

14. Action Plan

The action plan provides a high-level list of actions identified in this Plan. Implementation of this action plan must be balanced with available resources and other City priorities. The improvements may be accomplished through a combination of funding sources including City capital programming, amenity contributions from development, senior government grants, and partnerships with other public, non-profit or private entities.

Plan Monitoring

14.1. Periodic Monitoring and Adaptive Management

The action plan is to be used as a working document and should be reviewed periodically (every 3-5 years) with the community as part of monitoring and adaptive management of the plan, in order to consider changing circumstances, desires and progress made.

14.2. Neighbourhood-based initiatives

While City resources are limited, stakeholders are encouraged to seek other means of furthering priorities in this plan, including local improvement districts, partnerships, grant funding, and other sources of funding to advance objectives in this plan.

Action Plan

| Topic | Short-term Actions (2018-2020) | Year | Lead | Funded? |
|------------------------------------|--|------|------|---------|
| Transportation and Mobility | Make pavement improvements on Vancouver Street between Fairfield Road and Southgate Street, and on Meares Street east of Cook Street | 2018 | EPW | √ |
| | Improve sidewalk on Pendergast Street between Vancouver Street and Heywood Avenue | 2018 | EPW | √ |
| | Develop an all ages and abilities route along Fort Street from Wharf Street to Cook Street | 2018 | EPW | √ |
| | Complete an all ages and abilities route along Humboldt Street and Pakington Street from Government Street to Cook Street | 2018 | EPW | √ |
| | Make pavement improvements at the Cook Street and Fairfield Road intersection | 2018 | EPW | √ |
| | Complete an all ages and abilities route along Cook Street between Pandora Avenue and Pakington Street | 2018 | EPW | √ |
| | Complete pilot active transportation treatment to improve mobility for all ages and abilities on Richardson Street | 2019 | EPW | |

* SPCD: Sustainable Planning and Community Development Department, EPW: Engineering and Public Works Department, PRF: Parks, Recreation and Facilities Department

Action Plan, cont'd.

| Topic | Short-term Actions (2018-2020) | Year | Lead | Funded? |
|---|--|--|------|---------|
| Transportation and Mobility, cont'd. | Complete an all ages and abilities route from Humboldt Street to the Dallas Road waterfront via Vancouver Street and Beacon Hill Park | 2019 | EPW | |
| | Complete an all ages and abilities route along Dallas Road from Ogden Point to Clover Point in association with wastewater treatment works | 2018-2020 | EPW | |
| | Develop a parking management strategy for the Cook Street Village area | 2018-2019 | EPW | √ |
| | Assess transportation conditions at the following locations and update Neighbourhood Plan and Action Plan with suggested improvements, as warranted: <ul style="list-style-type: none"> Fairfield Road between St. Charles Street and Cook Street – for pedestrian and cyclist comfort and safety, visibility, and crossings. Priority areas include the entrance to Fairfield Plaza, Fairfield Road at Moss Street, and Fairfield Road at St. Charles Street Sir James Douglas School area – for pedestrian crossing and safety. Priority areas include Moss Street at Thurlow Road, and Thurlow Road at Durban Street St. Charles Street – for speed, pedestrian comfort and safety, and crossings. Priority areas include St. Charles Street at Richardson Street, and at Brooke Street. Quadra Street at McClure Street – for pedestrian safety and crossing improvements Quadra Street at Southgate Street – for crossing improvements and visibility Collinson Street at Cook Street – for speed, volume and cut through traffic Heywood Avenue – for speed and volume Bushby Street – for speed and volume May Street – for speed and volume | 2019 (subject to 2019 budget request) | EPW | |
| Parks, Open Spaces and Urban Forest | Engage Songhees and Esquimalt to determine appropriate recognition of special places | TBD | PRF | |
| | Develop an Urban Forest Action Plan to guide the implementation of the Urban Forest Master Plan | TBD | PRF | |
| | Develop a process to identify trees of significance in Fairfield on both public and private land. | 2018 | PRF | |

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| Topic | Short-term Actions (2018-2020) | Year | Lead | Funded? |
|--------------------------|---|--------------------------------------|------|---------|
| Residential Areas | Update zoning and guidelines for Small Lot Houses to support suites in small lot houses, and to discourage small lot subdivision in certain areas identified in Chapter 6 | 2018 | SPCD | √ |
| | Adopt design guidelines for urban residential development along Cook Street and Fairfield Road | 2018 – concurrent with plan adoption | SPCD | √ |
| | Adopt design guidelines for townhouses in Fairfield Neighbourhood | 2018 – concurrent with plan adoption | SPCD | √ |
| | Update zoning and design guidelines to support the guidance for duplexes in this plan | 2018 | SPCD | √ |
| | Update zoning to permit a secondary suite and garden suite, or two secondary suites, where an existing house is retained | 2018 | SPCD | √ |
| | Update zoning to support the land use and urban design goals in this plan for Urban Residential areas | 2018-2020 | SPCD | √ |
| | Develop zoning, and adopt additional design guidelines as needed, to support the guidance for the various intensive residential infill housing types (townhouses, houseplexes) in this plan | 2018-2020 | SPCD | √ |
| | Adopt design guidelines for large and small urban villages in Fairfield | 2018 – concurrent with plan adoption | SPCD | √ |
| | Develop zoning for urban villages in order to guide rezoning applications in meeting the land use and urban design objectives of this plan | 2018 - 2020 | SPCD | √ |
| | Develop zoning for Urban Residential and Core Residential areas in order to guide rezoning applications in meeting the land use and urban design objectives of this plan | 2018-2020 | SPCD | √ |
| | Develop city-wide Inclusionary Housing Policy | 2018 | SPCD | √ |

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Action Plan, cont'd.

| Topic | Short-term Actions (2018-2020) | Year | Lead | Funded? |
|---|--|--------------------------------------|------------------|---------|
| Housing Affordability | Complete the Market Rental Retention Study (MaRRS) and propose strategies to revitalize rental housing stock in Fairfield while encouraging affordability | 2018 and future years | SPCD | √ |
| | Update the House Conversion Regulations to support the addition of habitable space through lifting a house or sensitive additions | 2018 - 2020 | SPCD | √ |
| Infrastructure, Environment and Sustainability | Include considerations for urban forest and stormwater management in development permit guidelines for townhouses | 2018 – concurrent with plan adoption | SPCD | √ |
| | Complete the Sanitary Sewer Master Plan | 2018 | EPW | √ |
| | Adopt the BC Energy Step Code (City-wide) | 2018 | EPW | √ |
| | Complete the Climate Leadership Plan (City-wide) | 2018 | EPW | √ |
| | Develop a sustainability checklist for new development (City-wide) | 2018 - 2020 | EPW | √ |
| | Propose a city-wide requirement for new development to manage rain-water on-site | 2018 | EPW | √ |
| | Adopt bicycle parking requirements as part of the update of the off-street parking regulations in the Zoning Regulation Bylaw | 2018 | SPCD | √ |
| | Identify strategies to mitigate impacts of climate change and sea level rise as part of the City's Climate Leadership Plan | 2018 | EPW | √ |
| | Develop a city-wide Electric Vehicle Strategy | 2018-2020 | EPW | √ |
| Arts, Culture and Placemaking | Consider opportunities for a public art or placemaking project through the City's Artist in Residence program | 2018-2020 | Arts and Culture | √ |
| | Through implementation of the Create Victoria Arts and Culture Master Plan, explore a strategy to support home-based businesses | 2018-2020 | Arts and Culture | |
| | Approach the Greater Victoria School District to seek a shared-use agreement to make school facilities more broadly available for community programming, sports, indoor and outdoor gathering. | 2018-2020 | PRF | √ |

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| Topic | Medium-term Actions (2020-2027) | Lead | Funded? |
|--|--|------|---------|
| Transportation and Mobility | Design and complete all ages and abilities route along Cook Street from Pakington Street to Dallas Road (through Street Village) | EPW | |
| | Complete all ages and abilities route on Richardson Street | EPW | |
| | Assess north-south streets between Fairfield Road and Richardson Street for cut-through traffic and methods for mitigation, as part of the pilot active transportation treatments for Richardson Street, and development of the Richardson Street all ages and abilities route | EPW | |
| Parks, Open Spaces and Urban Forest | Upgrade playground in Chapman Park | PRF | |

| Topic | Long-Term Actions (2030+) | Lead | Funded? |
|--|--|------|---------|
| Transportation and Mobility | Complete implementation of Active Transportation Network consistent with this plan and other city-wide plans (Bicycle Master Plan, Pedestrian Master Plan) | EPW | |
| Parks, Open Spaces and Urban Forest | Develop a long-term plan to guide improvements for Beacon Hill Park | PRF | |
| | Develop a park improvement plan for waterfront parks in Fairfield | PRF | |
| | Develop a park improvement plan for Robert J. Porter Park | PRF | |

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Action Plan, cont'd.

| Topic | Ongoing Actions (Operational) | Lead | Funded? |
|---|--|------|---------|
| Transportation and Mobility | Complete minor bicycle and pedestrian improvements as resources allow and as streets are resurfaced | EPW | |
| Parks, Open Spaces and Urban Forest | When replacing aging chestnut trees In Cook Street Village, plant new chestnut trees that over the medium to longer term will maintain the character of the area | PRF | |
| | Continue to implement the recommendations identified in the Pioneer Square Management Plan | PRF | |
| | Continue to manage the urban forest on public lands including boulevards and parks | PRF | |
| Heritage | Continue to support voluntary applications for properties proposed to be added to the City's Register of Heritage Properties, or for designation | SPCD | |
| Infrastructure, Environment and Sustainability | Continue underground infrastructure upgrades consistent with City Master Plans | EPW | |
| | Identify opportunities for stormwater management on public lands and streets as part of road resurfacing, active transportation projects and other opportunities, as resources allow | EPW | |

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Appendix A - Glossary of Terms

Adaptive Re-use: The process of re-using a building for a purpose other than which it was built for.

All Ages and Abilities Network (AAA): A city-wide connected grid of safe connected bicycle routes across the entire city. The All Ages and Abilities bike routes will consist of physically separated bike lanes as well as shared roadways and multi-use trails.

Apartment: A dwelling located in a multi-story, multi-unit building that accesses the ground via shared corridors, entrances and exits.

Attached Housing: Any form of housing where more than two individual dwellings are structurally attached including duplexes, townhouses, row-houses, and apartments, regardless of tenure.

Building Separation: The horizontal distance between two buildings.

Density: The number of dwelling units on a site expressed in dwelling units per acre (u.p.a) or units per hectare (u.p.ha) or Floor Space Ratio (FSR)

Duplex: A two-unit dwelling.

Dwelling Unit: Any room or suite of rooms, intended for use by one household exclusively as a place of residence.

Fee Simple: Private ownership of property with no strata-title ownership or obligations.

Rowhouse (Fee Simple): Three or more dwelling units, located side by side and separated by common party walls extending from foundation to roof, where each unit is privately owned with no strata-title ownership or obligations.

Floor Space Ratio (FSR): The ratio of the total floor area of a building to the area of the lot on which it is situated.

Fourplex: Four self-contained housing units sharing a dividing partition or common wall.

Frequent Transit: Transit service that provides medium to high density land use corridors with a convenient, reliable, and frequent (15 minutes or better) transit service all day long. The goal of the Frequent Transit network is to allow people to spontaneously travel without having to consult a transit schedule and is characterized by transit priority, right-of-way improvements, a high level of transit stop amenities, and corridor branding.

Green Building: (also known as green construction or sustainable building) refers to both a structure and the using of processes that are environmentally responsible and resource-efficient throughout a building's life-cycle: from siting to design, construction, operation, maintenance, renovation, and demolition.

Ground-Oriented Housing: A residential unit that has individual and direct access to the ground, whether detached or attached, including single-detached dwellings, duplexes, rowhouses and townhouses, as well as the principal unit and secondary suite in a single-detached dwelling.

Heritage Conservation: Includes, in relation to heritage, any activity undertaken to protect, preserve or enhance the heritage value or heritage character (including but not limited to character-defining elements) of heritage property or an area.

Heritage Designation: Bylaw to protect a heritage property that is formally recognized for its heritage value from exterior alterations, removal or demolition without the approval of City Council.

Heritage Property: A structure, building, group of buildings, district, landscape, archaeological site or other place in Canada that has been formally recognized for its heritage value.

Heritage Register: A list of property that is formally recognized by the local government to have heritage value or heritage character.

Heritage Value: The historic, cultural, aesthetic, scientific or educational worth or usefulness of (heritage) property or an area.

House Conversion: The change of use of a building constructed as a single family dwelling or duplex, to create more housing units.

Housing (Dwelling) Unit: Any room or suite of rooms, intended for use by one household exclusively as a place of residence.

Infill Housing: Additional housing inserted into an existing neighbourhood through additional units built on the same lot, by dividing existing homes into multiple units, or by creating new residential lots through subdivision. In the Fairfield Neighbourhood, this term refers specifically to the addition of housing within the Traditional Residential areas, including duplexes, triplexes, rowhouses, townhouses and small lot houses and other housing with suites.

Intensive: See intensification

Intensification: The development of a property, site or area at a higher density than currently exists through: a) redevelopment; b) the development of vacant and/or underutilized lots within previously developed area; c) infill development; and d) the expansion or conversion of existing buildings.

Low-Rise: A building four storeys or less in height.

Natural Areas: An area characterized primarily by vegetation, landscape and other natural features.

Mixed Use: Different uses in relatively close proximity either in the same building (e.g. apartments above a store) or on the same site or, when referring to an area or district, on an adjacent site (e.g. light industry adjacent to an office building).