish a mechanism to increase the number of outdoor venues for arts performances	<i>City</i>
9. (6)(vi)	Arts, Culture & Entertainment	Revisit the priorities of the <i>Greater Victoria Arts Facility Study</i> with a view to the provision of adequate arts facilities.	<i>City, Adj. Munis, Arts Cmte</i>
9. (6)(viii)	Arts, Culture & Entertainment	Maintain the McPherson and Royal Theatres as viable performance venues for both the community and professional arts activity	<i>City, Adj. Munis, Arts Cmte</i>
3.C(i)	Community Engagement	Under the <i>Neighbourhood Development Policy</i> , develop a partnership process in which the City and the neighbourhoods work together to satisfy neighbourhood needs and aspirations in the context of overall City goals, building on the local area planning process.	<i>City</i>
3.C(ii)	Community Engagement	Help facilitate support and coordination between existing neighbourhood community associations	<i>City</i>
3.G(iii)	Community Engagement	Continue to involve the public in police services through community-based policing, where appropriate, as a means of ensuring greater personal safety and security	<i>City</i>

3.G(vi)	Community Engagement	Promote education and awareness of personal safety and security issues by developing initiatives directed to the general public, developers, designers and businesses.	City
4.B(1)(v)	Community Engagement	Maintain a continuous and cooperative working relationship at both political and staff levels with the Provincial Government.	City
4.D. (4)(viii)	Community Engagement	Continue the established paint-up program	Priv Sec
7.(8) (vii)	Community Engagement	Promote public awareness of heritage conservation in cooperation with other local heritage groups through publications, walking tours, displays, awards programs, interpretive programs, educational programs and presentations, or other means.	City, Heritage Groups
4.A(1)(ii)	Formal Education	Strengthen relationships with the university and technical colleges for mutual benefit.	City
4.A(4)(iv)	Formal Education	Co-operate with the resources available through the institutions of higher learning.	City
4.B(2)(ii)	Formal Education	Integrate the university and other post secondary educational facilities with Downtown by encouraging a Downtown campus in parallel with the established campus.	City, Prov
9. (4)(iii)	Formal Education	Sustain existing school sites and buildings to the benefit of neighbourhoods and the community at large	City, School Board
9. (5)(i)	Health Care and Wellness	Work towards implementation of contemporary standards of health facilities, e.g., upgrading of the Royal Jubilee Hospital in an appropriate manner.	City, Regional Health Authority
9. (5)(ii)	Health Care and Wellness	Consider retention of the Victoria General Hospital - Fairfield, as a long-term care or geriatric facility with ancillary services, in a manner compatible with its surroundings.	City, Regional Health Authority
9. (5)(iii)	Health Care and Wellness	Through land use policies, identify sites for new community care facilities in appropriate residential locations	City
9. (5)(iv)	Health Care and Wellness	Sustain and enhance established residential care facilities and intermediate care facilities	City
9. (5)(v)	Health Care and Wellness	Recognize the need for drug and alcohol rehabilitation centres and special needs centres, such as group homes for disabled people requiring support services and crisis shelters	City
9. (5)(vi)	Health Care and Wellness	Permit residential care uses in conversion of suitable houses	City
4.D. (2)(x)	Heritage	Promote the rehabilitation of older buildings and retention or return to facade appearance which is consistent with the building's architectural style	City

5.C. (1)(v)	Heritage	By means of zoning policies, remove incentives for demolition and redevelopment of heritage buildings and sites	City
5.C. (1)(vi)	Heritage	Provide incentives for the preservation, restoration and sensitive rehabilitation of heritage houses, and the revitalization of heritage neighbourhoods	City
7.(5) (vi)	Heritage	Maintain appropriate settings for architectural and historical landmarks and districts	City
7.(5) (x)	Heritage	Encourage the restoration of character when older buildings are being remodelled	City
7.(8) (i)	Heritage	Maintain and develop programs for the identification of significant heritage resources, including the <i>Heritage Registry</i> ; to review and update the Registry where required; and to publicize this information through information pamphlets and publications.	City
7.(8) (ii)	Heritage	Maintain and develop regulatory controls such as heritage designations, Development Permit Areas, Heritage Conservation Areas, temporary heritage protection orders and other mechanisms, including view corridor designations, for the protection of significant heritage resources and areas.	City
7.(8) (iii)	Heritage	Maintain, develop and provide financial incentives for heritage conservation in cooperation with the Victoria Heritage Foundation and the Victoria Civic Heritage Trust; and to utilize senior government programs where available	City
7.(8) (iv)	Heritage	Provide other economic incentives, such as use and parking relaxations and density bonuses consistent with heritage conservation standards or transfers to assist in the revitalization of heritage resources	City
7.(8) (v)	Heritage	Consider planning policies that advance heritage conservation objectives for each neighbourhood	City
7.(8) (vi)	Heritage	To provide established design guidelines and rehabilitation principles and guidelines according to recognized professional standards, to assist in the regulation of rehabilitation and restoration of heritage buildings and to guide new development in heritage conservation areas	City
7.(8) (viii)	Heritage	Seek the cooperation of senior levels of government to encourage the identification, protection and rehabilitation of heritage resources owned by them and their crown corporations, including the Capital Regional District, the British Columbia Buildings Corporation, the Provincial Capital Commission and other semiautonomous, quasi-governmental agencies such as school boards, hospitals, etc	City, CRD, Sch. Brd Sen. Gov.

8.A. (2)(i)	Heritage	Preserve heritage buildings in the shoreline area	City
8.A. (2)(ii)	Heritage	Preserve and enhance the cultural and marine heritage significance and visitor oriented character of the Inner Harbour waterfront, and integrate the harbour with Old Town through zoning and Development Permit system	City
4.D. (2)(viii)	Housing Affordability	Encourage use of upper floors in existing buildings	City
5.A. (1)(ii)	Housing Affordability	Monitor the conversion rate, and continue pursuing measures to balance the conversion of existing affordable rental stock with the need for condominium tenure and development.	City
5.A. (1)(iii)	Housing Affordability	Continue pursuing policy regarding conversion of transient to permanent accommodation, as part of a strategy to meet low end of rental market need	City
5.A. (1)(iv)	Housing Affordability	Promote the safety and security of housing for low and moderate homeowners and renters through maintenance standards and bylaws, which will encourage upgrading	City
5.A. (1)(ix)	Housing Affordability	Encourage senior governments to continue with programs to assist with residential rehabilitation	City, CRD, Sen. Gov
5.A. (1)(vi)	Housing Affordability	Encourage home ownership for individuals with low or moderate incomes to promote neighbourhood and personal stability, by supporting innovative housing strategies	City
5.A. (1)(viii)	Housing Affordability	Work regionally to seek senior government assistance to support affordable housing options	City, CRD, Sen. Gov
5.A. (2)(i)	Housing Affordability	Use bonus density in developments where it will result in the provision of affordable and special needs housing and community amenities pursuant to Section 963.1 of the <i>Municipal Act</i> .	City
5.A. (2)(ii)	Housing Affordability	Develop a comprehensive strategy to clarify the use of public lands and properties for affordable housing	City
5.A. (2)(iii)	Housing Affordability	Examine relaxation of regulatory controls to permit smaller lots, conversion, reduced parking and other creative approaches to providing affordable housing	City
5.B. (1)(f)	Housing Affordability	To facilitate and support community organizations and agencies working to improve housing resources or working to provide housing services in Victoria.	
5.B. (1)(iv)	Housing Affordability	Discourage strata conversions when the rental vacancy rate is at an unacceptably low level.	City

5.B. (1)(vi)	Housing Affordability	When considering an application to rezone to a higher density any existing residential property having more than four rental units, to welcome, as a voluntary amenity, either the contribution of an equivalent number of affordable replacement rental units on-site or a cash in-lieu contribution to the City's Affordable Housing Trust Fund under the provisions of a density bonus bylaw pursuant to section 904 of the <i>Local Government Act</i> . (Any cash in lieu contribution is to be equivalent to the cash value of the cost of producing the units.)	City
5.B. (1)(vii)	Housing Affordability	When considering an application to rezone to another use or an increased density of use any existing residential property having more than four rental units, to request that the applicant provide a tenant relocation plan that responds to the needs of existing residents who would be displaced by the proposed development.	City
4.B (6)(ii)	Housing Diversity	Facilitate the development of live/work accommodation	City
5.A. (1)(v)	Housing Diversity	Encourage consideration of social needs and well-being of residents in the design and amenities of higher density housing	City
5.B. (1)(e)	Housing Diversity	To support public and private initiatives for provision of good quality housing for the elderly, people with disabilities, and the disadvantaged, and for families in need of assistance.	
5.B. (1)(g)	Housing Diversity	To ensure that the impact on children will be included in all present and future planning, as it relates to housing.	
5.B. (1)(h)	Housing Diversity	To establish a residential population within Downtown using the upper floors of new or existing buildings for apartments.	
5.B. (1)(i)	Housing Diversity	By means of neighbourhood plans, zoning and senior government housing programs, sustain a mix of housing types to meet the changing demands of the population.	City
5.B. (1)(v)	Housing Diversity	Permit residential developments which include supportive and care services, on appropriate sites.	City
5.C. (1)(iv)	Housing Diversity	By means of subdivision and zoning regulations, facilitate small lot development of single family housing within residential neighbourhoods	City
5.E. (1)(i)	Housing Diversity	Support the use of upper storey accommodation in Downtown for housing through the development of a policy proposal and study of heritage property tax incentives	City, Sen.Gov, Priv Sec
5.E. (1)(ii)	Housing Diversity	Provide incentives for Downtown residential development, including upper storey accommodation, through land use, density and parking policies	City
5.E. (1)(iv)	Housing Diversity	Continue to encourage housing for those with special needs	City

3.B(iii)	Inclusion	Work with other government and non-profit agencies that provide service to immigrants.	City, Comm Agencies, Sen. Gov.
3.B(iv)	Inclusion	Work with youth-serving agencies, community organizations, and established youth groups	City, Comm Agencies, Sen. Gov.
3.C(iii)	Inclusion	Through public awareness and education, pursue the development of nurturing environments for all people, including those with disabilities, throughout their lives	City
3.G(iv)	Inclusion	Continue to promote advocacy work for the children and youth through youth initiatives	City
3.G(v)	Inclusion	Continue to provide outreach to disadvantaged groups	City
3.H(i)	Inclusion	Deal with discriminatory barriers, including sexism, disabilities, racism and homophobia and promote the full and equal participation of all citizens in the social, political, economic and cultural life of the City	City
3.H(ii)	Inclusion	Liaise with the Race Relations Committee and with representatives of groups experiencing discrimination	City
3.H(iii)	Inclusion	Promote change in attitudes and reduce fears regarding discriminated groups by working with all groups in the population	City
4.B (5)(iii)	Inclusion	Enhance neighbourhoods through land use policies which accommodate housing and institutional/ leisure developments related to the needs of the retired	City
4.B (5)(iv)	Inclusion	Promote the City as an attractive retirement centre	City, Bus Comm
4.B (5)(v)	Inclusion	Improve services for seniors	City, Prov
3.E(viii)	Lifelong Learning	Continue cooperation to provide comprehensive library services to the urban community	City, Adj. Municipalities
9. (6)(v)	Lifelong Learning	Continue cooperation to provide comprehensive library services to the urban community	City, Adj. Munis
4.D. (2)(iii)	Mobility	Continue the current policy of developing an Old Town walkway system	City
4.D. (3)(iii)	Mobility	Advance the mid-block walkway system currently developed in the 700 blocks of the East-West streets Downtown from Belleville to Caledonia Streets	City
4.D. (4)(iv)	Mobility	Extend walkway systems, particularly in Old Town and the 700 blocks between Douglas and Blanshard, and along the harbour shoreline	City
4.D. (4)(vii)	Mobility	Cooperate with the City in making lands available for interior court development within commercial blocks linked by a public walkway system, with particular emphasis on Old Town, Chinatown and the mid-block malls of the 500 and 700 blocks running from Belleville to Caledonia Streets	Priv Sec

4.D.(1)(iv)	Mobility	Enhance the design of Douglas Street to soften the current automobile-dominated character of the street	<i>Priv Dev, City</i>
6.A. (iii)	Mobility	Support the <i>Neighbourhood Transportation Management Program</i> to make neighbourhood streets safer, while still allowing access	<i>City</i>
6.C. (i)	Mobility	Develop a Downtown transit system with necessary capital improvements; implement traffic management favouring efficiency, convenience and comfort to the transit user, including requirements for disabled persons	<i>City, BC Transit</i>
6.C. (ii)	Mobility	Encourage easy pedestrian access to transit routes when approving new developments	<i>City, BC Transit</i>
6.D. (i)	Mobility	Establish bicycle paths, lanes and routes in support of the <i>Bicycle Master Plan</i> and establish integrated pedestrian routes within street network plan	<i>City</i>
6.D. (iii)	Mobility	A bicycle/pedestrian link between Burnside and Victoria West is to be established over the Selkirk Water	<i>City</i>
6.F. (1)(v)	Mobility	Enhance pedestrian-oriented traffic patterns within retail core, including the use of cut- throughs	<i>City</i>
6.F. (1)(vii)	Mobility	Improve and coordinate access to and between inter-city bus, ferry and air services	<i>Via Rail, BC Transit City</i>
8.B. (1)(ix)	Mobility	Secure, by easement or acquisition, the remaining lands required to link public access from Lime Bay to the Esquimalt boundary	<i>City</i>
8.B. (1)(xii)	Mobility	Develop a footbridge from the Gorge Road Hospital to the southern shoreline of Selkirk Waters as a component of a loop walkway around both shorelines	<i>City</i>
8.B. (1)(xiv)	Mobility	Establish a waterfront footpath between Banfield and Arm Street Parks	<i>City</i>
8.B. (1)(xv)	Mobility	Investigate securing the trestle bridge across Selkirk Water for public use	<i>City</i>
8.B.(1)(xvii)	Mobility	Develop a continuous waterfront promenade from Johnson Street Bridge to Laurel Point by adding links between existing walkways	<i>City, Prov, Priv Sec</i>
9. (1)(ix)	Mobility	Investigate a Greenways Program strategy	<i>City, PCC</i>
3.E(i)	Recreation	Develop an overall community services plan to meet health, recreational, social and educational needs for the City	<i>City, SD, Prov, CRD</i>
3.E(ii)	Recreation	Investigate ways to maximize community use of existing institutional space	<i>City, SD, Prov, CRD</i>
3.E(vi)	Recreation	Sustain neighbourhood recreation programs to determine necessary changes and improvements and how these might be accomplished	<i>City</i>

3.E(vii)	Recreation	Require private developers to incorporate recreational facilities within major residential projects	City
4.B.(3)(ii)	Recreation	Enhance the regional leisure centre complex in North Park to serve both tourists and residents	City, Prov
7.(4) (ii)	Recreation	Develop new parks and greenspaces	City, CRD
7.(6) (ii)	Recreation	Maintain current parks improvement programs with continuing work, particularly at Holland Point, Beacon Hill and Clover Point parks	City
7.(6) (iii)	Recreation	Consider development of a breakwater to reduce wave action on the sea wall and improve recreational potential of Ross Bay	City
8.B. (1)(x)	Recreation	Continue to undertake parks and beach improvements to public waterfront as an amenity for both the Victoria West community and the City at large	City
8.B. (1)(xi)	Recreation	Develop City property at Arm Street and between Burleith and Coventry Avenues as lookout parks on the Gorge	City
9. (1)(i)	Recreation	Pursue major park development programs, including Central, Topaz, MacDonald, Burnside, Jubilee, Harris Green, Victoria West, Gonzales Bay and Oswald Parks	City
9. (1)(iii)	Recreation	Re-examine park and open space needs to acknowledge changes in neighbourhood population characteristics and size	City
9. (1)(iv)	Recreation	Work towards achieving a park supply standard of: (a) 0.61 hectares of neighbourhood park land per 1,000 population. (b) an increase in the number of available athletics fields in the City. (c) 0.93 hectares of community parkland per 1,000 population; these often serve several neighbourhoods	City
9. (1)(v)	Recreation	Locate future parks considering the following criteria: (a) parks should, where possible, be located to serve residents within walking distance – smaller neighbourhood parks have a service radius of about 0.4 kilometres and primary neighbourhood parks containing extensive services have a service radius of about 0.8 km. (b) future park locations should take into consideration open greenspace of other institutions such as schools. (c) the neighbourhood standard applied in consideration of (a) and (b) above may be in adjoining neighbourhoods. Parks serve residents by accessibility and proximity rather than by neighbourhood boundaries. (d) develop neighbourhood park sites adjacent to school sites with play lots close by for very young children, where possible	City
9. (1)(vii)	Recreation	Improve liaison with the School Board for joint use of grounds	School Brd, City

9. (1)(viii)	Recreation	Support provincial agencies in the maintenance and enhancement of their parks and open greenspace in the City	City, Prov
9. (4)(iv)	Recreation	Continue to investigate ways to maximize community use of existing school facilities	City, School Board
9. (6)(i)	Recreation	Encourage cooperation in planning for recreational and cultural facilities to avoid gaps and duplication of services.	City, School Board
9. (6)(ii)	Recreation	Work toward a new leisure complex in the Central Park/Royal Athletic Park and Memorial Arena area, recognizing changing population characteristics	City
9. (6)(iii)	Recreation	Encourage private developers to incorporate recreational facilities within major residential projects	City
4.D. (4)(ii)	Social Interaction	Continue to develop and promote the use of squares, mini-parks and open courts	City
4.D. (4)(iii)	Social Interaction	Take an active role in promoting a wider use of Bastion and Centennial Squares	City
4.D. (2)(ix)	Urban Design	Encourage a continuity of retail uses	City
4.D. (4)(v)	Urban Design	Enhance shopping streets through capital works such as planted medians, canopies, and street furniture, subject to application of the <i>Crime Prevention Through Environmental Design Program</i>	City
5.C. (1)(ii)	Urban Design	Adopt design guidelines for sensitive residential areas, with design coordination	City
7.(5) (iv)	Urban Design	Ensure that special attention is paid to the visual scale, proportion, continuity and character of street facades	City
7.(5) (vii)	Urban Design	Create landmarks along major access routes to give a sense of arrival and for orientation.	City
7.(5) (viii)	Urban Design	Continue the creation of urban squares and walkways, with due regard for visibility, public safety, sunlight and wind effect	City
7.(5) (xi)	Urban Design	Encourage the use of detail, form, texture, colouring and scale for new development that is in keeping with the established surroundings	City
7.(5) (xii)	Urban Design	Areas with special characteristics, opportunities and problems should be the subject of design control pursuant to established design guidelines	City
7.(5) (xiii)	Urban Design	Both the established design guidelines and the list of areas subject to special controls should be regularly reviewed, and updated as required	City
8.A. (1)(ii)	Urban Design	Development permits will be used to regulate form, character and design in sensitive areas.	City

Appendix C: Economic Vitality Policies

OCP Location	Sub-Theme	Policy Direction	Resp.
4.A(1)(i)	<i>Downtown & Harbour</i>	Adopt land use policies which stimulate the growth and vitality of Downtown Victoria	<i>City</i>
4.D. (2)(i)	<i>Downtown & Harbour</i>	Sustain land use policies that ensure that new development in Old Town conforms to the established scale and character of the area	<i>City</i>
4.D. (2)(xi)	<i>Downtown & Harbour</i>	Encourage the revitalization of Chinatown in a manner which maintains its distinctive identity	<i>City</i>
4.D. (5)(i)	<i>Downtown & Harbour</i>	Cooperate to encourage the completion of the redevelopment of the Northern Revitalization Area (Pandora/Blanshard/Cormorant/ Douglas block	<i>City</i>
4.D. (5)(iv)	<i>Downtown & Harbour</i>	Design Downtown parkades to introduce main floor shopping	<i>Priv Sec, City</i>
4.D. (5)(v)	<i>Downtown & Harbour</i>	Continue to undertake Downtown Revitalization Programs for Douglas Street, Broad Street, 600 block Johnson/Yates, and block interiors of Chinatown	<i>Priv Sec, Prov</i>
4.D. (5)(vi)	<i>Downtown & Harbour</i>	Advance special opportunities regarding government accommodation, downtown innovative transit and harbour revitalization, including transportation facilities	<i>City, Prov</i>
4.D.(1)(i)	<i>Downtown & Harbour</i>	Improve retail frontage continuity throughout the Retail Core by way of zoning and/or design controls	<i>City</i>
4.D.(1)(ii)	<i>Downtown & Harbour</i>	Strengthen relationships with and support those organizations that help reinforce a vital Downtown	<i>City</i>
4.D.(1)(iii)	<i>Downtown & Harbour</i>	Cooperate to achieve continuity of retail activities and pedestrian corridors linking the two major department stores	<i>Priv Dev, City</i>
6.F. (2)(i)	<i>Downtown & Harbour</i>	Support parking programs to encourage shoppers to the Downtown	<i>City</i>
6.F. (2)(ii)	<i>Downtown & Harbour</i>	Maintain policies to favour Downtown shoppers using parkade levels closest to the street	<i>City</i>
8.A. (3)(b)	<i>Downtown & Harbour</i>	To encourage the development of docks and moorage for a wide variety of ships and boats; to develop marine services that will encourage fishing fleets to select Victoria as their home port; and, to develop zoning to encourage marine industries to locate in the harbour	
8.B. (1)(ii)	<i>Downtown & Harbour</i>	Acquire land to serve public access and protect shoreline areas and to connect gaps in the present waterfront pathway and park system	<i>City</i>
8.B. (1)(v)	<i>Downtown & Harbour</i>	Utilize landscape treatment to enhance gateways and waterfront pathways in the Inner Harbour	<i>City</i>

8.B. (1)(viii)	Downtown & Harbour	Designate appropriate areas as "mixed use shoreline" to include public recreation, small craft launching and moorage, marine restaurants and pubs and clusters of float homes	City
8.B. (2)(i)	Downtown & Harbour	Continue to refine harbour urban design guidelines for site and built environment, and use the Development Permit system. These would be part of the neighbourhood plan for the harbour	City
8.B. (2)(ii)	Downtown & Harbour	With the Federal Government, negotiate a policy supportive of float homes with the intention of designating specific areas of the harbour for this purpose	City
8.B. (2)(iii)	Downtown & Harbour	Ensure that the harbour's residents, including liveaboards and float home residents recognize 24-hour harbour activity and reasonable noise level	City
8.B. (3)(iv)	Downtown & Harbour	On the James Bay shoreline consider performance standards for new industrial development to encourage industry and compatible marine -oriented commercial activities and improve public access to waterfront, where practical	City
8.B.(1) (xviii)	Downtown & Harbour	Redevelopment of the Inner Harbour's south shore should recognize the development potential for integrated parking, pedestrian walkways, open space and ferry terminals	City, Prov, Priv Sec
8.C. (1)(i)	Downtown & Harbour	Promote and market the Port of Victoria	City, Senior Gov
8.C. (2)(i)	Downtown & Harbour	Work cooperatively with other levels of government to identify the best form of port administration	City, Senior Gov
8.D. (iii)	Downtown & Harbour	Fill over shorelines only when public amenity is improved, or where development has been negotiated through the local plan review process	City
4.A(1)(iii)	Economic Diversity	Persuade the municipalities of Metropolitan Victoria to avoid the decentralization of activities vital to City's survival as Vancouver Island's primary business, retail, arts, tourist and cultural centre	City
4.A(2)(a)	Economic Diversity	To establish a comprehensive economic development strategy for the City of Victoria	
4.A(2)(i)	Economic Diversity	Establish a Task Force to oversee the preparation of an economic development strategy	City
4.A(2)(ii)	Economic Diversity	Establish and adopt a regional economic policy to promote a healthy economy, recognizing the role of the City's retail and business core, suburban industrial parks and essential limits to the size and number of regional centres	City, Region, Prov

4.A(2)(iii)	Economic Diversity	Establish regional economic development objectives to promote economic activity in a manner which is mutually compatible with neighbourhood plan objectives and the needs of long-term sustainability	City, Region, Prov
4.A(2)(iv)	Economic Diversity	Explore opportunities for environmental innovations, such as industrial ecology, recycling, market development zones and green business initiatives	City, Region, Prov
4.B(1)(iii)	Economic Diversity	Promote awareness that a vibrant and prosperous capital is important to all British Columbians	City
4.C. (1)(i)	Economic Diversity	Establish a sub-committee of the Task Force overseeing the preparation of the comprehensive economic development strategy, to redefine the role of industry	City
4.C. (1)(iv)	Economic Diversity	Examine alternative ways to encourage industry to remain in the City, e.g., tax incentives	City
4.C. (1)(vi)	Economic Diversity	Encourage and assist the established industrial parks for those industries that choose to relocate	Senior Gov
4.C. (2)(iv)	Economic Diversity	Influence provincial and federal policies that encourage or assist economic development	City
4.C. (2)(vii)	Economic Diversity	Continue to exercise the City of Victoria's significant economic role within the Capital Region through support of an inter-municipal agency such as the Business and Industrial Development Commission	City, Prov
5.D. (1)(ii)	Economic Diversity	By means of neighbourhood plans and zoning, provide for local commercial uses	City
8.A. (3)(i)	Economic Diversity	Work collectively with harbour stakeholders to review economic opportunities for the harbour as part of a comprehensive economic development strategy for the City	City, Senior Gov
8.A. (3)(ii)	Economic Diversity	Encourage fishing fleets and marine industry to locate in Victoria to support economic diversification	City, Senior Gov
4.A(4)(iii)	Employment	Seek out and utilize financial assistance programs (Federal/Provincial) which generate new employment and promote those programs	City
4.B (6)(i)	Employment	Review and revise home-based business policies, as appropriate	City
4.B(1)(i)	Employment	Reinforce the commitment to Victoria as the Provincial Capital and avoid unnecessary relocation of its activities elsewhere	Prov
4.B(1)(ii)	Employment	Recognize that as the City's largest employer, a responsive and understanding government is an essential factor in the City's economy	Prov

4.B(1)(iv)	Employment	Make a concerted effort to understand and respond to provincial, current and future, requirements	City
4.C. (1)(iii)	Employment	Communicate with industries likely to be under pressure to relocate and assist with orderly relocation	City
4.D. (2)(xii)	Employment	Accommodate major office development in the north edge of Chinatown	City
4.D. (3)(i)	Employment	Continue current land use policies which concentrate major new office buildings between Douglas and Blanshard, with main floor retail uses	City
4.D. (3)(ii)	Employment	Limit scale and scope of commercial development east of Blanshard Street	City
3.F(vi)	Financial Management	Develop a formula for contributing support to a Capital Fund for the provision of major regional professional facilities in the Downtown core	City w/other munis
4.B.(4)(vi)	Financial Management	Develop a formula for contributing support to a Capital Fund for the provision of major regional arts facilities	City, Region, Arts Commis.
4.B.(4)(viii)	Financial Management	Continue to contribute to operating budgets through the established municipal mechanisms	City, Region, Arts Commis.
4.C. (1)(v)	Financial Management	Encourage review of freight handling and delivery costs with the objective of lowering costs to industry	Senior Gov
9. (6)(vii)	Financial Management	Develop a formula for establishing a capital fund for the provision of major regional professional facilities in the Downtown core	City, Adj. Munis, Arts Cmtte
4.C. (2)(iii)	Infrastructure	Support and promote industry by providing assistance in the form of capital works programs and a consistent approach to economic development	City
7.(5) (v)	Infrastructure	Public works (municipal buildings and structures) should be uncluttered, of reasonable scale, and pleasing to pedestrians	City
9. (2)(i)	Infrastructure	Complete the approved upgrading, enlargement and extension of the City's services included in the Capital Budget	City
9. (2)(ii)	Infrastructure	Where land use change increases densities, consider appropriate bylaws to cover the costs of all secondary services to new developments	City
9. (2)(iii)	Infrastructure	Make land use decisions compatible with servicing capacities and coordinate upgrading programs with land use policies	City
9. (2)(vii)	Infrastructure	Provide services for redevelopment of the Songhees area	Prov
9. (2)(viii)	Infrastructure	Cooperate to adequately service the north and northwest area of the City and adjoining Saanich lands	City, Saanich

4.A(4)(ii)	Research & Development	Encourage innovation and enterprise toward diversifying Victoria's economic base	City
4.C. (2)(i)	Research & Development	Identify and endeavour to attract the types of industry which the City is best suited to accommodate	City
4.C. (2)(vi)	Research & Development	Continue to assess market opportunities for industry, provide market information and utilize the university as a resource to promote and assist in industrial location	City, Prov
5.A. (1)(i)	Research & Development	Develop and maintain housing policy analysis capability to keep abreast of housing needs and issues, in order to develop municipal housing strategies for Council's adoption and incorporation into the <i>Official Community Plan</i>	City
4.B (5)(i)	Tourism	Enhance and improve Victoria's image as a city of gardens	City
4.B.(3)(i)	Tourism	Improve promotion marketing of Victoria as a visitor destination	City, Prov
4.B.(3)(iii)	Tourism	Expand and improve standards of visitor service	City, Prov
4.B.(3)(v)	Tourism	Extend hospitality to tourists and market the unique character and quality of service	City, Bus.
4.B.(3)(vii)	Tourism	Cooperate to improve the reception of cruise ship passengers at Ogden Point	City, Fed
4.D. (4)(vi)	Tourism	Cooperate to improve directional signs, information maps and kiosks to welcome residents and visitors to the Downtown area	City, Priv Sec
8.B. (1)(vii)	Tourism	Maintain and improve visitor information services in key locations, especially the Inner Harbour	City
8.C. (1)(ii)	Tourism	Work collectively with other levels of government to enhance the image and marketability of the port	City, Senior Gov

Appendix D: Resiliency Policies

OCP Location	Sub-Theme	Policy Direction	Resp.
3.B(i)	Monitoring	Ensure that the City has a database for social needs analysis to develop policies responsive to the social needs of citizens and the changes in social mix within the neighbourhoods and the City at large.	City
3.D(i)	Monitoring	Monitor social needs, and identify trends and issues.	City
9. (3)(ii)	Response & Recovery	Provide for a new fire hall in James Bay to serve the southern part of the core, Fairfield and James Bay	City
9. (3)(iii)	Response & Recovery	Investigate firefighting sites for the emergency harbour service and to serve Victoria West, including training sites	City
9. (3)(iv)	Response & Recovery	Provide the means for effective fire service delivery to all areas of the City for existing and future facilities, as part of transportation planning	City
9. (3)(v)	Response & Recovery	Investigate the feasibility of joint police/fire facilities in neighbourhoods, particularly in James Bay and Victoria West	City
3.G(i)	Safety	Promote the <i>Crime Prevention Through Environmental Design Program (CPTED)</i> , through the integration of personal safety and security considerations in its overall planning process, and ensure that all new developments meet standards of personal safety and security.	City
3.G(ii)	Safety	Develop and implement a Safety Audit Program, by identifying places that are unsafe, as well as places that are perceived as unsafe and plan remedial action.	City
3.G(vii)	Safety	Encourage the provision of safe refuges for victims of domestic violence	City
4.B (5)(ii)	Safety	Encourage a safe city reputation	City
6.F. (2)(vii)	Safety	Enhance the environment within civic parkades to make them inviting to patrons, including proper lighting, maintenance, cleanliness and security, in keeping with <i>Crime Prevention Through Environmental Design Program (see Toward A Liveable Community)</i> .	City
9. (3)(i)	Safety	Support fire and crime prevention by available techniques, including environmental design.	City

Appendix E: Assessment of OCP Implementation Items

Location	Proposed Implementation	Implementation Action	Status
Planning Regulations			
10. E (4)	Density Bonus Policy will be developed with the possible inclusion of a Housing Reserve Fund.	1995 draft policy developed – not adopted Downtown density bonus policy being developed	In progress
10. E (5)	The Planning Department will continue to review and refine approval procedures to increase the effectiveness and efficiency of processing applications.	Business Process Review approved by Council (2009) – Implementation in progress	In Progress
Suggested Projects - Neighbourhood And Precinct Plans and Policy Studies			
10.H.(a)	Cathedral Hill	Precinct Plan (2004)	Complete
10.H (b)	Fairfield	Policy consolidation (2007) including: Cathedral Hill Precinct Plan (2004) Humboldt Valley Precinct Plan (2005)	Partial
10.H (c)	Fernwood	Fernwood Neighbourhood Plan (1994)	Complete
10.H (d)	Gonzales	Gonzales Neighbourhood Community Plan (2002)	Complete
10.H (e)	Harbour	Victoria Harbour Plan (2001)	Complete
10.H (f)	Harris Green	Harris Green Neighbourhood Plan (1995)	Complete
10.H (g)	Hillside - Quadra	Hillside Quadra Neighbourhood Plan (1996)	Complete
10.H (i)	Jubilee	Jubilee Neighbourhood Plan (1996)	Complete
10.H (j)	North Park	North Park Local Plan (1996)	Complete
10.H (k)	Comprehensive Economic Development Strategy	Victoria Economic Development Strategy (1997)	Complete
10.H (l)	Integrated Transportation Strategies Programs, including Neighbourhood Transportation Management Plans.	Replaced by Transportation Management Plans – completed for all neighbourhoods Burnside - December 1993 Oaklands - June 1994 Hillside/Quadra - March 1995 Victoria West - June 1995	Complete

		James Bay - June 1996 Fernwood - August 1996 Jubilee - March 1998 Harris Green/North Park - June 1998 Fairfield/Rockland/Gonzales - March 1999	
10.H (m)	Greater Victoria Arts Study - revisit the priorities.	CRD Regional Arts Strategic Plan completed in 2003.	Complete
10.H (n)	Development Cost Charges	DCC review and amendment completed in 2007	Complete
10.H (o)	Fire Protection Study -Harbour and Victoria West	As a result of various studies, a multi-purpose vessel was purchased to provide marine fire protection for the harbour residents, businesses and vessels (\$15,000 provided by Esquimalt). Mutual aid agreement with Esquimalt to help service Vic West.	Complete
10.H (p)	Investigate the feasibility of joint police/fire facilities in neighbourhoods, particularly James Bay and Victoria West.	No joint facilities constructed	Not complete
Suggested Projects – Capital Works			
10.H (a)	City Hall - seismic upgrading	Complete	Complete
10.H (b)	Dallas Road Cliffs – stabilization	Not complete – request in the budget to help prepare a study (federal grant)	Not complete
10.H (c)	Ross Bay Sea Wall – reinforcement	Construction of the stepped sea wall took place between 1991 and 1994. Follow-up gravel rehabilitation of the shoreline in front of the sea wall took place in 1999/2000	Complete
10.H(d)	Residential Road Program – residential road renewal		Ongoing
10.H(e)	James Bay Fire Station – replacement and enlargement	New Michigan Street fire station built in 1996 with enlarged footprint, layout and apparatus storage capabilities	Complete
10.H (f)	Police Station - main building replacement	Completed in 1996.	Complete

10.H (g)	Douglas Street and Yates Street improvements - upgrading of sidewalks and street furnishings	Douglas Street completed (2001) Yates St. -700 bl. completed (late 90s)	Complete
10.H (h)	New Chinatown parkade	Not Completed	Not initiated
10.H (i)	Government Street Mall Extension · Phase I to Pandora Avenue · Phase II to Herald Street	Not Completed	Not initiated
10.H (j)	Harbour Improvements - arising from Local Area Plan for the Harbour	Harbour Pathway Plan completed in 2008	Partial
10.H (k)	Mid-block walkways/cut-throughs in Central Area	Created in new development – on-street facilities created to complement walkways	Partial
10.H (l)	Selkirk Water Bridge and Walkway	Completed (1996)	Complete
10.H (m)	Regional Leisure Centre - upgrading of civic facilities in North Park neighbourhood, including arena block and Crystal Pool	Partially undertaken - Park upgrade - Mason St. Park makeover - Royal Athletic Park upgrade (2007 – FIFA U-20 World Cup)	Partial
10.H (n)	Park amenities and acquisitions	New Parks: Viaduct Park Point Ellis Park Songhees Hilltop Park Selkirk Green Cecelia Cove Park Point Ellis Park 2-3 playground upgrades completed per year Burnside Gorge rooftop amenity	Some
10.H (o)	Arts facility improvements	Royal and McPherson upgrades; Victoria Conservatory re-location	Some
Implementation			
10.	To adopt a detailed implementation plan within two years of the adoption of this bylaw which assigns responsibility and timeline.	Not completed	Not Complete
10	Establish a monitoring and review process.	Not completed	Not Complete