

Implementation Strategy

CITY OF VICTORIA –
OFFICIAL COMMUNITY PLAN

1. Implementing the Official Community Plan, 2012

On July, 30, 2012, after a two and a half year process, Victoria City Council adopted a new *Official Community Plan, 2012* (OCP). The OCP establishes high-level guiding policies that will guide and coordinate land use and investment in the community towards a common future vision. The new OCP articulates a vision for Victoria that fully integrates sustainability principles and establishes the policy guidance to build a healthy, vibrant and thriving community. Shaped by input from more than 6,000 citizens, the OCP reflects the community's desire for walkable neighbourhoods, a vibrant downtown core, and areas of unique character and sense of place. The OCP is intended to guide decisions on growth and change, and ensure an integrated approach to realizing land use, social, economic and environmental objectives.

The approval of the OCP and its guiding policies was an important first step towards achieving the future vision for Victoria. Effective implementation of the OCP is the key to transforming the OCP into reality and keeping the OCP vision alive and relevant. Accomplishing the different elements of the OCP's vision will require a broad range of different implementation actions over the next thirty years.

The *OCP Implementation Strategy* charts actions for next three decades, with a focus on actions that are achievable within the City's existing resources and identified priorities. The *OCP Implementation Strategy* is a guiding document and provides a high-level description of each action. Additional details for each action will be provided through departmental work programs and project management tools which will further identify the scope, timelines, responsibilities, budget and public engagement needs specific to each initiative. As new actions are identified in the future, they will be added to the *OCP Implementation Strategy* as part of the annual review cycle, with careful attention to ensuring adequate funding and staffing capacity. The *OCP Implementation Strategy* is designed to be phased, flexible and updated annually through the OCP reporting cycle.

While the leadership for most actions in the *OCP Implementation Strategy* rests with the City, it will be important to seek and establish working partnerships with the broader community, such as neighbourhood groups, other levels of government, businesses, development industry and other key stakeholders in order to fully carry out the individual actions. New actions carried out in partnership with the broader community will be added to the *OCP Implementation Strategy* as part of the annual review cycle. The specific role of partners will vary and be confirmed and elaborated through project management tools for each initiative.

2. How the OCP is Implemented

The OCP establishes high-level policies that guide and coordinate land use and investment in the community towards a common future vision. The OCP is implemented in multiple ways, as decisions are made regarding developments and redevelopments, public works, capital projects, programs, delivery of core services and other corporate initiatives. All Council decisions, future bylaws and works undertaken, including other plans, are to be consistent with the OCP, as outlined by Section 884 of the *Local Government Act*. The OCP also provides policy guidance as initiatives are developed in partnership with the regional district, other municipalities and other levels of government as well as business and community groups.

The OCP provides policy guidance for a variety of lower level plans, policies, strategies and regulatory bylaws that serve to implement the directions of the OCP. These plans and policies address different scales, time frames and purposes, such as local area plans, master plans, policies and regulations. For a full description of different types of plans and the linkages to the OCP, see Figure 2 in the OCP (page 15).

3. Direction for the OCP Implementation Strategy

Council sets the *OCP Implementation Strategy* through its consideration and approval. The preparation of an *OCP Implementation Strategy* is guided by OCP policy, which states:

- *Develop an Official Community Plan implementation plan in a timely and coordinated manner following the adoption of this plan that identifies the City's priorities for actions and timelines over short (five year) and medium (ten year) time frames and review and update it regularly, within the limitations of city resources (22.4).*

The OCP also provides detailed policy direction for different components of the *OCP Implementation Strategy*:

- risk assessment (22.5)
- pilot projects (22.6)
- monitoring and evaluation (23.1)
- reporting (23.7)
- adaptive management (23.8).

4. Development of the OCP Implementation Strategy

The development of *OCP Implementation Strategy* was structured into four steps:

1. Review of all OCP policies to determine a list of potential implementation actions.
2. Review and refinement of implementation actions.
3. Small meetings to discuss cross-departmental implementation actions.
4. Development and review of risk assessment.

5. Implementation Action Criteria

The goal of the *OCP Implementation Strategy* is to present a road map that is realistic and achievable within the City's anticipated resources and priorities. Within the *OCP Implementation Strategy*, actions have been organized according to their anticipated start date: Five-Year Actions (to be initiated in 2012-2017) and Medium- to Long-Term Actions (to be initiated in 2017-2042).

All implementation actions have been carefully considered and meet the following criteria:

- Five-Year Actions are achievable within confirmed or anticipated funding or staff resources;

- Five-Year Actions are identified on current departmental work programs, with a few exceptions;
- Except where directed by a specific OCP policy, core services and ongoing initiatives have not been included as actions;
- OCP policies that provide only statements of principle or guidance have not been included as actions;
- Most actions fall under the City's leadership and capacity to act. The City is already engaged in several ongoing and anticipated OCP-related initiatives that are led by external agencies, which have been included in the *OCP Implementation Strategy*.

The actions will be reviewed annually as part of the OCP reporting cycle in order to reflect changes to funding or staff resource levels or to department work programs that may have impacts on the individual implementation actions.

6. Annual Monitoring and Reporting

The success of the *OCP Implementation Strategy* is premised on maintaining alignment with the corporate financial plan, *Corporate Strategic Plan* and departmental work programs as well as being subject to the availability of funding sources. The *OCP Implementation Strategy* will, therefore, need to be reviewed annually for progress towards achieving the actions, changes to the corporate budget and the *Corporate Strategic Plan*, and for any emerging trends or risks that might prompt changes to the Implementation Strategy. Staff will prepare a report on implementation as part of the OCP Annual Report. The *OCP Implementation Strategy* will be adjusted as needed, as part of the regular cycle of Adaptive Management described in Section 22 of the OCP. This approach allows the *OCP Implementation Strategy* to be a phased, flexible and focused platform that responds to new information, opportunities and challenges as they arise.

7. Financial Sustainability

Staff has paid particular attention to the issue of financial sustainability in order to present an *OCP Implementation Strategy* that is realistic and achievable within existing and anticipated funding and staff resources. The *OCP Implementation Strategy* presents the funding status for each action, based on anticipated priorities and resource availability as outlined in *Council Priorities and Key Initiatives for 2013-2015*, the *2013 to 2032 Capital Plan* and departmental work programs.

Under provincial legislation, all bylaws enacted and works undertaken after the adoption of the OCP need to be consistent with the OCP, including the delivery of core services. Core services and other ongoing initiatives will play an important role in realizing the OCP vision at an operational level. However, unless directed by an OCP policy, core services and ongoing initiatives have not been included as actions in the Implementation Strategy.

The *OCP Implementation Strategy* aligns with the City's *Financial Sustainability Policy* which states that the first funding priority is for existing infrastructure and services. While the priority remains on funding existing infrastructure and services, the *OCP Implementation Strategy* also identifies a number of new actions and initiatives. Many of these initiatives may, in turn, recommend additional actions that have additional operating, maintenance or other capital

costs. The *OCP Implementation Strategy* shows these future funding needs in general terms only, by breaking down bigger projects into the planning and implementation phases to indicate where resources are fully, partially and not allocated.

8. Unresourced Key Initiatives

With a few notable exceptions, most Five-Year Actions (2012–2017, Table 2) are already identified on the corresponding departmental work program in the next five years, thus indicating a strong likelihood of implementation. Most of the actions that were not anticipated to have necessary staff or other funded resources within the next five years were moved to the Medium/Long-Term Actions. The notable exceptions are a total of 11 actions identified as “Unresourced Key Initiatives” in the Five-Year Actions (Table 2). These are actions that are significant to advancing the OCP vision within the next five years, but where no resources are anticipated. These actions have been identified through cross-departmental meetings as important to initiate within five years because of their scope of impact or their role in fostering subsequent initiatives. These actions are highlighted to help inform future budget and priority-setting initiatives.

The identified Unresourced Key Initiatives are (in no particular order):

1. Update to Schedule C of the Zoning Regulation Bylaw (related to parking standards and requirements);
2. Debris Removal Policy and Plan (for removal of debris after a disaster).
3. Citywide Building and Infrastructure Condition Assessment Study (to acquire knowledge about seismic conditions of public and private property);
4. Post-Disaster Recovery Plan (to identify priorities for reinstatement of critical infrastructure, physical assets, services and functions following a disaster);
5. Policy for Post-Seismic Standards for Civic Buildings and Infrastructure;
6. Any potential expansion of incentives to support seismic upgrades that might be recommended as a result of the Citywide Building and Infrastructure Condition Assessment;
7. Any other potential actions that might be recommended as a result of the Citywide Building and Infrastructure Condition Assessment;
8. Implementation of the recommendations resulting from project scoping and options for the future of Fire Hall No.1;
9. Implementation of the recommendations resulting from the Architectural Programming Options and Recommendations for Crystal Pool;
10. Implementation of Economic Development Strategy actions beyond 2015;
11. Social and housing needs assessment for Victoria’s aging population.

9. Risk Assessment

The OCP directs staff to undertake a risk assessment in the development of the *OCP Implementation Strategy* to anticipate and manage risks and associated impacts (Policy 22.5). The risk assessment methodology was based on a risk assessment tool developed for the City of Victoria in 2011 and adapted to the high-level, strategic nature of the *OCP Implementation Strategy*.

Risk is defined as any event, action, decision or outcome that can have a negative impact on the organization's ability to achieve its objectives, expressed in terms of impact and likelihood. Risk management is the process of analyzing exposure to risk and determining how best to handle such exposure. Appendix A contains the full risk assessment, including type of risk, details, notes, scoring for impact and likelihood, and mitigation strategy. For convenience, a summary is provided below in Table 1.

High Risks

Three potential risks are rated as having a "high" risk of impeding or preventing the achievement of the *OCP Implementation Strategy*:

- a damaging earthquake;
- new or competing organizational priorities;
- lack of senior government funding.

Of these three risks, a damaging earthquake presents the greatest concern due to its potentially catastrophic impact and the lack of mitigation to address the risk. The impact of a damaging earthquake is categorized as "catastrophic" as it could threaten the overall viability of the City due to the high potential for loss of human lives, assets and other negative economic impacts. Although the probability of such a seismic event is only "possible", the high impact gives the event an overall risk rating of "high".

Following the risk assessment tool, the development and implementation of a mitigation strategy should be a high priority for all risks rated "high". At the present time, the risk of a major seismic event is largely unmitigated. The *OCP Implementation Strategy* identifies seven actions on the Five-Year Actions (Table 2) that would support the mitigation of the risk associated with a seismic event, however, only one of the seven actions is currently resourced.

The other two risks with a high rating (new and competing priorities and a lack of senior government funding) have lower associated impacts but a high likelihood of occurrence. Both of these latter risks can be mitigated to a large degree through operational practices to constrain the risk to an acceptable level. See Appendix A for mitigation details.

Medium and Low Risks

Risks rated in the medium and low category range cover each of the five different types of risk: strategic, reputational, financial, compliance and operational (see Table 1 and Appendix A). Many of the risks can be mitigated by monitoring and adjusting the *OCP Implementation Strategy* on an annual basis or using the *OCP Implementation Strategy* to inform future corporate priority and budget planning.

Table 1. Risk Assessment: Achieving the Official Community Plan Implementation Strategy

Overall Risk Level	Description of Risk	Impact of Risk	Likelihood of Risk	Mitigation Strategy
HIGH				
	Damaging earthquake	Catastrophic	Possible	Risk is largely unmitigated. Mitigation and recovery plans are identified as Five-Year OCP Actions but unresourced.
	New or competing organizational priorities	Medium	Almost certain	OCP Implementation Strategy will inform future organizational planning and budget processes. Actions may be deferred or cancelled.
	Lack of senior government funding	Medium	Almost certain	Projects will explore alternate funding options. Actions may be deferred or cancelled.
MEDIUM				
	Failure to commit to OCP policies and growth pattern objectives	Medium	Likely	Consistency with OCP will be highlighted in Council reports and all organizational plans. Staff will monitor emerging issues and trends through annual report.
	Competition with other municipalities	Medium	Likely	Staff will monitor through annual report and adjust Implementation Strategy as necessary.
	Effect of global economy on BC economy	Medium	Possible	Staff will monitor through annual report and adjust Implementation Strategy as necessary.
	Sustained downturn in local housing market	Medium	Possible	Staff will monitor through annual report and adjust Implementation Strategy as necessary.
	Public opposition	Medium	Likely	Project Charters will include public engagement and communications strategies.
	Raised public expectations	Minor	Likely	Annual reports will include communications strategy to report on progress and limitations.
	Reduction in core business funding and resources	Medium	Likely	Future budget and priority-setting exercises should consider impacts of any reduction of core business funding and resources on achievement of OCP vision.
	Increased operational costs may divert funding from OCP implementation actions	Medium	Likely	Staff will monitor through annual report and adjust Implementation Strategy as necessary.
	Infrastructure may fail before associated Implementation Plan actions can be implemented.	Medium	Likely	Staff will monitor through annual budget process and adjust Implementation Strategy as necessary
LOW				
	Reliance on external agencies to implement OCP actions	Almost none	Likely	Number of actions relying on external partners has been reduced. Projects will identify external partnerships, and adjust project scope and timelines accordingly.
	Unable to meet Local Government Act requirement for all bylaws enacted and works undertaken to be consistent with the OCP	Medium	Unlikely	Consistency with OCP will be highlighted in Council reports and all corporate plans. Implementation Strategy will inform future organizational planning and budget processes. Staff will monitor through annual report.
	New senior government legislation	Minor	Likely	Staff will monitor through annual report and adjust Implementation Strategy as necessary.
	Failure to implement OCP actions on time/budget	Minor	Likely	Staff will monitor through annual report and adjust Implementation Strategy as necessary.

10. OCP Implementation Actions - General Overview

Tables 2 and 3 in the following sections present a consolidation of all implementation actions described in the approved OCP. The tables have been divided into Five-Year Actions (2012–2017) and Medium/Long-Term Actions (2018–2042) based on the anticipated start date for each action. The actions have been consolidated for reference purposes only. The implementation of actions will be reviewed on an annual basis against existing departmental work programs, corporate priorities, the *2013 to 2032 Capital Plan* and *Five-Year Financial Plan*. Some of these actions may also be initiated earlier on an opportunity basis, regardless of the estimated start time.

How to Read the Tables

Relevant OCP Policy: Indicates the corresponding policy in OCP (policy reference shown in brackets).

Implementation Actions: States the initiative or deliverable that will achieve the OCP policy (corresponding project listed in brackets, if applicable).

City Funding Type: Specifies whether City operating or capital funds will be used for the project.

Funding Confirmed: Specifies whether funding for the action is confirmed (“yes”), partially confirmed (“partial”) or not confirmed (“no”).

Lead Department: Specifies the City department or external agency who will lead the action.

Support Department: Specifies the key departments that will support the lead department. This list is not exhaustive. In addition to those listed, Communication and Civic Engagement Department, Legal Department, Legislative and Regulatory Department and the Finance Department will also support many of the actions in some capacity.

Complementary Priorities: Indicates those OCP actions that are also identified as actions through other corporate planning initiatives: current departmental work programs; *Council Priorities and Key Initiatives for 2013-2015*; and *2013 to 2032 Capital Plan*.

Estimated Start/General Timeline: Indicates the anticipated start date for the action. This column also shows where actions are already underway or where more planning is required to determine how the action will be addressed (Five-Year Actions only).

A full legend, including abbreviations, can be found on pages 17 and 24.

OCP Implementation Strategy – Five-Year Actions (2012-2017)

Table 2 lists all actions that are anticipated to be initiated within the first five years of the approved 2012 OCP. The table provides a summary of actions, relevant OCP policy, funding status, departmental responsibility and estimated start time. The table also indicates actions that are supported by departmental work programs, Council priorities and key initiatives (2013–2015) and the 2012–2031 Capital Budget.

Table 2. Official Community Plan Five-Year Implementation Actions

	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
Land Management and Development												
1	<i>Incorporate place-based land use management into local area plans and land use regulations(6.2)</i>	<ul style="list-style-type: none"> Establish new zones for Central Business District (through DCAP Implementation) 	Operating/ Capital	●			SPCD	Legal, CCE	✓	✓	✓	2014
2	<i>Incorporate place-based land use management into local area plans and regulations(6.2)</i>	<ul style="list-style-type: none"> Develop zones based on urban place designations (through Phase 1 Local Area Planning) 	Operating		●		SPCD	Legal, CCE	✓	✓	✓	2014
3	<i>Maintain and implement a detailed local area plan that supports the development of the Downtown Core Area (6.10)</i>	<ul style="list-style-type: none"> Implement Downtown Core Area Implementation Plan 	Operating/ Capital		●		SPCD	EPW, PRC, ED, CCE, Legal, Fin	✓	✓	✓	☑
4	<i>Prepare a Local Area Plan for Priority 1 local areas: the Douglas Corridor, Humber Green Village, Mayfair Town Centre, Quadra Village, Rock Bay (6.29)</i>	<ul style="list-style-type: none"> Complete Phase 1 Local Area Plans 	Operating/ Capital		●		SPCD	EPW, PRC, CCE, ED, Legal, Fin	✓	✓	✓	2014
Transportation and Mobility												
5	<i>Update road standards in a manner consistent with urban thoroughfare guidelines (7.7, 8.22, 8.59)</i>	<ul style="list-style-type: none"> Update the Streets and Traffic Bylaw for downtown streets (through DCAP implementation) [See also Medium/Long Actions] 	Operating/ Capital		●		EPW	SPCD, Legal	✓		✓	2014

☑: Action underway

★: More planning required

OG: Ongoing Action

MT: Medium-Term Action (2018- 2022)

LT: Long-Term Action: (2022-2042)

¹ In addition to those departments listed, Communications and Civic Engagement Department, Legislative and Regulatory Department, Legal Department and Finance Department will support many of the actions. See pages 17 and 24 for a full legend.

	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept. work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
6	Maintain and implement a Parking Strategy for Downtown Core (7.10)	<ul style="list-style-type: none"> Conduct a Parking Services Review 	Operating	●			EPW	CCE	✓	✓		☑
7	Review and update Zoning Bylaw Schedule C (to consider reduction in parking) (7.12, 7.19.7)	<ul style="list-style-type: none"> Update the Schedule C of Zoning Regulation Bylaw 	Operating			●	SPCD	EPW, Fin, Legal, CCE				Un-resourced initiative
8	Support the maintenance and implementation of BC Transit's 25 Year Transit Future Plan, including rapid and frequent transit service (7.14)	<ul style="list-style-type: none"> Douglas Street Corridor Pilot Project [See also Medium/Long Actions] 	Operating		●		BC Transit	EPW	✓	✓		2014
9	Review alignment of City bikeway and greenway networks, regional pedestrian and cycling network, and identify improvements to greenway / bikeway networks (7.16.2, 7.16.3, 14.34)	<ul style="list-style-type: none"> Review bicycle networks (through Bicycle Master Plan) [See also Medium/Long Actions] 	Capital	●			EPW	SPCD, PRC, EPW,	✓		✓	2013
10	Update the Bicycle Master Plan (7.19)	<ul style="list-style-type: none"> Update the Bicycle Master Plan 	Capital	●			EPW	SPCD, PRC, CCE,	✓		✓	2013
11	Implement wayfinding that assists with navigation and visual identity for Greenway network (7.16.5, 8.21)	<ul style="list-style-type: none"> Design signage (through Beautification Strategy) 	Capital	●			SPCD	PRC, CCE	✓		✓	2014
12	Implement wayfinding that assists with navigation and visual identity for Greenway network (7.16.5, 8.21)	<ul style="list-style-type: none"> Prepare a Greenways Wayfinding Plan 	Capital		●		PRC	SPCD	✓		✓	2015
13	Explore financial tools to accelerate implementation of greenways network (7.16.6)	<ul style="list-style-type: none"> Identify opportunities for amenity contributions through development [See also Medium/Long Actions] 	Operating	●			SPCD	PRC, EPW, Fin	✓			☑
14	Enhance downtown ferry terminals through supporting the upgrade of Belleville Terminal (7.23)	<ul style="list-style-type: none"> Identify and evaluate options for Belleville Terminal Future actions to be determined 	Capital				PCC	ED, EPW, SPCD, CCE	✓			☑ ★
Placemaking												
15	Expand or establish Development Permit Areas and Heritage Conservation Areas for selected urban place designations (6.16, 8.7, 8.9)	<ul style="list-style-type: none"> Amend or create new DPAs/ HCAs (through local area planning) [See also Medium/Long Actions] 	Operating/ Capital		●		SPCD	Legal	✓		✓	2014
16	Consider future Heritage Conservation Area designations(8.9)	<ul style="list-style-type: none"> Identify options for approach to citizen-initiated Heritage Conservation Areas 	Operating	●			SPCD	Legal	✓			2014
17	Extend Government Street Mall public realm improvements northward to Pembroke Street and improve connections to public space (8.24)	<ul style="list-style-type: none"> Establish a new right of way standards for Government Street (through DCAP Implementation) [See also Medium/Long Actions] 	Operating		●		EPW	SPCD	✓		✓	2014
18	Extend Government Street Mall public realm improvements northward to Pembroke Street and improve connections to public space (8.24)	<ul style="list-style-type: none"> Create design concept for Government Street (through Beautification Strategy/DCAP Implementation Plan) [See also Medium/Long Actions] 	Operating	●			SPCD	EPW	✓		✓	2015

☑: Action underway

★: More planning required

OG: Ongoing Action

MT: Medium-Term Action (2018- 2022)

LT: Long-Term Action: (2022-2042)

¹ In addition to those departments listed, Communications and Civic Engagement Department, Legislative and Regulatory Department, Legal Department and Finance Department will support many of the actions. See pages 17 and 24 for a full legend.

	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept. work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
19	<i>Develop and maintain a Heritage Interpretation Plan (8.36)</i>	<ul style="list-style-type: none"> Develop a Heritage Interpretation Strategy 	Operating			●	SPCD		✓			2015
20	<i>Encourage high quality architecture, landscape and urban design to enhance the visual identity and appearance of the City (8.43)</i>	<ul style="list-style-type: none"> Identify options for Civic Placemaking Award program 	Operating	●			SPCD		✓			2014
21	<i>Develop and maintain a policy for cultural heritage landscapes on public and private lands (8.62)</i>	<ul style="list-style-type: none"> Develop a Cultural Heritage Landscape Policy 	Operating			●	SPCD		✓			2015
Parks and Recreation												
22	<i>Develop a Parks Master Plan (9.1)</i>	<ul style="list-style-type: none"> Complete Parks Master Plan 	Operating		●		PRC	SPCD, CCE	✓			2014
23	<i>Seek innovative options for the future of Crystal Pool and Fitness Centre (9.15)</i>	<ul style="list-style-type: none"> Develop Architectural Programming Options and Recommendations for Crystal Pool 	Capital		●		PRC	EPW, CCE	✓	✓	✓	2013
24	<i>Seek innovative options for the future of Crystal Pool and Fitness Centre (9.15)</i>	<ul style="list-style-type: none"> Implement recommended actions from Architectural Programming Options and Recommendations for Crystal Pool 	Capital			●	TBD	TBD	✓	✓		Un-resourced initiative ★
25	<i>Develop a strategy for sports fields (9.19)</i>	<ul style="list-style-type: none"> Create Sports Fields Strategy (through Parks Master Plan) 	Operating			●	PRC		✓			2014
Environment												
26	<i>Identify additional priority areas for environmental protection and restoration (10.2.1)</i>	<ul style="list-style-type: none"> Map priority areas for protection in parks Natural Areas Management Plan 	Operating		●		PRC		✓			2014
27	<i>Identify additional priority areas for environmental protection and restoration (10.2.1)</i>	<ul style="list-style-type: none"> Complete Parks Master Plan 	Operating		●		PRC		✓			2014
28	<i>Identify additional priority areas for environmental protection and restoration (10.2.1)</i>	<ul style="list-style-type: none"> Prepare Urban Forest Action Plan 	Operating		●		PRC		✓			2014
29	<i>Develop ecosystem management strategies and practices on City lands (10.2.2)</i>	<ul style="list-style-type: none"> Establish policies for sensitive and remnant ecosystems in parks (through Natural Areas Management Plan) 	Operating	●			PRC		✓			2014
30	<i>Enhance Dallas Road Bluffs through the development of management zones and restoration targets (10.9.5)</i>	<ul style="list-style-type: none"> Prepare Dallas Road Bluffs Management Plan 	Operating		●		PRC	CCE	✓	✓		2013
31	<i>Assess and respond to the projected impacts of sea level rise on marine and shoreline ecosystems (10.11)</i>	<ul style="list-style-type: none"> Prepare Sea Level Rise Flood Risk Assessment and Mapping Future actions to be determined 	Operating	●			EPW	PRC SPCD	✓			☑ ★
32	<i>Assess and respond to the projected impacts of sea level rise on marine and shoreline ecosystems (10.11)</i>	<ul style="list-style-type: none"> Develop CRD model bylaw for lands at risk of Sea Level Rise 	Operating	●			CRD	EPW SPCD				☑

☑: Action underway

★: More planning required

OG: Ongoing Action

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LT: Long-Term Action: (2022-2042)

¹ In addition to those departments listed, Communications and Civic Engagement Department, Legislative and Regulatory Department, Legal Department and Finance Department will support many of the actions. See pages 17 and 24 for a full legend.

	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
33	Implement management plans for Bowker Creek and Cecilia Ravine Park (10.13.1)	<ul style="list-style-type: none"> Implement Bowker Creek Blueprint 	Capital		●		EPW	PRC SPCD	✓		✓	☑
34	Implement management plans for Bowker Creek and Cecilia Ravine Park (10.13.1)	<ul style="list-style-type: none"> Implement Cecelia Ravine Park Management Plan 	Operating		●		PRC	EPW	✓		✓	☑
35	Develop and maintain an Urban Forest Master Plan (10.14)	<ul style="list-style-type: none"> Complete Urban Forest Master Plan 	Operating	●			PRC	SPCD EPW				Complete
36	Develop and maintain an Urban Forest Master Plan (10.14)	<ul style="list-style-type: none"> Prepare Urban Forest Action Plan (through implementation of Urban Forest Master Plan) 	Operating		●		PRC		✓			2015
Infrastructure												
37	Review development cost charges to provide funds for transportation, water, drainage, sewage and parks(11.3)	<ul style="list-style-type: none"> Review Development Cost Charges procedures 	Operating		●		EPW	Fin, SPCD, PRC, Legal	✓			2015
38	Review development cost charges to provide funds for transportation, water, drainage, sewage and parks(11.3)	<ul style="list-style-type: none"> Review Development Cost Charges 	Operating		●		Fin	EPW, SPCD, PRC, Legal	✓			2015
39	Enhance the City's water utility services and move towards a cost-recovery model (11.13)	<ul style="list-style-type: none"> Prepare a Strategic Plan for Water Utility Rate 	Operating	●			EPW	Fin	✓			2016
40	Develop and regularly review master plans for civic facilities and services (11.5.3)	<ul style="list-style-type: none"> Complete Stormwater Master Plan 	Capital	●			EPW		✓		✓	☑
41	Develop and regularly review master plans for civic facilities and services (11.5.3)	<ul style="list-style-type: none"> Complete Sanitary Sewer Master Plan 	Capital	●			EPW		✓		✓	2014
42	Develop and regularly review master plans for civic facilities and services (11.5.3)	<ul style="list-style-type: none"> Implement Stormwater, Sanitary Sewer and Water Master Plans 	Capital		●		EPW		✓		✓	☑
43	Report on the physical condition of civic infrastructure and the resources required for its maintenance, upgrade and replacement (11.6)	<ul style="list-style-type: none"> Develop an Asset Management Implementation Plan 	Capital		●		EPW	Fin, CCE	✓	✓	✓	☑
44	Report on the physical condition of civic infrastructure and the resources required for its maintenance, upgrade and replacement (11.6)	<ul style="list-style-type: none"> Implement Asset Management Implementation Plan [See also Medium/Long Actions] 	Capital		●		EPW		✓	✓	✓	2015
45	Maintain and enhance the City's stormwater utility services and move towards a cost-recovery model (11.18)	<ul style="list-style-type: none"> Implement the Stormwater Utility 	Operating	●			EPW	Fin, CCE	✓			☑
46	Develop and maintain an Integrated Stormwater Management Plan (11.19)	<ul style="list-style-type: none"> Prepare a Stormwater Management Plan 	Operating	●			EPW		✓			☑
47	Participate in development and maintenance of a regional three-stream waste system at all scales (11.22)	<ul style="list-style-type: none"> Establish Kitchen Scraps and Garbage program 	Operating	●			EPW	CCE, Fin, CRD, Legal	✓			☑
48	Participate in development and maintenance of a regional three-stream waste system at all scales (11.22)	<ul style="list-style-type: none"> Support implementation of organics collection for commercial and multi-unit properties 	Operating	●			CRD	EPW				2014

☑: Action underway

★: More planning required

OG: Ongoing Action

MT: Medium-Term Action (2018- 2022)

LT: Long-Term Action: (2022-2042)

¹ In addition to those departments listed, Communications and Civic Engagement Department, Legislative and Regulatory Department, Legal Department and Finance Department will support many of the actions. See pages 17 and 24 for a full legend.

	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept. work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
49	Consider establishing community recycling and take-back depots at scales suitable to an effective system.(17.24)	• Establish solid waste pilot projects	Operating/ Capital		●		EPW		✓			☑
Climate Change and Energy												
50	Coordinate climate change mitigation and adaptation planning (12.2)	• Complete Climate Change Adaptation Plan	Operating	●			EPW	PRC, VEMA, SPCD	✓			☑
51	Coordinate climate change mitigation and adaptation planning (12.2)	• Implement Climate Change Adaptation Plan	Operating/ Capital		●		EPW	PRC, VEMA, SPCD	✓			2014
52	Develop and update a Climate and Energy Resiliency Plan (12.3)	• Prepare a Climate and Energy Resiliency Plan	Operating	●			EPW	PRC, SPCD VEMA, CCE	✓			☑
53	Develop and update a Climate and Energy Resiliency Plan (12.3)	• Implement Climate and Energy Resilience Plan	Operating		●		EPW	PRC, SPCD VEMA	✓			2014
54	Consider climate change and energy resiliency in infrastructure asset management with respect to maintenance, repair and replacement over time (12.6)	• Develop a Corporate Carbon Neutral Plan	Operating/ Capital	●			EPW	PRC, VicPD	✓			☑
55	Consider climate change and energy resiliency in infrastructure asset management with respect to maintenance, repair and replacement over time (12.6)	• Implement Corporate Carbon Neutral Plan	Operating		●		EPW	PRC, VicPD	✓			2014
56	Seek opportunities for renewable and district energy systems and identify locations for facilities (12.12, 12.13, 12.14)	• Prepare District and Renewable Energy Supply and Demand Mapping	Operating	●			EPW	SPCD	✓			☑
57	Monitor and evaluate the energy performance of civic facilities (12.16)	• Prepare quarterly and annual energy reports	Operating		●		EPW		✓			☑
58	Monitor and evaluate the energy performance of civic facilities (12.16)	• Conduct energy studies for specific buildings	Capital	●			EPW		✓		✓	☑
59	Support and enable the re-use and retrofit of buildings through municipal regulations and incentives (12.20)	• Review potential for retrofits through review of Heritage Tax Incentive program	Operating	●			SPCD	Fin, EPW	✓			☑
60	Support and enable the re-use and retrofit of buildings through municipal regulations and incentives (12.20)	• Review potential for point of renovation energy audits	Operating	●			EPW	SPCD	✓			☑
61	Support and enable the re-use and retrofit of buildings through municipal regulations and incentives (12.20)	• Establish Tap by Tap retrofit program for multi-unit residential buildings	Operating	●			CRD	EPW	✓			2013
Housing and Homelessness												
62	Review and update policies to support new and redeveloped/regenerated rental housing (13.2.1, 13.28, 13.29)	• Develop Rental Housing Policy (through Housing Action Plan)	Operating	●			SPCD		✓	✓		☑

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MT: Medium-Term Action (2018- 2022)

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	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			Est. Start
				Yes	Partial	No			Dept. work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
63	Consider all available tools to encourage more affordable housing (13.4, 12.2.1, 13.28, 13.29)	<ul style="list-style-type: none"> Create Housing Action Plan 	Operating	●			SPCS	EPW, Fin	✓			☑
64	Consider all available tools to encourage more affordable housing (13.4, 12.2.1, 13.28, 13.29)	<ul style="list-style-type: none"> Implement Housing Action Plan 	Operating		●		SPCD	TBD	✓	✓		2015
65	Work with development community to promote and pilot new forms of ownership housing and ground-oriented multi-unit residential (13.34, 13.35, 13.10)	<ul style="list-style-type: none"> Establish housing pilot projects (through Housing Action Plan) 	Operating		●		SPCD		✓	✓		☑
Economy												
66	Enhance the Urban Core through public realm improvements (14.2)	<ul style="list-style-type: none"> Develop Victoria Downtown Core Area Beautification Strategy (through DCAP Implementation) 	Operating/ Capital	●			SPCD	EPW, PRC, CCE	✓			☑
67	Implement the Economic Development Strategy(14.5)	<ul style="list-style-type: none"> Implement 2013 – 2015 priority projects 	Operating/ Capital		●		ED	SPCD, PMO	✓	✓	✓	☑
68	Implement the Economic Development Strategy(14.5)	<ul style="list-style-type: none"> Actions beyond 2015 to be determined 	Operating/ Capital			●	ED					Un- resourced initiative
69	Explore the potential for preparing a waterfront plan (14.13)	<ul style="list-style-type: none"> Prepare Inner Harbour Revitalization and Urban Design Plan 	Operating		●		SPCD	ED, CCE	✓	✓	✓	☑
70	Increase the supply of office space in the Inner Harbour/Legislative and Core Business areas (14.15)	<ul style="list-style-type: none"> Create new Central Business District zones (through DCAP Implementation Plan) 	Operating		●		SPCD	Legal	✓		✓	☑
71	Develop and implement a local area plan for Rock Bay with a focus on increasing the employment capacity and exploring the feasibility of an advanced technology district (14.17)	<ul style="list-style-type: none"> Complete Local Area Plan for Rock Bay (through Phase 1 Local Area Plans) 	Operating / Capital		●		SPCD	ED	✓	✓	✓	2014
72	Prepare a long-term development strategy for the Legislative Precinct(14.27.2)	<ul style="list-style-type: none"> Actions to be determined (through Victoria Accord Lands Agreement Renewal) 	Operating				Prov. SPCD	Legal	✓	✓		2014 ★
73	Explore the feasibility of a permanent facility for post-secondary institutions in the Downtown Core (14.52, 14.53)	<ul style="list-style-type: none"> Actions to be determined through discussions with educational institutions 	Operating		●		Ed. Inst	ED				★
Community Well-Being												
74	Establish policies and fee structures to ensure that City programs and facilities are affordable and welcoming to all (15.2)	<ul style="list-style-type: none"> Ongoing delivery of core services of Parks, Recreation and Culture 	Operating	●			PRC		✓			☑
75	Establish guidelines for full accessibility for people with mobility challenges in the design, construction and improvement of City facilities, offices, street right-of-ways and parks (15.4)	<ul style="list-style-type: none"> Conduct Accessibility Audit of City Facilities 	Capital	●			EPW		✓			2014

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	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities				Est. Start
				Yes	Partial	No			Dept work program	Council Priorities & Key Initiatives	20-Year Capital Plan		
76	<i>Establish guidelines for full accessibility for people with mobility challenges in the design, construction and improvement of City facilities, offices, street right-of-ways and parks (15.4)</i>	<ul style="list-style-type: none"> Additional actions to be determined 				●	EPW					★	
77	<i>Work with partners to seek innovative opportunity to sustain, enhance and deliver recreational, educational, cultural and social programs(15.7)</i>	<ul style="list-style-type: none"> Core service of Parks, Recreation and Culture 	Operating		●		PRC	CCE	✓			☑	
78	<i>Identify future housing, health, employment, recreational, educational, cultural needs for Victoria's aging population (15.7, 13.12)</i>	<ul style="list-style-type: none"> Conduct an assessment of social and housing needs of Victoria's aging population 	Operating			●	SPCD	PRC				Un-resourced initiative ★	
Arts and Culture													
79	<i>Maintain and regularly update an inventory of cultural resources (16.10)</i>	<ul style="list-style-type: none"> Maintain Cultural Resource Inventory 	Operating		●		PRC		✓			☑	
80	<i>Develop a performance location for major outdoor events in a permanent and highly accessible public space (16.18)</i>	<ul style="list-style-type: none"> Determine desired characteristics of a future outdoor venue [See also Medium/Long Terms Actions] 	Operating	●			PRC	EPW, SPCD				2015 ★	
Food Systems													
81	<i>Develop a Regional Food System Strategy (17.2)</i>	<ul style="list-style-type: none"> Prepare Regional Food System Strategy 	Operating	●			CRD	SPCD	✓			☑	
82	<i>Review and develop City policy to increase food production activities in public spaces (17.4, 17.5, 17.7)</i>	<ul style="list-style-type: none"> Review and update Community Gardens Policy 	Operating		●		PRC	SPCD	✓			2015	
83	<i>Develop pilot projects for the food-bearing trees on suitable City-held lands (17.8)</i>	<ul style="list-style-type: none"> Implement food-bearing trees pilot project 	Operating	●			PRC	SPCD	✓			☑	
Emergency Management													
84	<i>Maintain and update the Victoria Emergency Plan.(18.3)</i>	<ul style="list-style-type: none"> Develop Victoria Emergency Management Plan 	Operating	●			VEMA		✓			☑	
85	<i>Develop and regularly update a framework for recovery that identifies priorities for reinstatement of critical infrastructure, physical assets, services and functions (18.9)</i>	<ul style="list-style-type: none"> Create a Post-Disaster Recovery Plan 	Capital			●	VEMA	SPCD, EPW				Un-resourced initiative	
86	<i>Develop a policy for the removal of debris after a disaster (18.10)</i>	<ul style="list-style-type: none"> Establish a debris removal policy and plan 	Operating			●	VEMA	CRD, EPW				Un-resourced initiative	
87	<i>Acquire knowledge about the seismic conditions of public and private property (18.12)</i>	<ul style="list-style-type: none"> Conduct a Citywide Building and Infrastructure Condition Assessment Study 	Operating			●	SPCD	VEMA, EPW				Un-resourced initiative	
88	<i>Acquire knowledge about the seismic conditions of public and private property (18.12)</i>	<ul style="list-style-type: none"> Additional actions to be determined based on Condition Assessment Study findings 				●						Un-resourced initiative ★	

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	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities				Est. Start
				Yes	Partial	No			Dept work program	Council Priorities & Key Initiatives	20-Year Capital Plan		
89	<i>Develop a policy that requires new civic buildings, structures and infrastructure to achieve post-seismic standards, as appropriate to the function and scale of each facility(18.15)</i>	<ul style="list-style-type: none"> Establish Policy for Post-Seismic Standards for Civic Buildings and Infrastructure 	Operating			●	EPW					Un-resourced initiative	
90	<i>Consider expanding incentives for seismic upgrades to non-heritage properties (18.16)</i>	<ul style="list-style-type: none"> Actions to be determined based on findings of City-Wide Building and Infrastructure Condition Assessment 	TBD			●	SPCD	VEMA, Fin				Un-resourced initiative ★	
91	<i>Consider upgrading or replacing Fire Hall No.1 (18.19)</i>	<ul style="list-style-type: none"> Determine project scope and options 	Capital	●			FD	EPW				☑	
92	<i>Consider upgrading or replacing Fire Hall No.1 (18.19)</i>	<ul style="list-style-type: none"> Future actions and timeline to be determined based on project scope and options 	Capital			●	FD	EPW				Un-resourced initiative ★	
Plan Administration													
93	<i>Include an Official Community Plan Consistency Statement in all City plans, policies and bylaws that describe how it will advance OCP objectives and policies (19.1)</i>	<ul style="list-style-type: none"> Develop an OCP Consistency Statement Template 	Operating	●			LRS	SPCD, Legal	✓			☑	
94	<i>Update and amend existing plans, policies and bylaws to be consistent with the OCP (19.2)</i>	<ul style="list-style-type: none"> Prepare key amendments to Local Area Plans, policies, DPAs and HCAs to correct significant inconsistencies [See also Medium/Long Term Actions] 	Operating	●			SPCD	Legal	✓			2014	
95	<i>Review and Update Zoning Regulation Bylaw (19.4)</i>	<ul style="list-style-type: none"> Conduct topic-specific updates of Zoning Regulation Bylaw (through Zoning Bylaw Improvement Project) 	Operating	●			SPCD	Legal	✓			☑	
96	<i>Consider the creation of a local area density bonus system(19.9)</i>	<ul style="list-style-type: none"> Explore a local area density bonus system (through local area planning) 	Operating/ Capital		●		SPCD	Legal	✓		✓	2014	
97	<i>Develop Development Approval Information Area bylaw to request information on any anticipated impact of a proposed activity or development on the community. (19.10)</i>	<ul style="list-style-type: none"> Develop a Development Approval Information Area Bylaw 	Operating	●			SPCD	LRS, Legal	✓			2014	
Local Area Planning													
98	<i>Develop a program of local area planning (20.1)</i>	<ul style="list-style-type: none"> Develop Local Area Planning Terms of Reference 	Operating	●			SPCD		✓	✓		2013	
99	<i>Amend existing local area plans to align them with the OCP (20.14)</i>	<ul style="list-style-type: none"> Prepare Local Area Plan Amendments 	Operating	●			SPCD	Legal	✓			2014	
100	<i>Review local area planning priorities at regular intervals (20.4)</i>	<ul style="list-style-type: none"> Establish criteria and process for reviewing LAP priorities 	Operating	●			SPCD		✓			2013	

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	Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities				Est. Start
				Yes	Partial	No			Dept work program	Council Priorities & Key Initiatives	20-Year Capital Plan		
Adaptive Management													
101	<i>Prepare and publicly present an annual status report on OCP implementation (22.9, 22.3.3)</i>	<ul style="list-style-type: none"> Prepare Annual Status Report (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD	All	✓			☑	
102	<i>Prepare a monitoring and evaluation report that provides comprehensive information on plan progress (22.11, 22.3.5)</i>	<ul style="list-style-type: none"> Prepare 5-Year State of the City Report (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD	All	✓			☑	
Monitoring and Evaluation													
103	<i>Develop an Official Community Plan monitoring and evaluation program (23.1 – 23.9, 22.7)</i>	<ul style="list-style-type: none"> Develop OCP Monitoring and Evaluation Program 	Operating	●			SPCD		✓			☑	
104	<i>Develop and regularly update a series of indicators and short, medium and long-term targets through a monitoring and evaluation program (23.3)</i>	<ul style="list-style-type: none"> Develop OCP indicators (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD		✓			☑	

Legend:

☑: Action underway

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City Departments:

CCE: Communications and Civic Engagement

ED: Economic Development

EPW: Engineering and Public Works

FD: Fire Department

Fin: Finance

Legal: City Solicitors

LRS: Legislative and Regulatory

PRC: Parks, Recreation and Culture

SPCD: Sustainable Planning and Community Development

TBD: To Be Determined

VEMA: Victoria Emergency Management Agency (part of FD)

VicPD: Victoria Police Department

External Agencies:

CRD: Capital Regional District

Ed. Inst: Educational Institutions

GVPL: Greater Victoria Public Library

PCC: Provincial Capital Commission

Prov: Province

Tour. Ind.: Tourism Industry

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OCP Implementation Strategy – Medium- and Long-Term Actions (2018-2042)

Table 3 provides a consolidation of all actions that are anticipated to be implemented over the medium- or long-term timeframe, beyond 2017. The table provides a summary of actions, relevant OCP policy, funding status, departmental responsibility and general timing. The table also indicates those actions that are supported by departmental work programs, Council Priorities and Key Initiatives (2013–2015) and the 2012–2031 (20-Year) Capital Budget.

Table 3. Official Community Plan Medium- and Long-Term Implementation Actions

	Relevant OCP Policy (summarized)	Medium- to Long-Term Implementation Actions (2018–2042)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			General Timing: Ongoing, Medium- or Long- Term
				Yes	Partial	No			Dept Work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
	Land Management and Development											
1	<i>Incorporate place-based land use management into local area plans and land use regulations(6.2)</i>	<ul style="list-style-type: none"> Develop zones for selected urban place designations (through implementation of Local Area Plans) [Also see 5-Year Actions] 	Operating			●	SPCD	Legal				MT
2	<i>Prepare a Local Area Plan for Priority 1 local areas: the Douglas Corridor, Humber Green Village, Mayfair Town Centre, Quadra Village, Rock Bay (6.2)</i>	<ul style="list-style-type: none"> Implement Phase 1 Local Area Plans 	Operating/ Capital			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				OG
3	<i>Maintain and implement a detailed local area plan that supports the development of the Downtown Core Area (6.10)</i>	<ul style="list-style-type: none"> Implement Downtown Core Area Implementation Strategy 	Operating/ Capital		●		SPCD	EPW, PRC, ED, CCE	✓	✓	✓	OG
4	<i>Prepare a Local Area Plan for Priority 2 local areas: Victoria West, Fort Street Corridor, Stadacona Village, Jubilee Village, North Park Village and Oak Bay Village (6.14)</i>	<ul style="list-style-type: none"> Complete Phase 2 Local Area Plans 	Operating			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				MT

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	Relevant OCP Policy (summarized)	Medium- to Long-Term Implementation Actions (2018–2042)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			General Timing: Ongoing, Medium- or Long- Term
				Yes	Partial	No			Dept Work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
5	Prepare a Local Area Plan for Priority 2 local areas: Victoria West, Fort Street Corridor, Stadacona Village, Jubilee Village, North Park Village and Oak Bay Village (6.14)	<ul style="list-style-type: none"> Implement Phase 2 Local Area Plans 	Operating/ Capital			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				MT
6	Prepare a Local Area Plan for Priority 3 local areas: a Local Area Plan for Victoria Harbour, the Hillside Avenue Corridor and Hillside Town Centre (6.27)	<ul style="list-style-type: none"> Complete Phase 3 Local Area Plans 	Operating			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				LT
7	Prepare a Local Area Plan for Priority 3 local areas: a Local Area Plan for Victoria Harbour, the Hillside Avenue Corridor and Hillside Town Centre (6.27)	<ul style="list-style-type: none"> Implement Phase 3 Local Area Plans 	Operating			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				LT
8	Prepare Local Area Plans for Priority 4 Villages (James Bay Village, Cook Street Village, Five Points Village, Moss Street Village, Ross Bay Village, Fairfield at Irvine Village, Fernwood Village, Haultain Corners Village, Selkirk Village, Burnside at Harriet Village, Quadra at Tolmie Village) (6.20)	<ul style="list-style-type: none"> Complete Phase 4 Local Area Plans 	Operating			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				LT
9	Prepare Local Area Plans for Priority 4 Villages (James Bay Village, Cook Street Village, Five Points Village, Moss Street Village, Ross Bay Village, Fairfield at Irvine Village, Fernwood Village, Haultain Corners Village, Selkirk Village, Burnside at Harriet Village, Quadra at Tolmie Village) (6.20)	<ul style="list-style-type: none"> Implement Phase 4 Local Area Plans 	Operating			●	SPCD	EPW, PRC, CCE, ED, Legal, Fin				LT
Transportation												
10	Update road standards in a manner consistent with urban thoroughfare guidelines (7.7, 8.22, 8.59)	<ul style="list-style-type: none"> Update Streets and Traffic Bylaw for rest of City outside Downtown [See also 5-Year Actions] 	Operating			●	EPW	SPCD, Legal				MT
11	Update road standards in a manner consistent with urban thoroughfare guidelines (7.7, 8.22, 8.59)	<ul style="list-style-type: none"> Update Road Standards in Subdivision Bylaw 	Operating			●	EPW	SPCD				MT
12	Support the maintenance and implementation of BC Transit's 25 Year Transit Future Plan, including rapid and frequent transit service (7.14)	<ul style="list-style-type: none"> Implement 25 Year Transit Future Plan [See also 5-Year Actions] 	Operating/ Capital			●	BC Transit	EPW				MT
13	Participate in the joint planning and design of Douglas Street as a complete street (7.14.3)	<ul style="list-style-type: none"> Plan and design Douglas Street as a complete street [through Phase 1 Local Area Plan and 25 Year Transit Future Plan] 	Operating			●	EPW	SPCD, PRC				MT
14	Undertake a study of options for cross-town priority frequent transit service (7.14.5)	<ul style="list-style-type: none"> Participate in a study of options for potential cross-town priority frequent transit service 	Operating	●			BC Transit	EPW, SPCD				MT
15	Update the Greenways Plan (7.15, 8.21, 9.7, 10.6, 10.3.3)	<ul style="list-style-type: none"> Update Greenways Plan 	Operating			●	PRC	SPCD, EPW, CCE				LT

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	Relevant OCP Policy (summarized)	Medium- to Long-Term Implementation Actions (2018–2042)	City Funding Type	Funding Confirmed			Lead ¹	Support Dept. ¹	Complementary Priorities			General Timing: Ongoing, Medium- or Long- Term
				Yes	Partial	No			Dept Work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
16	<i>Review alignment of City bikeway and greenway networks, regional pedestrian and cycling network, and identify improvements to greenway / bikeway networks (7.16.2, 7.16.3, 14.34)</i>	<ul style="list-style-type: none"> Review Greenways network (through local area planning and Greenways Plan update) 	Operating			●	PRC	SPCD, EPW				MT
17	<i>Explore financial tools to accelerate implementation of greenways network (7.16.6)</i>	<ul style="list-style-type: none"> Develop and implement Greenways Acquisition Strategy [See also 5-Year Actions] 	Operating			●	SPCD, PRC	EPW, Fin				MT
18	<i>Prepare and maintain a Transportation Master Plan (7.25.2)</i>	<ul style="list-style-type: none"> Prepare a Transportation Master Plan 	Operating			●	EPW	SPCD				MT
Placemaking												
19	<i>Expand or establish Development Permit Areas and Heritage Conservation Areas for selected urban place designations (6.16, 8.7, 8.9)</i>	<ul style="list-style-type: none"> Amend or create new DPAs/ HCAs (through local area planning) [See also 5- Year Actions] 	Operating			●	SPCD	Legal				OG
20	<i>Extend Government Street Mall public realm improvements northward to Pembroke Street and improve connections to public space (8.24)</i>	<ul style="list-style-type: none"> Extend Government Street Mall [See also 5-Year Actions] 	Capital			●	TBD					LT
Parks and Recreation												
21	<i>Develop and implement a Parks Acquisition Strategy (9.2)</i>	<ul style="list-style-type: none"> Develop and implement Parks Acquisition Strategy 	Operating/ Capital			●	PRC					MT
22	<i>Identify future options for Royal Athletic Park (9.15)</i>	<ul style="list-style-type: none"> Develop a Strategy for Royal Athletic Park 	Operating/ Capital			●	PRC	EPW				LT
23	<i>Develop a Recreation Services and Facilities Master Plan (9.20)</i>	<ul style="list-style-type: none"> Develop and implement Recreation Services and Facilities Master Plan 	Operating			●	PRC	SPCD, CCE				MT
Environment												
24	<i>Consider designating Development Permit Areas for the purposes of environmental protection (10.2.4)</i>	<ul style="list-style-type: none"> Update or expand Environmental DPAs 	Operating			●	SPCD	PRC, Legal				MT
25	<i>Develop and maintain a Natural Assets Inventory (10.7)</i>	<ul style="list-style-type: none"> Develop a Natural Assets Inventory 	Operating			●	PRC					MT
26	<i>Explore the development of a bylaw for removal and deposition of soil within the city (10.8)</i>	<ul style="list-style-type: none"> Prepare a Soil Deposition Bylaw 	Operating			●	EPW	Legal				MT
27	<i>Establish a Development Permit Area for the east side of the Upper Selkirk Waters (10.9.2)</i>	<ul style="list-style-type: none"> Expand Development Permit Area 8 (through Environmental DPA project) 	Operating			●	SPCD	PRC, Legal				MT
28	<i>Develop management strategies and initiatives for shoreline park lands (10.9.6)</i>	<ul style="list-style-type: none"> To be determined 	Capital			●	PRC	CRD				★
29	<i>Implement management plans for Bowker Creek and Cecilia Creek (10.13.1)</i>	<ul style="list-style-type: none"> Implement Bowker Creek Blueprint 	Operating/ Capital			●	EPW	PRC SPCD				OG

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				Yes	Partial	No			Dept Work program	Council Priorities & Key Initiatives	20-Year Capital Plan	
30	Implement management plans for Bowker Creek and Cecilia Creek (10.13.1)	<ul style="list-style-type: none"> Implement Cecelia Ravine Park Management Plan 	Operating/ Capital		●		PRC					OG
Infrastructure												
31	Bridge the gap between existing infrastructure and needed physical improvements through regular review of master plans for civic facilities and services (11.5)	<ul style="list-style-type: none"> Update Facilities Capital Plan 	Operating		●		EPW					OG
32	Bridge the gap between existing infrastructure and needed physical improvements through regular review of master plans for civic facilities and services (11.5)	<ul style="list-style-type: none"> Implement and regularly review Water, Stormwater and Sanitary Sewer Master Plans 	Operating		●		EPW					OG
33	Report on the physical condition of civic infrastructure and the resources required for its maintenance, upgrade and replacement (11.6)	<ul style="list-style-type: none"> Implement Asset Management Implementation Plan [See also 5-Year Actions] 	Capital			●	EPW			✓		OG
34	Explore feasibility of variable demolition fees that encourage recovery of construction waste (11.24)	<ul style="list-style-type: none"> Review demolition fees 	Operating			●	TBD					MT
Climate Change and Energy												
35	Explore Development Permit Areas for reduction of GHGs and for Energy and Water Conservation (12.5)	<ul style="list-style-type: none"> To be developed 	Operating			●	SPCD	EPW Legal				MT ★
36	Monitor and evaluate the energy performance of civic facilities (12.6)	<ul style="list-style-type: none"> Prepare quarterly and annual energy reports 	Operating		●		EPW		✓			OG
37	Monitor and evaluate the energy performance of civic facilities (12.6)	<ul style="list-style-type: none"> Conduct energy studies for specific buildings 	Operating	●			EPW		✓		✓	OG
38	Seek opportunities for renewable and district energy systems and identify locations for facilities (12.12, 12.13, 12.14)	<ul style="list-style-type: none"> Additional actions to be determined 	Operating			●	EPW	SPCD				MT ★
39	Require new civic facilities and retrofits to satisfy a high standard for green building performance (12.15)	<ul style="list-style-type: none"> Expand Civic Green Building Policy to include all renovations 	Operating			●	EPW					MT
Housing and Homelessness												
40	Update and maintain a Comprehensive Housing Strategy (13.2., 13.36)	<ul style="list-style-type: none"> Update Comprehensive Housing Strategy 	Operating			●	SPCD					MT
41	Work with development community to promote and pilot new forms of ownership housing and ground-oriented multi-unit residential (13.34, 13.35, 13.10)	<ul style="list-style-type: none"> Establish housing pilot projects (through Housing Action Plan) 	Operating	●			SPCD		✓	✓		OG
42	Develop a Housing First approach (13.36)	<ul style="list-style-type: none"> Develop a Housing First Approach (through Comprehensive Housing Strategy) 	Operating			●	SPCD					MT

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Economy												
43	Implement the Economic Development Strategy (14.5)	<ul style="list-style-type: none"> Actions to be determined 	Operating/ Capital			●	TBD	TBD				OG ★
44	Create a priority plan for destination development through capital investment in community facilities and infrastructure (14.6)	<ul style="list-style-type: none"> Work with partners to prepare a priority plan for investment destination development 	Operating		●		Tour. Ind.	ED		✓		LT
45	Develop a neighbourhood investment program that supports economically disadvantaged populations through community economic development, capacity building, entrepreneur support and employment training initiatives (14.8 – 14.11)	<ul style="list-style-type: none"> Establish a neighbourhood investment program 	Operating			●	SPCD	PRC, Fin				MT
46	Work with partners to compare regional municipalities on property taxes, contributions to amenity funds, available density and location new regional services in the Urban Core (14.20)	<ul style="list-style-type: none"> Create a reporting program for competitive municipalities 	TBD				TBD					MT
47	Work with partners to develop a new Library in the Downtown Core (14.44, 16.17)	<ul style="list-style-type: none"> Establish new library in Downtown Core 	Capital			●	GVPL	SPCD PRC				LT
48	Explore the feasibility of a permanent facility for post-secondary institutions in the Downtown Core (14.52, 14.53)	<ul style="list-style-type: none"> Actions to be determined through discussions with educational institutions 	Operating		●		Ed. Inst	ED, SPCD		✓		LT ★
Community Well-Being												
49	Establish policies and fee structures to ensure that City programs and facilities are affordable and welcoming to all (15.2)	<ul style="list-style-type: none"> Core services of Parks, Recreation and Culture 	Operating	●			PRC		✓			OG
50	Work with partners to seek innovative opportunity to sustain, enhance and deliver recreational, educational, cultural and social programs (15.7)	<ul style="list-style-type: none"> Develop a Recreational Services and Facilities Master Plan 	Operating/ Capital			●	PRC					MT
51	Work with partners to seek innovative opportunity to sustain, enhance and deliver recreational, educational, cultural and social programs (15.7)	<ul style="list-style-type: none"> Core services of Parks, Recreation and Culture 	Operating		●		PRC		✓			OG
Arts and Culture												
52	Work with regional partners on the development and implementation of an arts strategy for the region (16.2)	<ul style="list-style-type: none"> Develop a Regional Arts Strategy (linked to Cultural Plan) 	Operating			●	CRD	PRC				MT
53	Develop and regularly update a Cultural Plan (16.9)	<ul style="list-style-type: none"> Prepare a Cultural Plan 	Operating			●	PRC	CCE				MT
54	Maintain and regularly update an inventory of cultural resources (16.10)	<ul style="list-style-type: none"> Maintain a Cultural Resource Inventory 	Operating		●		PRC					OG
55	Participate in a regional arts facility assessment study (16.13)	<ul style="list-style-type: none"> Conduct an Arts Facility Assessment (linked to Cultural Plan) 	Operating			●	CRD	PRC				MT

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56	<i>Develop a performance location for major outdoor events in a permanent and highly accessible public space (16.18)</i>	<ul style="list-style-type: none"> Establish a performance location for outdoor events [See also 5-Year Actions] 	Capital			●	PRC	TBD				MT-LT ★
Food Systems												
57	<i>Develop voluntary guidelines for food production in multi-unit, mixed-use developments and other types of housing (17.12)</i>	<ul style="list-style-type: none"> Develop voluntary food production guidelines for development 	Operating			●	SPCD					MT
58	<i>Review regulations to support the keeping of small livestock (17.13)</i>	<ul style="list-style-type: none"> Review of Animal Control Bylaw for keeping of small livestock 	Operating			●	LRS					MT
59	<i>Explore expanded small-scale commercial urban agriculture through a review of policy and regulations (17.14)</i>	<ul style="list-style-type: none"> Update zones (through Comprehensive Update of Zoning Regulation Bylaw) 	Operating			●	SPCD	Legal				MT
60	<i>Explore expanded street food vending opportunities (17.16)</i>	<ul style="list-style-type: none"> Conduct a street food vending policy review 	Operating			●	LRS	SPCD				MT
Emergency Management												
61	<i>Develop and regularly update a framework for recovery that identifies priorities for critical infrastructure reinstatement (18.9)</i>	<ul style="list-style-type: none"> Regularly update Post-Disaster Recovery Plan 	Operating			●	VEMA	SPCD, EPW				MT
62	<i>Identify short and long-term food supply and infrastructure needs as part of a critical infrastructure assessment (17.22)</i>	<ul style="list-style-type: none"> Identify emergency food supply infrastructure and needs 	Operating			●	VEMA	SPCD CRD				MT
Plan Administration												
63	<i>Update and amend existing plans, policies and bylaws to be consistent with the OCP (19.2)</i>	<ul style="list-style-type: none"> Update zones (through ongoing review of Zoning Regulation Bylaw) [See also 5-Year Actions] 				●	SPCD	Legal				MT
64	<i>Review and Update Zoning Regulation Bylaw (19.4)</i>	<ul style="list-style-type: none"> Conduct local area- and topic-specific updates of Zoning Regulation Bylaw (through Local Area Planning and Zoning Bylaw Improvement Project) 	Operating			●	SPCD	Legal				OG
Local Area Planning												
65	<i>Develop and implement program of local area planning (20.1)</i>	<ul style="list-style-type: none"> Develop Local Area Planning Terms of Reference 	Operating	●			SPCD		✓	✓		OG
66	<i>Review local area planning priorities at regular intervals (20.4)</i>	<ul style="list-style-type: none"> Establish criteria and process for reviewing local area planning priorities 	Operating	●			SPCD		✓			OG

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	Adaptive Management											
67	<i>Prepare and publicly present an annual status report on OCP implementation (22.9, 22.3.3)</i>	<ul style="list-style-type: none"> Develop Annual Status Report (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD		✓			OG
68	<i>Prepare a monitoring and evaluation report that provides comprehensive information on plan progress (22.11, 22.3.5, 23.7)</i>	<ul style="list-style-type: none"> Develop 5-Year State of the City Report (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD		✓			OG
	Monitoring and Evaluation											
69	<i>Develop and regularly update a series of indicators and short, medium and long-term targets through a monitoring and evaluation program (23.3)</i>	<ul style="list-style-type: none"> Develop OCP indicators (through OCP Monitoring & Evaluation Program) 	Operating	●			SPCD		✓			OG

Legend:

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City Departments:

CCE: Communications and Civic Engagement
ED: Economic Development
EPW: Engineering and Public Works
FD: Fire Department
Fin: Finance
Legal: City Solicitors
LRS: Legislative and Regulatory
PRC: Parks, Recreation and Culture
SPCD: Sustainable Planning and Community Development
TBD: To Be Determined

VEMA: Victoria Emergency Management Agency (part of FD)
VicPD: Victoria Police Department

External Agencies:

CRD: Capital Regional District
Ed. Inst: Educational Institutions
GVPL: Greater Victoria Public Library
PCC: Provincial Capital Commission
Prov: Province
Tour. Ind.: Tourism Industry

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