



# SUSTAINABLE MOBILITY STRATEGY





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WE'VE ALL  
BEEN TOLD,  
"IT'S ABOUT  
THE JOURNEY,  
NOT THE  
DESTINATION."

But, as the transportation landscape rapidly changes, our journeys are starting to look a whole lot different.

Society has seen several changes in transportation over the decades. Shared, electric, smart mobility services and transportation networks are just as innovative today as the bicycle, airplane or combustion engine once were. How we move will change as a result of how we address climate and public health crises, cultural trends like an aging population and increased diversity, and shifts in technology, such as digital payment systems, autonomous vehicles, and real time data. In short, how people, goods and services move through our growing city will continue to evolve.

This is why GoVictoria is so important. As a municipality we need to acknowledge the role we have in shaping quality of life for residents today, and for generations to come, through our mobility networks. Our job is to make healthy, sustainable, and accessible transportation choices easy – through simple, practical, and affordable solutions for Victoria. These solutions include accessible mobility options, active transportation, high-occupancy modes like transit, cleaner vehicles and high quality urban environments that are welcoming to all. We have to foster creativity, drive innovation, and adjust our policy and programs with the recognition that Victoria is positioned to be a “fast follower”.

Now more than ever, the transportation experience has to be flexible as we consider the uncertainties facing our planet. We need our streets to support recreation, community vitality and mobility at the same time. We also need to deploy best practices in terms of protecting human health and safety and using our public right-of-way to support economic and social recovery following disruptions.

Transportation services and systems will continue to be challenged. We will face new risks, new opportunities and new ways of thinking about mobility. **Grounded by our values, Victoria is ready to respond to the challenges ahead and realize our vision of clean, seamless mobility options for everyone.**





THE CITY IS LOCATED  
ON THE HOMELANDS  
OF THE SONGHEES AND  
ESQUIMALT PEOPLE.

Part of the Coast Salish family, the Songhees and Esquimalt Nations are descendants of the Lekwungen family groups. The Lekwungen People hunted and gathered here for thousands of years before European exploration and commonly used canoes for longer-distance transport.



Songhees family at the head of James Bay, 1875



# OUR MOBILITY STRATEGY - GOVICTORIA

The City of Victoria's Sustainable Mobility Strategy was adopted in 2019 and confirms our mobility values, policy positions, and key initiatives surrounding mobility. GoVictoria succeeds past transportation plans and introduces a single mobility strategy that reflect the inter-connectedness and inter-dependencies of all mobility networks - modal transportation plans supplement GoVictoria. This holistic and integrated approach intends to deliver more effective planning and decision making across the transportation 'system of systems'.

This work began with analysis of the city and regional transportation patterns and was informed by engagement with community and transportation stakeholders. GoVictoria identifies the City's mobility values shared by the community, such as safety, equity, affordability, liveability, climate action and accessibility.

The Strategy intends to address significant advancements occurring in the mobility space, such as the introduction of new mobility modes, shared mobility services, ride hailing and e-mobility devices. The new players in our mobility ecosystem compel the City to value, manage and allocate the limited space in our streets, sidewalks and along the curb. New policies, tools and programs will be required to address these changes so that we can meet the needs of the community for generations to come.







## WHY MOBILITY MATTERS

When designed well, our mobility systems can be enablers for a high quality-of-life in our community — getting us places safely, on time, and comfortably.

Though many things are changing, the space available in our city for mobility infrastructure is relatively fixed. We must find new ways of designing and managing our networks so we can capitalize on new and emerging opportunities to best meet the needs of our community.

## WHY MOBILITY MATTERS



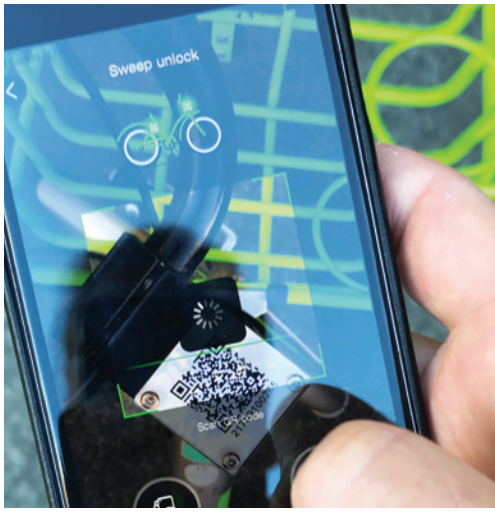
### INJURIES AND FATALITIES

In 2016, five people per week suffered injury as result of traffic collisions on Victoria's roads. Between 2007 and 2016, an average of 2 people a year died as a result of traffic collisions. While only 6% of Canadians commuted on foot last year, pedestrians accounted for 18% of fatalities in motor vehicle incidents. Further, 72% of all collisions happen at intersections in Victoria and one third of all collisions happen on just 7% of our road network. Safe designs, education, and enforcement can eliminate traffic deaths and injuries from our streets, keeping everyone safe no matter how they travel.

### HEALTH AND WELL-BEING

Nearly 70% of Canadian adults and over 90% of Canadian children and youth are not getting the recommended levels of daily physical activity. Walkable, compact communities support short, active trips that increase daily physical activity. Making active transportation options accessible to people of all ages and abilities keeps everyone in our community healthier and more productive. Zero emissions vehicles, alongside active transportation and public transit, supports improved air quality in our city.





## WHY MOBILITY MATTERS

### AFFORDABILITY

Vehicle ownership is expensive, and family commuting costs can quickly add up. The median car price in BC is approximately \$500 per month, plus fuel, insurance, parking and maintenance costs. More affordable mobility options that out-perform the convenience of the personal vehicle can drastically reduce household expenses.

### CONGESTION

Congestion during peak commute times is at an all-time high, it can take up to 45 - 60 minutes commuting to get in and out of the downtown from surrounding municipalities. Nearly three quarters of personal vehicles are occupied by only one person. Increased development pressures from outside the City continue to exacerbate highway congestion and trip duration. GoVictoria can help target investments to improve the efficiency of our networks for all modes of travel.

### REGIONAL HUB & CAPITAL DESTINATION

As the centre for employment and urban activity, the City plays an important role in overall regional transportation effectiveness and efficiency. More work must be done with all regional partners to create systems that sustainably service regional demand.

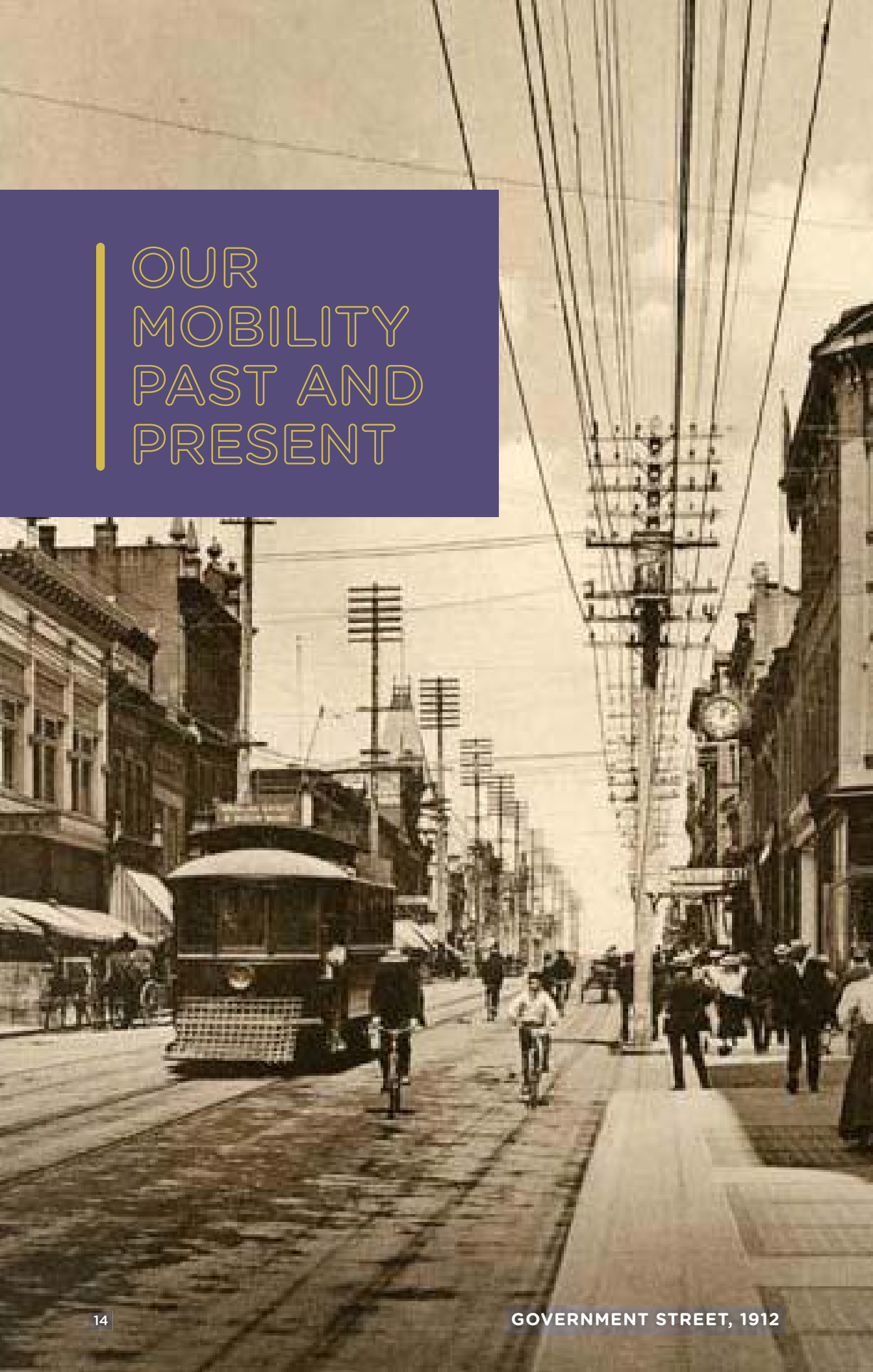
### TECHNOLOGY AND MOBILITY SERVICES

Technology is driving the rapidly changing face of mobility. Electrification, automation, smart-technologies, data, micro-mobility options, ride share, mode share, vehicle share, and other innovative services are all coming on line. The City has the opportunity to develop tools, policies and regulations to effectively manage these in a manner that delivers benefits to all, and avoids unintended consequences.

### CLIMATE CHANGE AND SUSTAINABILITY

Transportation, of all forms, is responsible for 40% of GHG emissions in Victoria. A resilient and low-carbon transportation system is an essential part of meeting the City's climate action targets of 80% GHG reduction and 100% renewable energy, by 2050. Climate considerations are a central focus in GoVictoria - not only to reduce emissions but prepare our services and infrastructures for anticipated climate impacts.





## OUR MOBILITY PAST AND PRESENT

Victoria is the provincial capital and a major employment, tourism, and cultural destination. It boasts a mature mobility network connecting walkable neighbourhood villages and the downtown supporting residents, workers, and visitors alike.

At a regional scale, each of the transportation systems are governed, financed, operated and maintained by various local, regional, provincial and federal transportation agencies and organizations. In most cases, municipalities, BC Transit, and the Province have worked together to manage existing facilities as well as plan future improvements and investments to best support inter-regional travel patterns.

The City continues to absorb much of the region's growth in employment with 5.4% job growth between 2011 and 2016. Each day, nearly 40,000 commuter trips are made into Victoria. Trips in the region during commuter peak periods comprise almost half of all daily trips. Increased numbers of newcomers and immigrants will benefit from easy to use welcoming wayfinding, affordable mobility options, and effective public transit service. New families with young children and those older than 65 are the fastest growing segment of Victoria's population.

To meet the demands of a growing population and a thriving economy, it is imperative that we invest in and optimize our aging transportation infrastructure. Public transit must become the best transportation solution, and our roads, bridges, and marine infrastructure modernized. We must also invest in sustainable transportation modes such as walking, biking, and micro-mobility, and encourage a citywide transition to sustainable fuels to avoid the most severe impacts of climate change.

Victoria is a city rich in history and heritage, to learn about mobility in Western Canada's second oldest city, see Appendix B.

**VICTORIA IS  
HOME TO OVER  
90,000 JOBS AND  
IS THE ECONOMIC  
HUB OF THE CAPITAL  
REGIONAL DISTRICT.**

# PREPARING FOR OUR MOBILITY FUTURE



In order to meet the needs of current and future generations, the City's mobility systems and networks must continue to evolve and respond to population growth, congestion, development changes, climate change and other major forces.

Over the next 20 years, the Greater Victoria region is projected to grow from 412,000 people to nearly 494,000 people. Regional forecasts prepared by the CRD indicate that the number of daily travel trips across the region will increase from 1.1M trips per day to 1.3M trips per day (a 20% increase). In a city with limited space, careful planning is required to prepare for these changes.

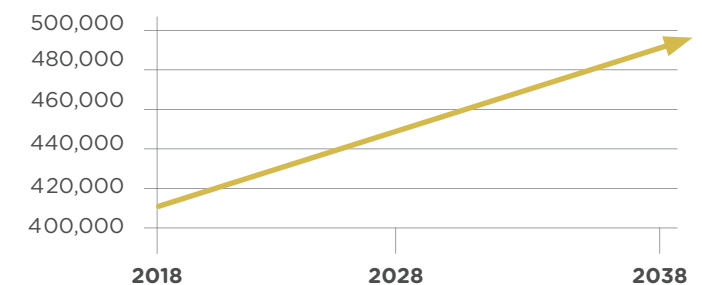
Our mobility infrastructure needs to be effective, affordable, attractive and sustainable. Transportation technology is responding to these important needs and new and disruptive technology advances are occurring at a high pace in areas like automation, electrification, micro-mobility, Mobility as a Service, and others. Victoria has to stay abreast of these emerging changes, but also has a core responsibility to manage and sustain our aging infrastructure with intelligent network design, asset configuration and operations, improved

safety, and improved levels of services for mobility modes that have been historically under served. All of these requirements can be addressed by GoVictoria.

The City of Victoria has historically managed transportation systems based on a modal approach. This approach has delivered individual plans for various asset or mode-groups such as traffic, parking, logistics, walking, cycling, transit, traffic lights, pavement, and sidewalk plans. A more sophisticated, holistic and systematic approach to transportation planning, design, operations and through-life management of both networks and assets is required. GoVictoria defines the complimentary actions and strategies needed to optimize sustainable mobility performance, and is essential to improving quality of life in our community.

IN 20 YEARS  
DAILY TRAVEL TRIPS  
ACROSS THE REGION  
ARE EXPECTED  
TO INCREASE  
BY 20%

POPULATION GROWTH | 2018 - 2038







# HOW WE DEVELOPED GOVICTORIA

## HOW WE DEVELOPED GOVICTORIA

To better understand the challenges Victoria is facing and identify gaps in our ability to meet the future needs of our city and residents, City staff engaged with the public, neighbouring municipalities, agency partners, neighbourhood associations, service providers, experts, and institutional groups.

The City used public events, newsletters, its website and social media channels and an interactive kick-off event to generate interest in the engagement process. Staff attended community events and festivals throughout the year to connect with residents and visitors about what they valued, transportation challenges and new opportunities. The City hosted focus groups, presentations and discussions with local and regional road safety partners, adjacent municipalities, major employers, Island Health, post-secondary institutions, neighbourhood associations and sustainable development advocates throughout 2019. Input was gathered


from non profit organizations, business leaders, logistics companies, new mobility service providers, City advisory committees, tourism associations, tech companies, landlords, and representatives of seniors, newcomers, immigrants, people with disabilities and youth.


In addition to targeted engagements, the City relied on established relationships for feedback on transportation design, planning, operations, and maintenance issues. Through this process, the project team deepened its understanding of the issues and factors that impact how people, goods and services move to, from and within our city.




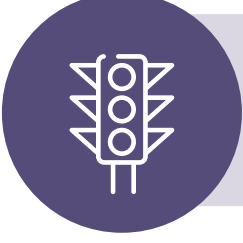



SOME OF THE KEY THEMES THAT EMERGED WERE:

- 

Interest in **diverse transportation options**, including new carshare models, EV charging stations, ride-hail services, electric bikes, and new types of personal mobility devices
- 

Support for **continued improvements to sidewalks and pedestrian crossings** to ensure connections are safe, accessible, and attractive.
- 

Desire to **focus on safety improvements**, such as improved street designs, education, and enforcement.
- 

Concerns about **increased commuter traffic** and impacts to congestion and pollution, and that this is exasperated during the tourism season.
- 

The **pace of mobility services and technologies** are sometimes changing faster than municipal or provincial regulations

SOME OF THE KEY THEMES THAT EMERGED WERE:

- 

Concerns about **parking** shortages including short-term and long-term options, accessible parking for people with disabilities and secure bicycle parking.
- 

There are opportunities to **be more creative with on-street and off-street parking** to support those who need to drive, while investing in reliable and safe options for those who do not.
- 

Delivering goods and providing services is not easy – there is increasingly **more competition for curb space** for vehicles of all sizes.
- 

Support for **improved local and regional transit** included a rapid bus network, more frequent service to destinations, improved reliability, and well-designed connections and transit stations.
- 

Desire to be near work, near transit and **have easy access** to shopping and community amenities.





# OFFICIAL COMMUNITY PLAN

## OFFICIAL COMMUNITY PLAN

GoVictoria builds on Victoria's Official Community Plan (OCP), our guiding document for achieving long-term land use and sustainability goals. Specifically, GoVictoria considers the existing goals and Policy Positions outlined in the Transportation section.

The Policy Positions contained in GoVictoria will help guide city planning, land use and development, and provide a basis for continued partnerships, operating and capital investments.

Coordinated mobility planning and investments with the Province of BC, local governments and agency partners will continue to remain a top priority. The City will also seek opportunities to coordinate with private development to harness private capital investments in order to rehabilitate, expand and connect mobility infrastructure.

As the City renews its OCP in future years, critical elements to consider include:

- Population growth
- Changes in land use density, the built form and public realm
- Technology adoption
- Transit system investments and network changes
- Road network function and performance
- Marine, air, rail and ferry services and infrastructure development

## OFFICIAL COMMUNITY PLAN VISION

Victoria is an urban sustainability leader inspiring innovation, pride and progress towards greater ecological integrity, livability, economic vitality, and community resiliency confronting the changes facing society and the planet today and for generations to come, while building on Victoria's strengths as a harbour-centred, historic, capital city that provides exceptional quality of life through a beautiful natural setting, walkable neighbourhoods of unique character, and a thriving Downtown that is the heart of the region.





## OFFICIAL COMMUNITY PLAN

Implementation of the Official Community Plan happens through policy, programs, capital investments and private development. GoVictoria helps accelerate desired mobility outcomes and achieve equity and advance accessibility within our community.

### LOCAL AREA PLANNING

People often think of corridors as something you move along – a route to and from somewhere, but they are also destinations. Local area planning is the process that the City of Victoria uses to guide long term growth and change at a neighbourhood scale to achieve the OCP. It is based on villages and corridors and helps to advance the larger body of city-wide goals, policies, and strategic directions.

Within the context of GoVictoria, corridors are places for people, places where all forms of sustainable mobility can happen, places where housing and businesses can grow and flourish (See Policy Position 1).

### EQUITY WITHIN THE COMMUNITY

Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal benefits and outcomes – whether through participation in project and policy planning initiatives or the use of city investments in infrastructure and services.

An equity lens helps to identify areas in need so that mobility projects and programs can be prioritized. This is useful for city-wide capital planning to ensure our mobility values are integrated with our implementation priorities and how we measure progress (See Achieving our Key Initiatives).

### ADVANCEMENT OF ACCESSIBILITY

Mobility relates to the ease of moving, whereas accessibility may address the ease of reaching and navigating desired destinations. By identifying, removing, and preventing barriers in our mobility systems, we can support the well-being and independence of people with disabilities.

Planning for accessibility considers safer public and private transportation systems and incorporates investments related to rights of way, land use, and development which reduce barriers and effort required to access important destinations and services (See Key Initiative 3).





# OUR MOBILITY FUTURE

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## OUR MOBILITY FUTURE

The City of Victoria is not alone when it comes to managing the pace of mobility change. Many other cities across North America and around the world are grappling with how to adapt their existing systems to support different users, constrained by limited physical space and competing demands.

Allocating space differently to support new modes, new uses and travel patterns is not easy. Changes to parking, intersection and road design, traffic routes, and transit service requires investment, time, education, awareness, engagement and enforcement. In many cases these changes require new policies and regulations to manage new and emerging business models, and new technology and systems to protect the public good, while making room for new and beneficial services, like ride hailing, ride sharing, micro mobility, shared mobility, electrification, increased pedestrian realm, and other changes.

To meet the demands of a growing population and support a thriving economy, it is imperative that we invest in and optimize our aging transportation infrastructure. Public transit must become preferred over private vehicles, and our roads, bridges, and marine infrastructure modernized. We must also invest in sustainable transportation modes such as walking, biking, and micro-mobility, and encourage a citywide transition to sustainable fuels to avoid the most severe impacts of climate change.







# OUR MOBILITY VALUES

## OUR MOBILITY VALUES

The values that we have surrounding mobility shape and direct our priorities and actions. As a part of the community feedback we have heard, five values consistently rise to the top of discussions:

## OUR MOBILITY VALUES



Safety



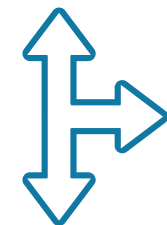
Liveability and  
well being



Equity and  
affordability



Climate  
action



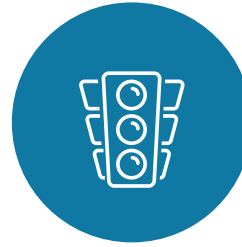
Accessibility and  
connectivity

As a municipality we need to acknowledge the role we have in shaping quality of life for residents today, and for generations to come, through our mobility networks. Grounded by our values, Victoria is ready to respond to the challenges ahead and realize our mobility vision.





## OUR MOBILITY VALUES



### SAFETY

We should **prioritize our most vulnerable users**, particularly the young and elderly travelers, by making investments to prevent and eliminate traffic deaths and serious injuries, especially along high-collision corridors and intersections.



### LIVEABILITY AND WELL-BEING

Our downtown and village centres should provide opportunities to meet our daily needs and to live more active, healthy lives. Victoria residents should be able to **access businesses, services and community resources or a frequent transit route within a short walk**. Victoria will continue to be a city of town centres and villages where housing, employment, services, and recreation come together to create complete communities.



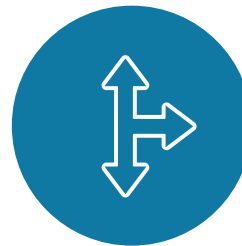
### EQUITY AND AFFORDABILITY

Household transportation costs are often the second highest monthly expense for residents, after housing. All people in Victoria should have **access to sustainable and affordable mobility options** no matter who they are, where they live or what abilities they have. We should address disparities and increase access to opportunity for vulnerable, underserved populations by focusing improvements in areas with the greatest need and where people rely on walking, bicycling, and transit the most.



### CLIMATE ACTION

Moving people, goods, and services around Victoria should generate **no greenhouse gas (GHG) emissions** and our services and infrastructure should be **resilient to climate change impacts**.



### ACCESSIBILITY AND CONNECTIVITY

We should **expand mobility choices and networks to better connect and strengthen our city, neighborhoods and region**. Travel modes should be seamlessly integrated to create a system that enhances access and provides new opportunities for all residents. Our streets and rights-of-way should be designed and managed to give priority to people walking, bicycling, taking transit, and delivering goods over people driving single occupancy vehicles, supported through Victoria's Official Community Plan.





# OUR MOBILITY VISION

## OUR MOBILITY FUTURE

GoVictoria is more than a strategy document – it sets the stage for prioritizing key initiatives to support road safety, climate action, equity, and affordability. With clarity on our shared values and vision of success, we can navigate the changes ahead to achieve our mobility future.

Many things on our planet are changing – as we battle global crises of public health, climate change, and road safety, we cannot miss any opportunity to prioritize comprehensive sustainable mobility. Now is the time to respond by building infrastructure for and making space on our streets to better accommodate and prioritize transit, active transportation, and micro-mobility. This must happen in conjunction with enacting policies which keep road users safe, enable rapid electrification and facilitate the diversification of goods and services delivery. Resiliency within our transportation systems means taking a whole-system approach to address the social, environmental, and economic issues we face.

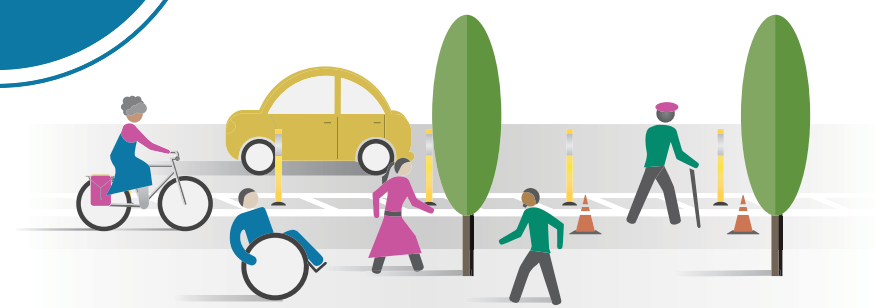
### MISSION

Our mission can be defined as what the City should do each day to deliver the highest mobility benefit in our community:

*Stewarding and transforming the right-of-way to meet the demands of our growing city; increasing access to mobility choices, opportunities, and services; and promoting equity, accessibility, and environmental health through our transportation investments.*

### VISION

Our vision defines the end game to optimize the efficiency and performance of our transportation and mobility options. Alongside our community and transportation partners, we'll get there together.







# TARGETS AND INDICATORS

## TARGETS AND INDICATORS

### BY 2023...

All of Victoria's **curb space** is valued, managed and prioritized

Reach and maintain **zero annual traffic fatalities** and severe injuries



Reduce average **vehicle kilometers travelled** per household **by 20%** from 2017 levels

### BY 2030...

- Systematically **eliminate obstructions** to create safer and **more comfortable sidewalks** on every street in our municipality
- **Double transit ridership** to, from and within the City
- 55% of **all trips** made to, from and **within Victoria** are **by walking, rolling or cycling**
- **Renewable energy powers 30%** of passenger vehicles and commercial **vehicles operating in Victoria**
- All Victoria neighbourhoods are "complete" by design, where **residents can meet their daily needs within a 15-minute walk**

### BY 2025...

The **City's traffic and smart mobility infrastructure** provides **real-time mobility safety and performance data** to support evidence-based decisions

### BY 2026...

**95% of household transportation needs are fulfilled** with less than 15% of their monthly income.

Reduce average **vehicle ownership per household** **by 30%** from 2017 levels





# POLICY POSITIONS

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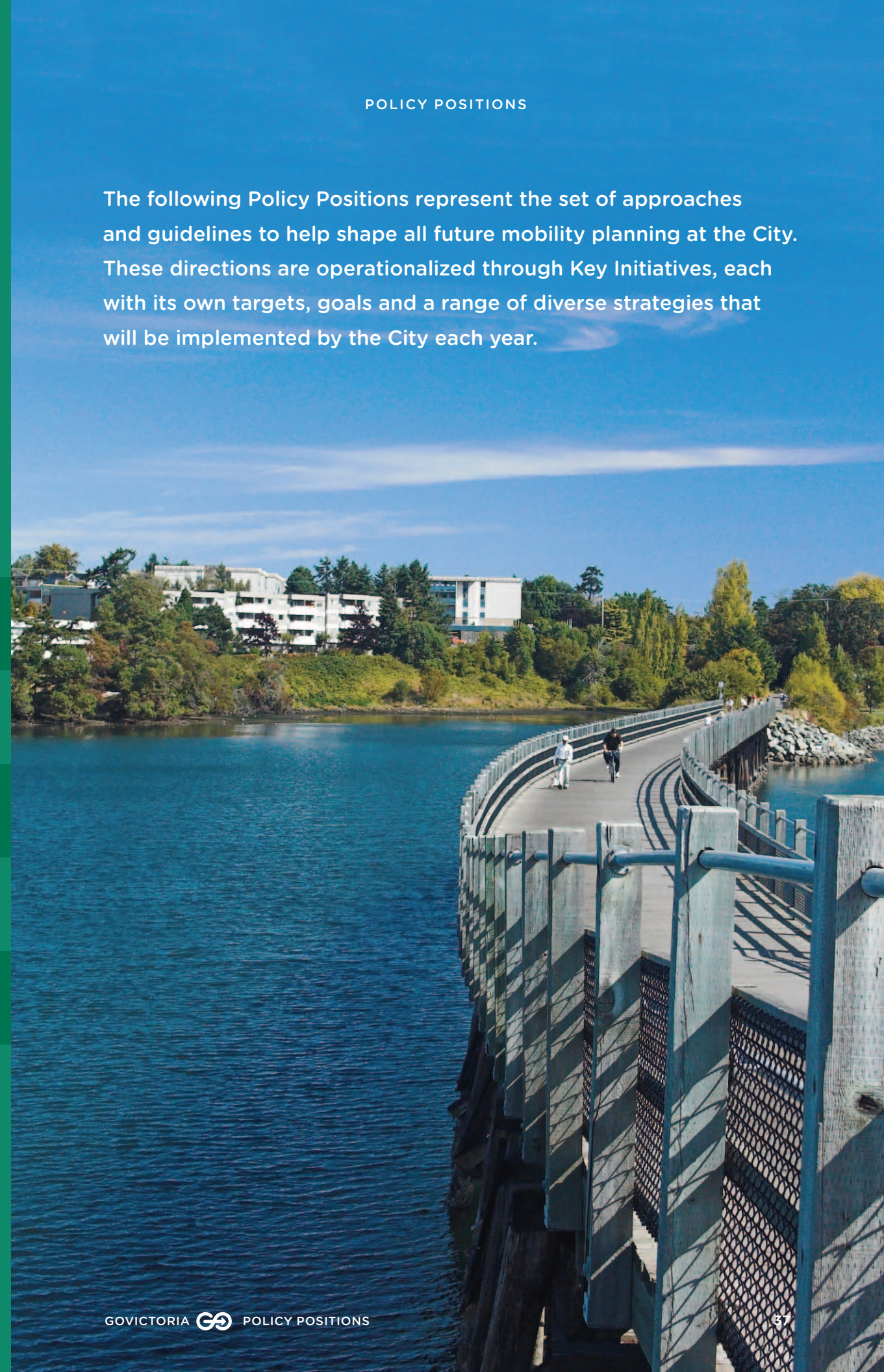
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## POLICY POSITIONS

The following Policy Positions represent the set of approaches and guidelines to help shape all future mobility planning at the City. These directions are operationalized through Key Initiatives, each with its own targets, goals and a range of diverse strategies that will be implemented by the City each year.







# INTEGRATING LAND USE AND TRANSPORTATION

## INTEGRATING LAND USE AND TRANSPORTATION

Integrating our land use planning and transportation investments creates complete, connected communities. Compact, walkable land uses connected by a multimodal network are at the heart of sustainable mobility. Victoria will continue to be a city of town centres and villages where housing, employment, services, and recreation are connected by short trips. To support these centres and villages, our frequent transit network creates growth corridors that become a new focus for housing and jobs.

### IN OUR MOBILITY FUTURE

- All of Victoria's neighborhoods have connected mobility systems that include a variety of convenient, and sustainable mobility choices.
- Our rapid and frequent transit network anchors corridors with increased housing and employment density.
- The daily needs of residents can be met within a 15-minute walk.

### POLICY POSITIONS

- A1 Streets are places for people
- A2 New growth is serviced by transit
- A3 Compact land use and densification reinforces sustainable travel behaviour
- A4 Downtown continues to be our regional employment centre
- A5 Complete communities centre on multi-modal mobility hubs





## ALIGNING OUR NETWORKS

Victoria's mobility system is comprised of seamlessly integrated modal networks. Understanding the most important corridors and connections for each mode provides clarity on the function of every street in the mobility network. Coordinating our walking, cycling, transit, auto, and freight networks—and integrating modal priorities into our right-of-way allocation and decision making—fosters complete networks and efficient movement of people and goods throughout our city.

### IN OUR MOBILITY FUTURE

- Our network of sidewalks, trails, and safe crossings connects destinations and provide great places for people walking and rolling.
- Our safe, connected, and equitable cycling network provides comfortable facilities for everyone biking, rolling, and using other low-speed mobility devices throughout Victoria.
- Our evolving rapid and frequent transit network provides convenient and reliable connections.
- Goods move efficiently throughout Victoria on our freight network.
- Our waterways contribute to increased mobility options.

### POLICY POSITIONS

- B1** Layered networks reconcile our modal preference recognizing our established hierarchy of transportation
- B2** Modal priorities are designed into specific streets/zones
- B3** Street classifications optimize design and network implementation and support adjacent land uses
- B4** Our streetscapes support high performance and high-value mobility





# MULTI-MODAL LEVEL OF SERVICE

## MULTI-MODAL LEVEL OF SERVICE

Our approach to assessing the performance of our mobility system focuses on making sure every mode gets what it needs, recognizing that each mode’s “wants” might not be optimized on every street. We evaluate performance and make decisions based on an integrated view and multi-modal level of service. We do not only focus on the movement of cars or reducing delay for people driving. Instead, we measure and evaluate all modal networks for efficiency, connectivity and comfort – including pedestrians, cyclists and transit riders. Multi-modal level of service establishes a target level of service for each mode given the location and context of a transportation improvement. This evaluation approach informs trade-off decisions between modes with the goal of maintaining a standard of quality for all modes.

### IN OUR MOBILITY FUTURE

- People walking and rolling will have a connected network of sidewalks with ample widths, crossing opportunities and separation from motor vehicles.
- People of all ages and abilities will comfortably ride bicycles between destinations along a network of dedicated infrastructure that limits conflict points with vehicles.
- People taking transit will enjoy reliable travel times, frequent service to important destinations, and high-quality amenities throughout their entire transit journey.
- People driving will experience limited congestion and predictable travel times along corridors most of the time.

### POLICY POSITIONS

- C1 Desired outcomes shape what we evaluate when it comes to network performance
- C2 Different streets have different levels of service for different road users
- C3 Our streets enable our thriving economy



# VALUING OUR RIGHT-OF-WAY

## 1. Sustainable Mobility

Sidewalks, cycle tracks, transit priority, bike parking, accessible parking



## 2. Access for People

Transit stops, passenger zones



## 3. Greening + Activation

Street trees, parklets, patios, planting



## 4. Delivery + Loading

local and commercial deliveries



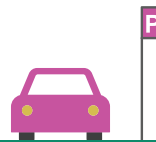
## 5. Short-term + Shared Parking

Car share, metered, visitor, time-limited



## 6. On-street Parking

Regulated and unregulated



D3

Functional priorities for curbside space assist in evaluating the trade-offs necessary to meet the city's broader community, mobility, and livability objectives

The City's right-of-way is the public space between property lines and is a valuable and limited resource of which we must make the best use. We actively manage this resource to meet the needs of today's growing population and those of future generations. Right-of-way allocation and management policies ensure that we achieve the highest and best use. A powerful lever to support sustainable travel behavior, we value and price the right-of-way accordingly supporting convenient access for high-occupancy, low-carbon, and active travel modes and the efficient delivery of goods.

### IN OUR MOBILITY FUTURE

- Right-of-way is allocated and actively managed to prioritize sustainable mobility choices and support sustainable travel behavior and the movement and delivery of goods.
- The ecological functions of the right-of-way are part of mobility decision making to ensure space is available to support assets like the urban tree canopy and storm-water infrastructure.
- Dynamic curb space management and pricing design reflects demand and supports mode share targets at all times of day.
- The needs of all modes are balanced with a data-driven right-of-way allocation framework informed by our multimodal level of service standards, street types, and mode shift priorities.

### POLICY POSITIONS

D1

Essential right-of-way functions are balanced between three zones: the pedestrian realm, the travel way, and the curbside space

D2

The value of the right-of-way is proportional to demand for mobility needs



# OPERATING AND MAINTAINING OUR ASSETS



The City of Victoria manages curb space, and public right-of-way, parkades, docks and bridges. Investing in the maintenance of our aging infrastructure competes with funding for new capital investments. Both are critical to support our growing population and changing mobility needs. We are committed to maintaining Victoria's mobility assets for today's residents and for future generations. As a resilient city, we will make good use of our financial resources and limited right-of-way to ensure a state of good repair and pricing that reflects the value of our infrastructure.

## IN OUR MOBILITY FUTURE

- Our mobility assets and networks are resilient, responsive, and adaptable to changing conditions and climate-related impacts. Streets, sidewalks, and pathways are well maintained to ensure accessibility for all people and to achieve asset conditions consistent with our level of service standards.
- Investments in existing infrastructure are prioritized to achieve our desired mobility future, with a keen focus on our mode share goals.
- Stable, long-term local funding ensures a state of good repair supported by pricing that reflects the value of our infrastructure.

## POLICY POSITIONS

- E1** Proactive maintenance ensures our mobility networks operate safely, reliably, and efficiently
- E2** System operations focuses on safe and efficient movement of people and goods
- E3** Collaboration across agencies and jurisdictions is crucial for maintaining complementary assets
- E4** Innovative financing mechanisms support operating and maintaining our infrastructure
- E5** Capital investments are prioritized with mobility values and support our key initiatives



# KEY INITIATIVES

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The GoVictoria Key Initiatives include specific targets and are strengthened by goals and strategies, to help organize future priorities and actions. GoVictoria represents a multi-year integrated mobility plan to strengthen transportation safety and performance. Each year, through the capital and operating budget process, the City will advance projects, initiatives, bylaws and programs to support this vision and our goals.

## EVERY INITIATIVE REQUIRES:



Leadership and  
collaboration



Engineering  
and design  
excellence



Education,  
encouragement,  
and support

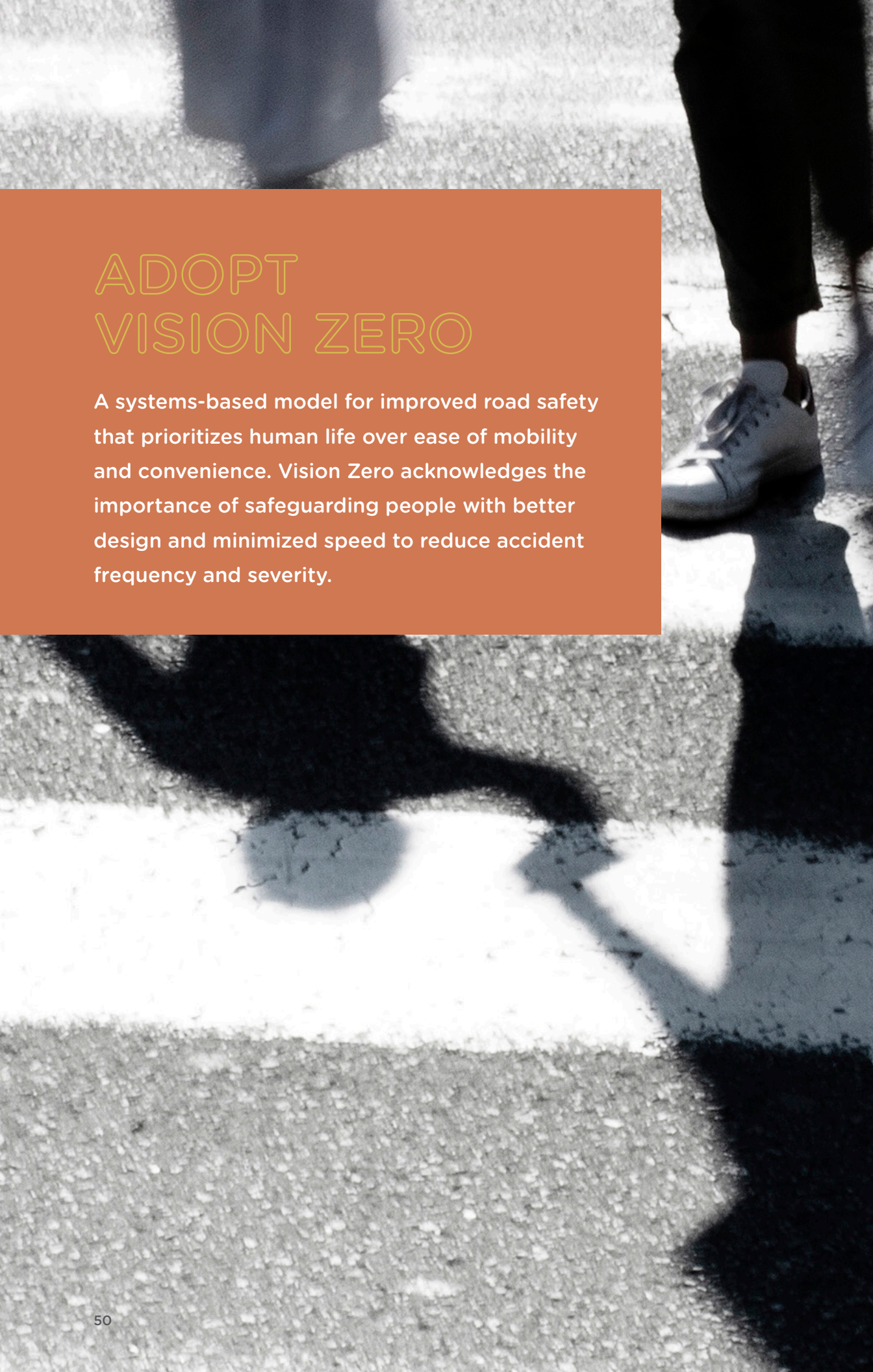


Enforcement  
programs



Evaluation  
and monitoring





# ADOPT VISION ZERO

A systems-based model for improved road safety that prioritizes human life over ease of mobility and convenience. Vision Zero acknowledges the importance of safeguarding people with better design and minimized speed to reduce accident frequency and severity.



## ADOPT VISION ZERO

In 2016, 276 people suffered injury as result of traffic collisions on Victoria's roads. Between 2007 and 2016, an average of 2 pedestrians / cyclists a year have died due to traffic collisions. Society pays for poor traffic safety in many ways, including socialized health care costs, insurance premiums, lost economic productivity, and other costs. Preventing these accidents is completely achievable.

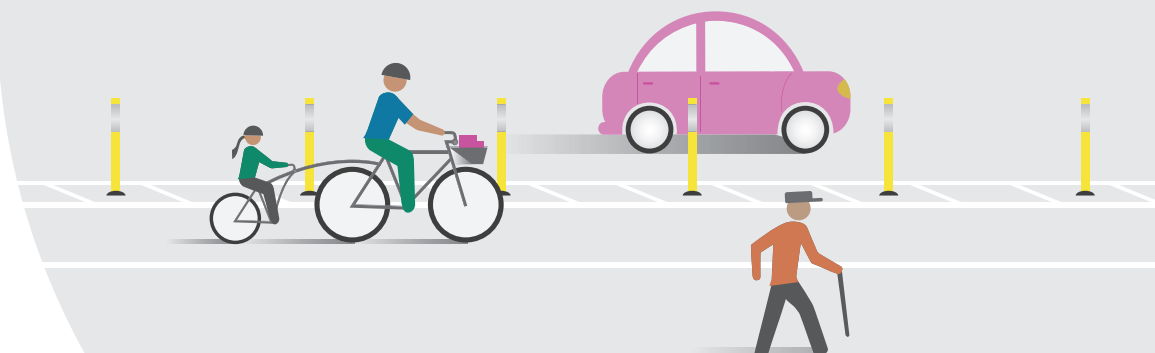
Vision Zero is being adopted in countries and cities around the world, in countries like Sweden and the UK, who have the world's lowest rates of road injuries and deaths. Individual cities who have adopted Vision Zero programs have seen big reductions in the number and severity of injuries. The City of Edmonton has reduced their serious injuries by 17%, deaths by 40%, pedestrian injuries by 21% and cyclist injuries by 29%. In New York, one of the first cities in North America to introduce a Vision Zero program, annual traffic deaths have fallen by 40% since the program began.

### TARGET

Reach and maintain zero annual traffic fatalities and injuries

### GOALS

- 1 A culture of safety for all road users is embraced by the City and general public
- 2 The road network design and operations prioritize the protection of human life over all else
- 3 Emergency response planning and operations are prioritized on our road networks







# TRANSFORM PUBLIC TRANSIT

A new dialogue and planned investments to accelerate our shift to rapid and frequent transit that will out-perform the automobile's convenience and speed, in a more affordable, sustainable and convenient way.



## TRANSFORM PUBLIC TRANSIT

Transit ridership in the region is growing but the “business as usual” model of investment and expansion needs to change if the region is to avoid the rising economic, environmental and social costs of congestion. Over the next 20 years, regional forecasts predict the number of daily vehicle trips will increase by 20% and based on the current regional mode share, this translates into an estimated 100,000 more automobile trips in peak periods.

Transit is the most effective, least expensive and readily available option that can address regional gridlock. In 2017, trips by transit made up approximately 12% of the total 465,000 trips to, from, and within Victoria on an average day. Trips starting and ending within Victoria accounted for 42% of the total trips (i.e. 195,000), 7% of which were by transit (source: 2017 CRD Origin and Destination Survey).

## GOALS

- 1 Public transit is the highest priority for regional mobility infrastructure investment
- 2 Public transit is faster than driving
- 3 Integrated land use planning supports transit-oriented development
- 4 Emerging mobility solutions extend the flexibility, reach and quality of transit
- 5 A high-quality experience makes transit the preferred choice for more trips

## TARGET

Double transit ridership to, from and within the City by 2030







# ACCELERATE ACCESSIBLE AND ACTIVE TRANSPORTATION

A focus on investments to support safer, more sustainable, more convenient, attractive and enjoyable travel options for people of all ages and abilities.



## ACCELERATE ACCESSIBLE AND ACTIVE TRANSPORTATION

Walking, rolling and cycling are sustainable and affordable transportation options over short distances and can increase community vitality, health and well-being. 27% of all trips to, from and within the City are by walking, cycling or rolling, which is the one of the highest active mobility rates in the nation. Victoria already gives these modes high priority and has been investing in more active transportation infrastructure than ever before. Our development of a city-wide bicycle network is growing bicycle ridership and we are increasing spending on filling critical gaps in the sidewalk network, making sidewalks safer and more accessible and implementing more crosswalks.

### TARGET

By 2030, 55% of all trips made to, from and within Victoria are by walking, rolling or cycling.

### GOALS

- 1 Make every street safer and more enjoyable for walking
- 2 Make cycling safer, more convenient and comfortable
- 3 Evaluate, prevent and remove barriers to accessibility in our transportation network
- 4 Build a community culture that supports accessibility and active transportation







# SHIFT TO ZERO EMISSIONS

An acceleration of mobility GHG reductions through the adoption of road allocations, incentives, electrification infrastructure and transportation demand management initiatives.



## SHIFT TO ZERO EMISSIONS

In Victoria, transportation accounts for 40% of greenhouse gas (GHG) emissions and with the majority of all car trips in BC's urban areas being less than 30km, well within the range of standard electric vehicles, shifting transportation to a zero emissions model is a top priority. Between 2018 and 2019 the EV portion of new passenger car sales in BC increased by 15%. The Climate Leadership Plan clearly identifies the requirement to reduce GHGs and reach 30% vehicle electrification by 2030. The City can use its land use and regulatory powers to incent a shift to low and zero emissions vehicles. The allocation of road right of way and curb access (see Key Initiative 5) will be an increasingly important tool to incentivize zero emissions vehicles and a shift to shared mobility and other emissions-free travel choices.

### TARGETS

1. The average vehicle kilometers travelled per household is reduced by 20% from 2017 levels
2. By 2030, renewable energy powers 30% of passenger vehicles and commercial vehicles operating in Victoria
3. The average vehicle ownership per household is reduced by 30% from 2017 levels

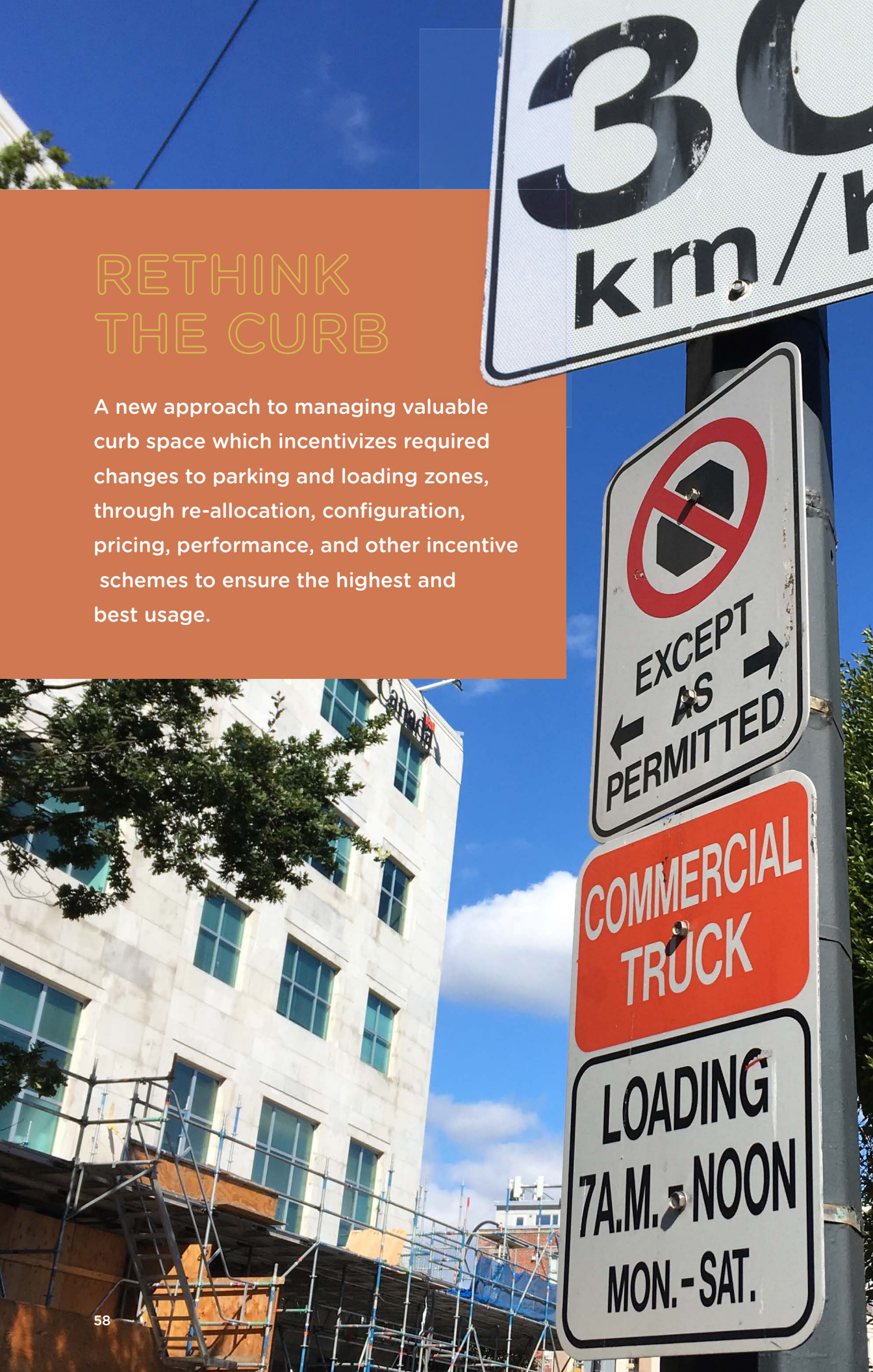
### GOALS

- 1 Build a robust zero emissions charging network
- 2 Establish formalized transportation demand management (TDM) programs
- 3 Increasingly allocate rights of way to incentivize zero emission mobility



PHOTO SOURCE: MODA





# RETHINK THE CURB

A new approach to managing valuable curb space which incentivizes required changes to parking and loading zones, through re-allocation, configuration, pricing, performance, and other incentive schemes to ensure the highest and best usage.



## RETHINK THE CURB

The curb is not simply the concrete separating the sidewalk and the roadway. It is the interface between mobility and accessibility—between going somewhere and being somewhere.

In the last five years the demand for curb space has nearly doubled. Parking infractions have continued to rise, which means interventions are required to ensure the curb continues to serve the public good, rather than being privatized for commercial gains. Delivery services are rapidly growing to service our growing city, and with ride-hailing approaching, the demand is set to rise further. It is critical that the City has principles and policies in place to effectively manage this change. Efficient and high-performance parking and loading spaces are required to service many needs, including retail logistics, people with disabilities, shoppers, workers, visitors and tourists - all competing for limited space in high demand areas. The valuation of this space must be set appropriately to incentivize appropriate turnover so that the most people can benefit.

## GOALS

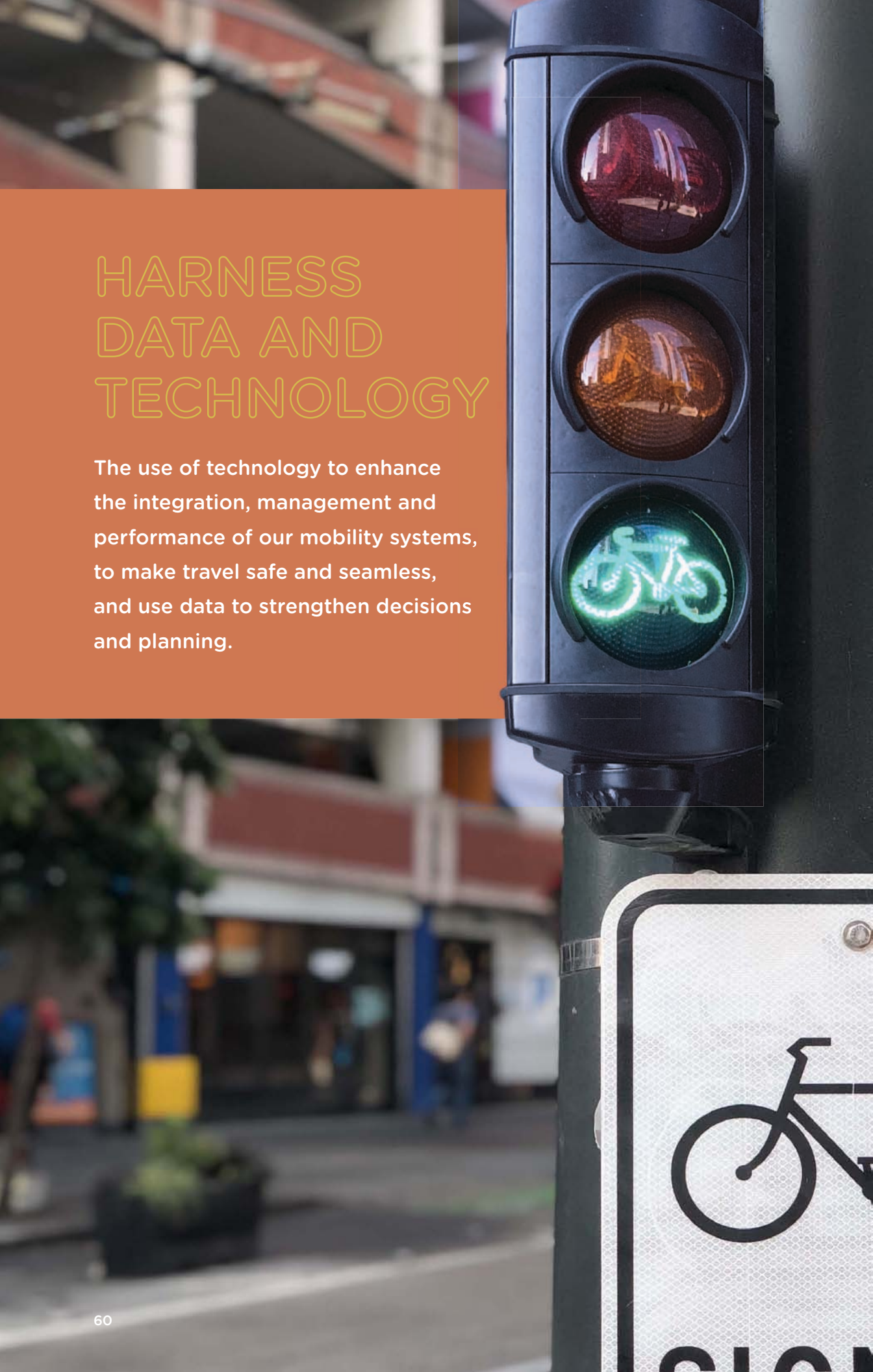
- 1 Adopt a principle-based approach to curb space allocation in the City
- 2 Safely and efficiently manage goods and services delivery across the municipality
- 3 Reshape how we manage on-street and off-street parking
- 4 Harness emerging mobility services for maximum public benefit
- 5 Accelerate shared mobility choices



## TARGET

By 2023, 100% of Victoria's curb space is managed and prioritized according to our values and adjacent land uses.





# HARNESS DATA AND TECHNOLOGY

The use of technology to enhance the integration, management and performance of our mobility systems, to make travel safe and seamless, and use data to strengthen decisions and planning.



## HARNESS DATA AND TECHNOLOGY

The City’s ability to make smart and cost-effective decisions on the operation and investments in our transportation systems is dependent on our access to quality, comprehensive and real-time data.

In the near term, existing technologies can improve the safety, efficiency, reliability and resiliency of our transportation network. In the long term, emerging technologies like connected and automated vehicles, and transportation network services like ride hailing, present both an opportunity and a challenge. The increasing availability of data, expanded communications technologies, and emerging approaches to demand management lets us more effectively use the existing transportation system and prepare for future technological advances. By strategically employing technology we can improve the way our network functions to support our desired outcomes.

**TARGET**  
By 2025, the City’s traffic and smart mobility infrastructure provides real-time mobility safety and performance data to support evidence-based decisions

### GOALS

- 1 Leverage technology to manage mobility systems to maximize safety and mobility performance
- 2 Use data to strengthen decision making and tell the mobility story





# ACHIEVING THE KEY INITIATIVES

THINK LONG-TERM AND BE OPPORTUNISTIC .....64

BE BOLD AND COLLABORATE .....65

IMPLEMENT, LEARN, ADAPT ..... 66

CREATE MAXIMUM BENEFIT WITH EACH INVESTMENT.....67

## ACHIEVING THE KEY INITIATIVES

To deliver the key initiatives —and to manage the unanticipated opportunities and challenges that will arise as we move forward— will require active engagement and new tools for City staff and our municipal and private partners. Managing our mobility systems and assets, building new infrastructure, and forming partnerships relies on the City having clear priorities, dedicated funding, and the staff resources to plan, design, and build projects. The key to ensuring our ability to advance these Key Initiatives and achieve our mobility future is a focus on the following principles:





## THINK LONG-TERM AND BE OPPORTUNISTIC

Providing the current and future mobility network and transportation services that Victoria needs is no small task. We must plan for the future while simultaneously addressing current opportunities and challenges. We also must remain nimble to take advantage of new opportunities as they arise.

### ALIGN PRIORITIES

In any developed city—especially one as compact as Victoria—there is never enough right-of-way for every mode to have space on every street. Rather than trying to shoehorn too much into too little space, the city must focus on giving everyone what they need ... and not everything they want.

### DEFINE AND PRIORITIZE PROJECTS AND PROGRAMS

Establish an approach to identifying project lifecycle needs, including staff, funding, maintenance, data collection, partnerships, and reporting.

### RESPOND TO EMERGING OPPORTUNITIES

Advancing our mobility future will not only require sustained funding but taking full advantage of leveraging opportunities. This includes coordinating with other city maintenance projects, developer projects, and collaborating with regional partners and outside agencies.

## BE BOLD AND COLLABORATE

We must lead the way, whether it's locally, across the Island, within BC, or worldwide. We are a city of innovation and we are willing to try new things and tackle difficult problems.

### BUILD PARTNERSHIPS

Strong partnerships are critical to successful implementation. Just as mobility options and transportation needs continue to grow and change, our circle of collaborators must also adapt over time. This includes identifying and developing new partnerships, evaluating roles and responsibilities with existing partners, and partnering with municipalities and external agencies on things beyond our jurisdiction.

### FIND STABLE, LONG-TERM FUNDING

Transportation projects and programs are not one-time investments. Building a sustainable mobility future requires sustainable—and stable—funding sources and creative partnerships. As a city, we must explore a range of existing and new funding sources, work with agency partners on collaborative funding strategies, and articulate the cost of the mobility vision and the funding gap.

### INVOLVE AND MOBILIZE THE COMMUNITY

Victoria residents care deeply about sustainable mobility, and they want to be part of shaping their city and transportation options for themselves and for future generations. This starts with providing opportunities for the community to support implementation and evaluation as well as planning and design.



## IMPLEMENT, LEARN, ADAPT

Both our successes and our failures can provide valuable information to help shape our work moving forward, and we can use the lessons we learn to adapt and adjust.

### PILOT NEW APPROACHES

No one gets everything right the first time around, and cities are no exception. We must be willing to experiment, to try things that will most often work and sometimes will not. Providing opportunities for private sector and community organizations to shape and participate in pilots also increases their chance of success.

### MEASURE WHAT MATTERS

Data can be a powerful tool to manage our mobility network, understand (and help change) behaviour, benchmark and track progress, and communicate needs and successes. But without the ability to manage and interpret that data, it is of little value.

### DON'T BE AFRAID TO FAIL

By building a culture of continuous improvement, we can implement lessons learned on future (or the next) projects. Adjusting approaches, practices, and bylaws to reflect lessons learned and changing conditions moves us closer – and faster – to realizing our mobility vision.

## CREATE MAXIMUM BENEFIT WITH EACH INVESTMENT

Our right-of-way is a limited resource and we need to ensure we are putting processes in place to make every penny count.

### STREAMLINE INTERNAL AND EXTERNAL PROCESSES

How we do business has a direct correlation to how we are perceived as a City. Making our processes intuitive and transparent is key. This includes streamlining project delivery, modernizing permitting processes, and building staff capacity to effectively deliver transportation projects and programs.

### MANAGE AND VALUE ASSETS

The City must maintain Victoria's mobility assets for today's residents and for future generations. A resilient city makes good use of its financial and physical resources, ensuring a state of good repair and pricing that reflects the value of its infrastructure.

### COORDINATE MAINTENANCE WITH NEW PROJECT NEEDS

Our ability to maintain assets in a state of good repair is often tied to available funding. We must leverage the limited funding we have and synchronize new mobility needs with infrastructure maintenance projects and other capital investments including underground infrastructure improvements.





# APPENDIX A: STRATEGY TABLES



# ACHIEVING THE KEY INITIATIVES

- 0.01** Align and update the City's modal network maps and implementation priorities in conjunction with OCP updates
- 0.02** Allocate right-of-way according to our aligned networks and values
- 0.03** Update streetscape standards and guidelines to reflect modal objectives and adjacent land uses
- 0.04** Establish an approach to identifying project lifecycle needs, including staffing, funding, maintenance, data collection, partnerships, and reporting
- 0.05** Group projects and programs together to consolidate implementation and outreach
- 0.06** Prioritize projects and programs based on our mobility values
- 0.07** Rethink approaches to ensure equitable, meaningful outreach and engagement
- 0.08** Provide high-quality services and information to the public
- 0.09** Explore a range of potential funding sources (both existing and new) that support routine maintenance, mobility projects and programs, and unanticipated opportunities
- 0.10** Use pilot programs and projects to help shape new approaches
- 0.11** Use data to make project and program decisions, monitor metrics and progress, and share important outcomes with the public
- 0.12** Update existing (and introduce new) approaches, practices, permits, and bylaws to address operational needs and GoVictoria objectives. Including comprehensive updates to the Subdivision and Development Servicing Bylaw and the Streets and Traffic Bylaw.
- 0.13** Modernize permit application procedures to streamline intake and review processes
- 0.14** Review and revise the City's existing organizational structure to maximize efficiency
- 0.15** Provide resources for staff growth, plan for retirement, succession, and knowledge transfer
- 0.16** Price infrastructure according to its use and adjust penalties for non-compliance
- 0.17** Use lifecycle costing to balance investments in new projects with maintenance needs
- 0.18** Synchronize transportation infrastructure projects with other capital investments (e.g. underground infrastructure) and identify maximum mobility synergies at project outset
- 0.19** Update and align transportation indicators and targets across city policy and reporting processes
- 0.20** Review indicators and targets after the next comprehensive origin and destination study

# 1. ADOPT VISION ZERO

- 1.01** Establish a Vision Zero Program and leadership task force
- 1.02** Advocate for and contribute to a comprehensive road safety data collection and monitoring program, including data sharing procedures with agency partners and regular reporting
- 1.03** Invest in multi-modal traffic enforcement programs in partnership with the CRD traffic safety commission
- 1.04** Introduce safety-focused bylaw changes, including fees and fines, to deter dangerous behaviors and support the safety of all road users
- 1.05** Introduce a Vision Zero toolkit in collaboration with regional partners for use by organizations, associations, and schools
- 1.06** Advocate for and contribute to behavior change and road user education campaigns
- 1.07** Investigate expanded powers for City Bylaw Officers to enforce moving violations on City roads
- 1.08** Educate city employees on Vision Zero and their role in road safety while travelling on city business
- 1.09** Apply Vision Zero principles to city transportation investments
- 1.10** Implement a city-wide traffic calming program to address speed and volumes of motor vehicle traffic
- 1.11** Advocate for implementation of a traffic signal compliance program at targeted intersections in the City
- 1.12** Prioritize road safety improvements and enforcement efforts on high collision corridors and intersections
- 1.13** Regulate and incentivize adaptive vehicle size for commercial and tourism activities to support pedestrian friendly street design
- 1.14** Collaborate with other municipalities on the consistent application of design standards and guidelines that improve safety for vulnerable road users
- 1.15** Integrate emergency services' operational requirements and response / evacuation routes in mobility planning, capital investments, street designs and traffic calming programs
- 1.16** Update and maintain emergency response and evacuation routes
- 1.17** Provide up-to-date, readily accessible information on street network changes to support emergency service operations



## 2. TRANSFORM PUBLIC TRANSIT

**2.01** Work with local and regional partners to advocate for increased local, provincial and federal investments in public transit

**2.02** Facilitate RapidBus implementation across the City

**2.03** Preserve historical corridors for highest and best mobility use

**2.04** Support BC Transit's expansion of transit facilities and terminals by evaluating the placement, size and composition of transit exchanges and mobility hubs as a part of the Local Area Planning process and through updates to the Official Community Plan

**2.05** Collaborate with regional partners to optimize transit efficiency, service routing, safety and reliability on inter-municipal roads

**2.06** Allocate priority on City road right of way for public transit service

**2.07** Continue to invest in traffic signal technologies to support rapid and frequent transit service

**2.08** Advocate for expanded express routes, all door loading, modernized payment systems, and route optimization that improve reliability

**2.09** Increase density and diversity of building form and use on rapid and frequent transit corridors

**2.10** Make capital investments on City road networks to support delivery of transit service

**2.11** Collaborate with BC Transit to introduce innovations in transit such as flexible service delivery models to respond to local service needs

**2.12** Provide up-to-date, readily accessible information on street network changes and special events to support transit operations

**2.13** Improve affordability of and eliminate financial barriers to public transit ridership

**2.14** Enhance equitable access and physical connections to transit services

**2.15** Enhance bus stops and stations to be mobility and information hubs

**2.16** Advocate for expanded use of emerging technologies to facilitate seamless transit trips and customer experiences

**2.17** Accelerate the transition to zero emission transit fleets through City supported infrastructure and regulations

**2.18** Work with island partners to advocate for increased local, provincial and federal investment in revitalizing Island Rail

## 3. ACCELERATE ACCESSIBLE AND ACTIVE TRANSPORTATION

**3.01** Invest in generous, unobstructed sidewalks and safe crossings

**3.02** Support continued improvements to the pedestrian network through:

1. Prioritizing and addressing gaps;
2. Installing and replacing missing or deficient curb ramps;
3. Installing accessible pedestrian signals and tactile domes
4. Upgrading crossings.

**3.03** Continue to implement a wayfinding program to support navigation by pedestrians and cyclists

**3.04** Collect pedestrian and cycling data to monitor mode shift progress and maintain data in an open format to support third-party application development

**3.05** Establish criteria and procedures for implementing traffic calmed, shared street designs on local roads and lanes

**3.06** Complete the AAA priority network and explore future program phases to expand the AAA network

**3.07** Improve bike parking options and quality along with end-of-trip facilities in public and in private places through policy changes and supportive programs

**3.08** Develop a spot improvement program to address cycling safety, comfort issues and network gaps

**3.09** Introduce policies to manage and regulate the safe use of different mobility devices in cycling facilities

**3.10** Develop a universal design manual for the built environment, including specifications and standards

**3.11** Continue to maintain and rehabilitate sidewalks and pathways so they are free of obstructions, hazards and debris

**3.12** Improve and enforce measures to maintain accessibility around construction zones and special events

**3.13** Improve access to on-street accessible parking stalls and loading areas for people with disabilities

**3.14** Provide opportunities for rest at regular intervals by increasing the amount of seating available along sidewalks and pedestrian paths, without introducing new barriers

**3.15** Explore opportunities to enhance marine travel in Victoria's harbours

**3.16** Develop and implement road user education and encouragement programs with regional partners, including: 1. Supporting the delivery of youth and adult cycling skills courses, 2. Supporting Active and Safe Route to School programs, 3. Celebrate and encouraging accessible and active transportation through special events and educational campaigns

**3.17** Continue to identify and implement cycling and pedestrian improvements in conjunction with underground and surface capital infrastructure programs

**3.18** Maintain and expand street boulevards and plazas to facilitate active transportation and recreational uses, and support urban forestry and climate action objectives



## 4. SHIFT TO ZERO EMISSIONS

- 4.01** Increase the availability of public charging stations (on street / off street)
- 4.02** Incentivize the use of low-emission and/or high-occupancy vehicles on street and in parkades
- 4.03** Expand electric bicycle parking options in public and in private places
- 4.04** Develop Transportation Demand Management requirements and guidelines for new development
- 4.05** Update off-street parking policies and regulations to support reduced auto ownership and use
- 4.06** Develop and implement a corporate Transportation Demand Management program for City employees
- 4.07** Partner with service providers to support emerging electrification for air and marine travel
- 4.08** Support electrification of shared mobility services which reduce vehicle ownership
- 4.09** Support commercial e-cargo delivery with dedicated parking zones and incentive programs

## 5. RETHINK THE CURB

- 5.01** Regularly identify and measure demand for passenger and commercial loading/unloading spaces across the municipality to ensure a high-level of curb productivity is met
- 5.02** Work with private mobility service providers to support equity across community
- 5.03** Integrate accessibility requirements into new mobility service models that are regulated by the City of Victoria
- 5.04** Implement curbside “flex zones” to facilitate variable loading and parking needs Downtown and Village Centres
- 5.05** Facilitate growth in shared mobility services and systems through dedicated parking and curb space
- 5.06** Facilitate growth in shared mobility services and systems through adoption of new bylaws and permitting processes
- 5.07** Incorporate all curbside assets into the City’s asset management program
- 5.08** Prioritize and provide adequate space for public transit at the curb
- 5.09** Support and expand enforcement to manage curbside regulations
- 5.10** Support allocation of curb space for tourism-based, commuter shuttle and alternate transit models
- 5.11** Provide up-to-date, readily accessible information on curbside changes to support curbside users
- 5.12** Update and maintain an efficient network of designated truck routes
- 5.13** Collaborate with service providers and regional partners towards innovations in goods and services movement and delivery, including 1. Introducing off-peak and zero emissions delivery incentives, 2. Piloting an urban freight program with vehicle staging zones to support low-impact goods and services movement and delivery
- 5.14** Increase commercial delivery zone pricing while providing more dedicated spaces for loading in the downtown core
- 5.15** Expand the application of demand-based parking pricing Downtown and other high-demand areas
- 5.16** Develop strategies to maximize all available community parking resources, including: 1. Expanding the use of time-limited zones to encourage parking turn-over, 2. Explore the introduction of neighbourhood priority parking programs, including residential parking permits to fund mobility improvements, 3. Introduce metered parking zones in high demand areas across the municipality
- 5.17** Prepare for public parkade replacement planning & space renewal
- 5.18** Explore opportunities for mobile or small footprint commercial uses and public parklets within road right of way to support community building and local entrepreneurs



# 6. HARNESS DATA AND TECHNOLOGY

- 6.01** Support public and private efforts to develop Mobility-as-a-Service (MaaS)
- 6.02** Modernize Victoria’s traffic signal infrastructure for all users
- 6.03** Prepare for shared autonomous vehicles in the future by working with agency and regulatory partners
- 6.04** Modernize permitting to support construction, third-party utility installation, moving, special events etc.
- 6.05** Use technology and sensors to increase traffic safety
- 6.06** Identify technology to provide real-time curb space and parking information and support demand-based pricing.

- 6.07** Identify automated data collection and predictive analytics services that support increased traffic safety, efficiency, and mode shift
- 6.08** Establish mobility data management and reporting procedures
- 6.09** Supplement regional data collection efforts to meet and evaluate shared mobility objectives
- 6.10** Encourage data sharing and collaboration with other public, private, and community organizations





# 2019 MOBILITY PROFILE

## VICTORIA YESTERDAY, TODAY, AND TOMORROW ..... 2

This section sets the context for GoVictoria, looking at our past, present, and future and who lives, works, and plays in our city.

## MANAGING MOBILITY TODAY ..... 23

This section describes who is responsible for what, how mobility is interconnected, and big-picture trends in travel patterns.

## WHERE AND HOW WE MOVE TODAY ..... 29

This section takes stock of our existing transportation systems (Walking, Biking, Transit, Driving, Freight and Goods Delivery, Water and Air, Mobility Services, Parking and Curb Management).





# LIVING IN VICTORIA

Mobility is about people. Understanding who we are is essential to building an integrated transportation system that best fits our shared priorities.



+7%

The population in the City of Victoria grew by 7.2% between 2011 and 2016, to 85,792 people. This is higher than population growth for Greater Victoria (6.7%).



+38%

Victoria is becoming more diverse. The number of visible minorities grew by 38% between 2011 and 2016.



+9%



The number of children aged 0-14 increased by 9% between 2011 and 2016. Those of elementary and middle school age (6-13) increased by 9% as well.



+23%

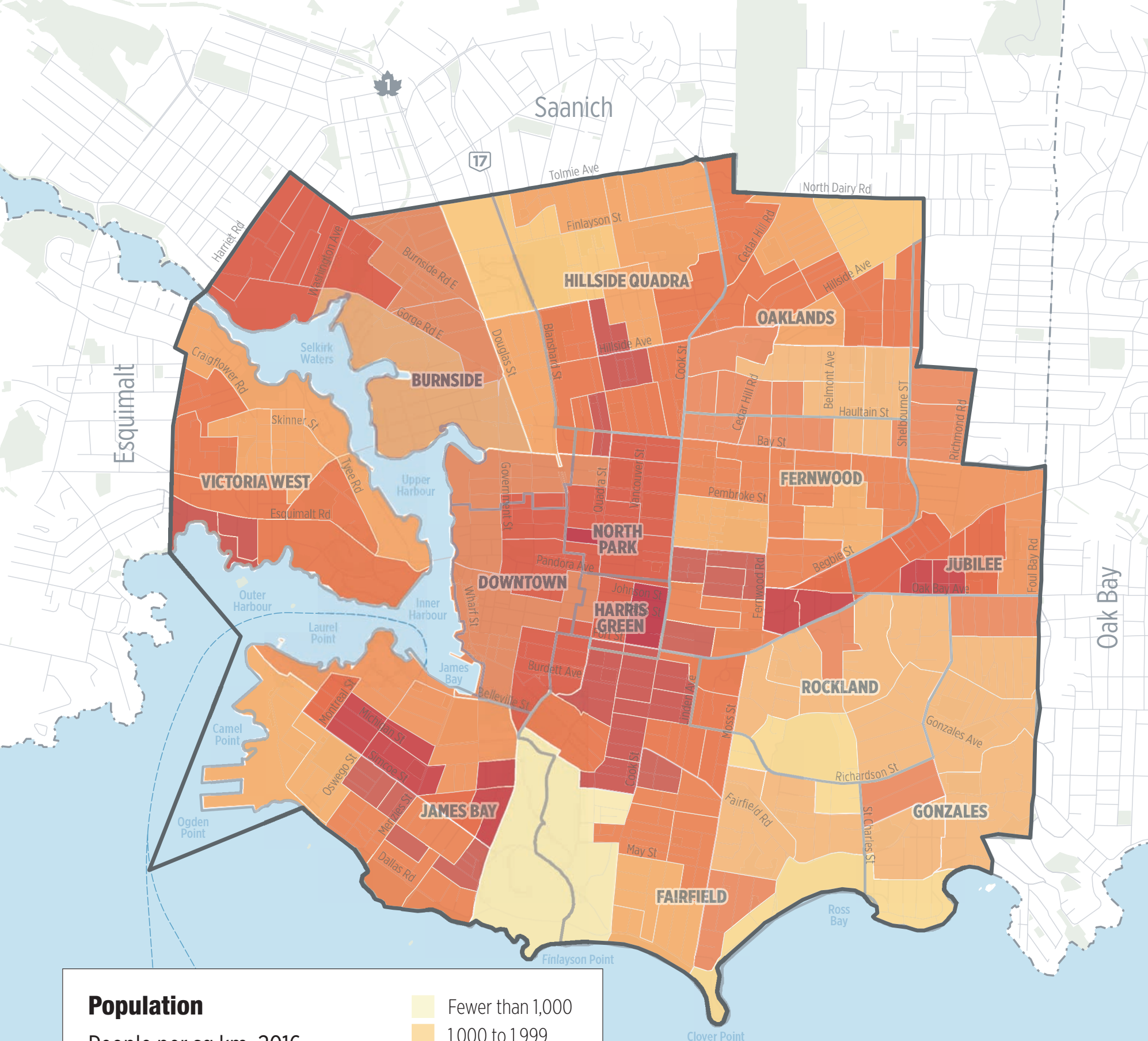
The number of adults aged 65 and over grew by 23% between 2011 and 2016, which includes an increase in people staying in Victoria as they age. Roughly 42% of those aged 65 and older have a mobility, hearing, or seeing disability.



+14%

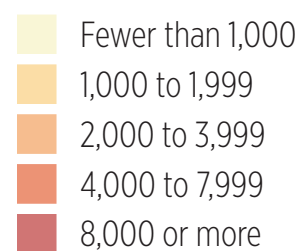
Thirty-somethings increased 14% between 2011 and 2016 — roughly double the overall growth rate.





## Population

People per sq km, 2016



Source: Statistics Canada Census of Population, 2016

## POPULATION PATTERNS

The neighbourhoods with the highest population density (or the most people per square kilometre) are:

- Victoria West
- James Bay
- Fairfield and Harris Green
- Hillside-Quadra
- Adjacent to Pandora/  
Oak Bay Avenues

## MORE PEOPLE MEANS MORE SERVICES

Areas with more people can support a greater diversity of services within walking and biking distance, as well as transit that comes more often.

## AFFORDABILITY

Average rent and housing prices in Victoria increased 12% and 21%, respectively, between 2015 and 2017. Today, 46% of Victorians spend at least 30% of their household income on housing. The average BC household spent 16% of their income on private transportation in 2015.

## COST OF CAR OWNERSHIP

The cost of owning a compact car in BC is \$8,300 per year according to CAA. This is approximately 16% of the 2015 median household income for the City of Victoria.



# WORKING IN VICTORIA

Victoria is the economic centre of the Capital Regional District, with 69,520 jobs in 2016. (This number includes only people with a fixed place of work.) More than half (56%) of these are filled by people who live outside the city. Making connections to jobs seamless and reliable is critical as the region continues to grow.

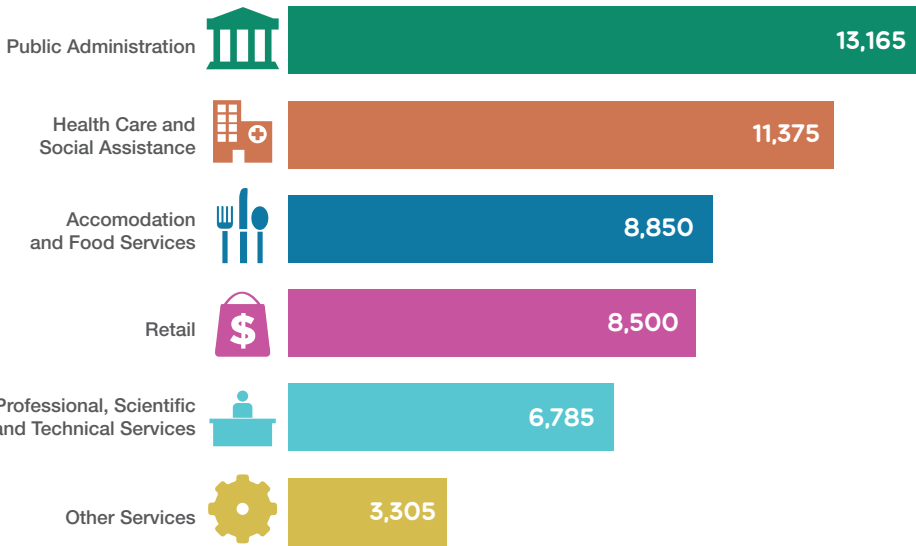


## VICTORIA JOB SECTORS AND COMMUTE PATTERNS

Five industries make up 70% of jobs in Victoria: public administration; health care and social assistance; accommodation and food services; retail trade; and professional, scientific, and technical services.

On a typical day, almost 40,000 people commute into Victoria for work, and nearly 15,000 Victoria residents commute out of the city. That means we have almost three times the number of people coming in as leaving for work each day.

JOBS BY INDUSTRY, 2016





+/- numbers  
indicate growth  
from 2011-2016

In an effort to guide employment growth along transit and bike corridors, further investments in a regional bike network, exclusive bus right-of-way, and other rapid transit solutions will be necessary.



# VISITING VICTORIA

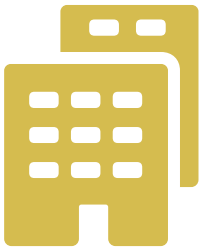
## VISITING VICTORIA

Nearly four million people visit Victoria each year. The majority of these visitors come from other parts of Canada and the United States, with the balance from Asia and Europe. This is both a challenge and an opportunity for mobility in Victoria. To harness the benefits of tourism, we need to provide clear and comfortable multimodal connections between key destinations.



Tourism generated \$2.3 billion in economic activity in 2016.

**\$2.3  
BILLION**



Hotel occupancy rates grew from 67% in 2014 to 76% in 2018.

**76%**



**+29%**

Victoria International Airport arrivals increased by 29% between 2011 and 2017 and surpassed 2 million in 2018.



**247**

Cruise ship arrivals increased from 210 in 2011 to 247 in 2018.





## HARBOUR-CENTRIC

Visitor destinations in Victoria are largely clustered around the inner harbour. Most are easily accessible on foot. The harbour is also home to international connections via float plane and ferry.

## SEAPLANES AND HELICOPTERS

Victoria welcomes both visitors and business travelers by seaplane and helicopter, with dozens of flights daily.

## TERMINAL CONNECTIONS

Swartz Bay is the second busiest ferry terminal in the province, serving 7 million annual passengers. It is located 8 km from Victoria International Airport and 30 km from downtown Victoria via Highway 17. Express bus service and the Lochside Regional Trail provide connections south to Victoria.

## ACTIVE TRAIL NETWORK

Victoria and the capital region began developing an extensive network of bicycle and walking trails in the 1980s. Designed as linear parks, trails like the 55-kilometre Galloping Goose have now become major transportation corridors. This creates tensions for design and use and requires interjurisdictional coordination between Victoria and our neighbours.





# YESTERDAY

Victoria is a city rich in history and heritage. It is Western Canada’s second oldest city, incorporated in 1862. Victoria was proclaimed the capital of British Columbia in 1871, when B.C. became Canada’s sixth province. Throughout its history, mobility has been multimodal: by canoe, by ship, by horse, by train, by air ... and of course, on foot.



**SONGHEES FAMILY AT THE HEAD OF JAMES BAY IN 1875**

Credit: Royal BC Museum

Victoria is located on the homelands of the Songhees and Esquimalt People. Part of the Coast Salish family, the Songhees and Esquimalt Nations are descendants of the Lekwungen family groups. The Lekwungen People hunted and gathered here for thousands of years before European exploration and commonly used canoes for longer-distance transport.



**MAP OF VICTORIA’S STREETCAR NETWORK IN 1939**

Credit: City of Victoria Archives

In the late 1800s, Victoria had an extensive streetcar system, which shaped the way much of the city developed. We built strong neighbourhoods focused on centres, and the streetcar made connections between those centres easy.

But like most North American cities, the network was dismantled in the mid-1900s with the rise of the automobile. And our land uses began to change. We focused on auto storage and wide, higher-speed roads that could move many vehicles quickly. Victoria began to spread out, and much of the focus on dense centres that supported walking, biking, and transit trips began to fade.



## IN 2019

Victoria is the provincial capital and a major employment, tourism, and cultural destination. It boasts a mature mobility network connecting walkable neighbourhood villages and the downtown supporting residents, workers, and visitors alike.

Like other highly desirable cities in North America, Victoria is growing. Yet as a compact city, we don't have space to expand outward. We're drawing younger people, families, and people with diverse backgrounds into the city. Some of these new residents are choosing Victoria as their home after being priced out of Vancouver, and others are choosing to stay here after university due to expanding job opportunities. We need to build new types of housing to accommodate these changing demographics.

Victoria is also one of the most progressive cities in North America, firmly situated within the Cascadia Region. We consistently lead the way on sustainability and resiliency, building projects that provide new (and old) ways for people to experience the city. This is a time of innovation and change, and everyone has a role to play in developing solutions.





# TOMORROW

This is a period of unprecedented changes, presenting incredible opportunities and potential challenges for Victoria and our residents, workers, and visitors. The ways we move and the ways mobility is provided will be different tomorrow than they are today. These changes have the potential to increase accessibility, but also to increase inequalities.

Our mobility system is shaped by our land uses. We must continue to focus growth in our neighbourhood centres to create complete communities and to ensure that people can make sustainable choices for most trips. We must concentrate on moving people and our responsibility to manage the 30% of Victoria’s land that is devoted to that purpose.

And most importantly, we must act quickly and decisively to achieve our goals, building on the strong foundation of yesterday and today.



Adapted from New South Wales Future Transport 2056



## TECHNOLOGY AND DISRUPTORS

Smartphones and open data platforms have reshaped the way we understand our transportation options and how we request services. Shared mobility (bikes, e-bikes, cars) and rides make it increasingly possible to live a car-free or car-lite lifestyle, and these options will continue to grow. Autonomous vehicles are arriving, and they will put new pressures on our networks.



## RESILIENCY

In the face of climate change and aging assets, Victoria’s future must be a resilient one. The City is committed to an 80% reduction in greenhouse gas emissions (GHG) and a shift to 100% renewable energy by 2050. Our mobility system plays a significant role in meeting these goals. Rising sea levels and an increase in storm events will mean greater disruptions to the mobility systems on which we rely.



## PRIVATE SECTOR ROLE

Private actors are increasingly shaping our built environment and mobility options. Private redevelopments of surface parking lots, for example, create new housing options but also constrain our parking supply. Ride hail companies have an interest toward becoming holistic mobility providers. The City must build partnerships, but we must also use our regulatory tools to ensure that these private entities are working in service of the common good.



# MANAGING MOBILITY TODAY

The City of Victoria plays a lead role in managing our mobility network. However, there are many other agencies and entities who have a hand in how we get around. These include the Ministry of Transportation and Infrastructure, BC Transit, the Capital Regional District, our neighbouring municipalities, and a host of private actors.

To keep Victoria moving today and in the future will require coordination and collaboration. Transportation networks and the connections people need to make don’t end at our City limits. We must think regionally—and well beyond our borders—to continue managing our assets and developing our mobility future.

The City of Victoria’s guiding document for managing mobility is the Official Community Plan (OCP). The OCP establishes a hierarchy of transportation and mobility priorities to describe how we prioritize different modes in our transportation planning. The hierarchy puts pedestrians at the top, followed by cyclists, transit, commercial vehicles, and single occupancy vehicles in descending order of priority.

These goals are supported by many other City plans, policies, and regulations that help to direct the ways we manage mobility today.

## ROLES AND RESPONSIBILITIES

This table describes the different roles and responsibilities associated with Victoria’s mobility system, and illustrates why collaboration is critical.

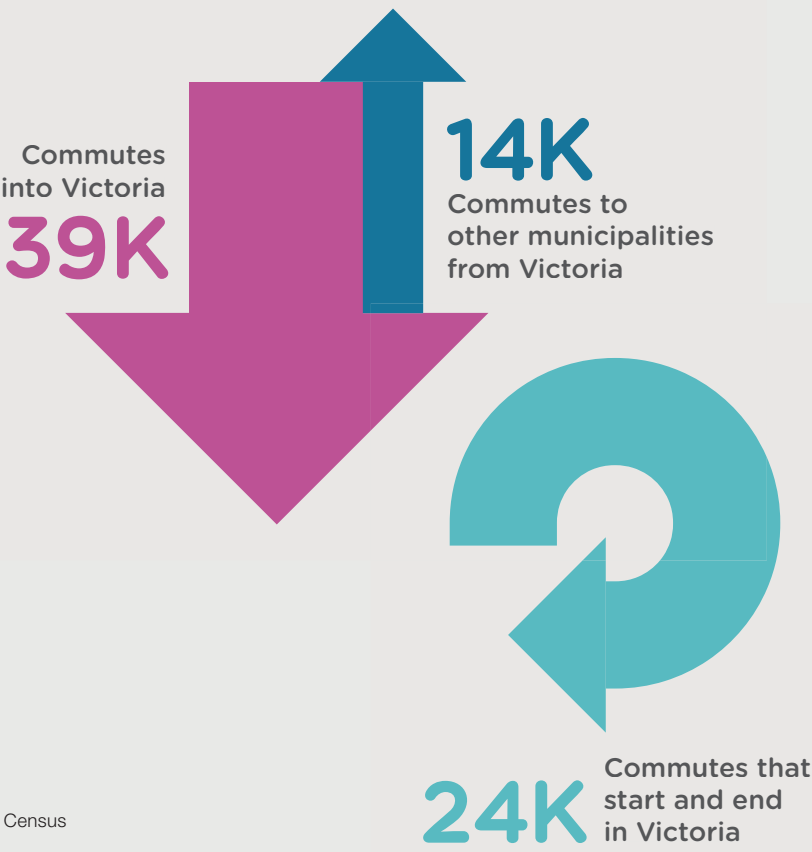
	STREET NETWORK				
	PEDESTRIAN NETWORK				
	BICYCLE NETWORK				
	MULTI-USE TRAILS				
	TRANSIT SERVICE				
	GOODS AND SERVICES MOVEMENT				
	HARBOUR FACILITIES				
	ON-DEMAND MOBILITY SERVICES				
	PARKING AND CURB MANAGEMENT				
	LAND USE				

Primary Role
 Supporting Role



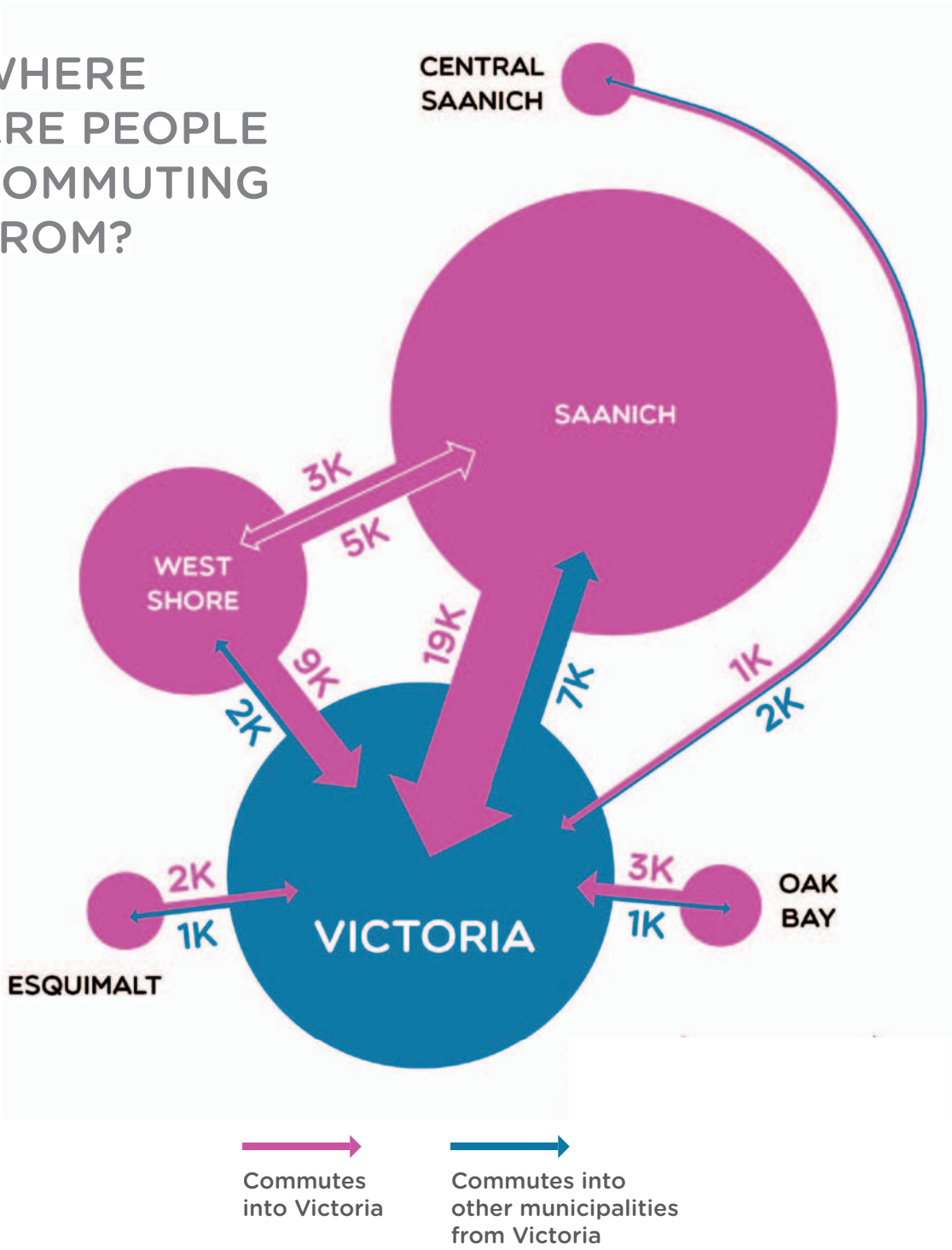
# WHERE AND HOW WE MOVE TODAY

Victoria is the heart of the Capital Regional District. It is home to nearly half of all regional jobs (42%) and one-quarter of the region’s population (23%). In other words, Victoria welcomes nearly 40,000 workers into the city every day—on top of the 25,000 workers who also call Victoria home.



Source: 2016 Census

## WHERE ARE PEOPLE COMMUTING FROM?

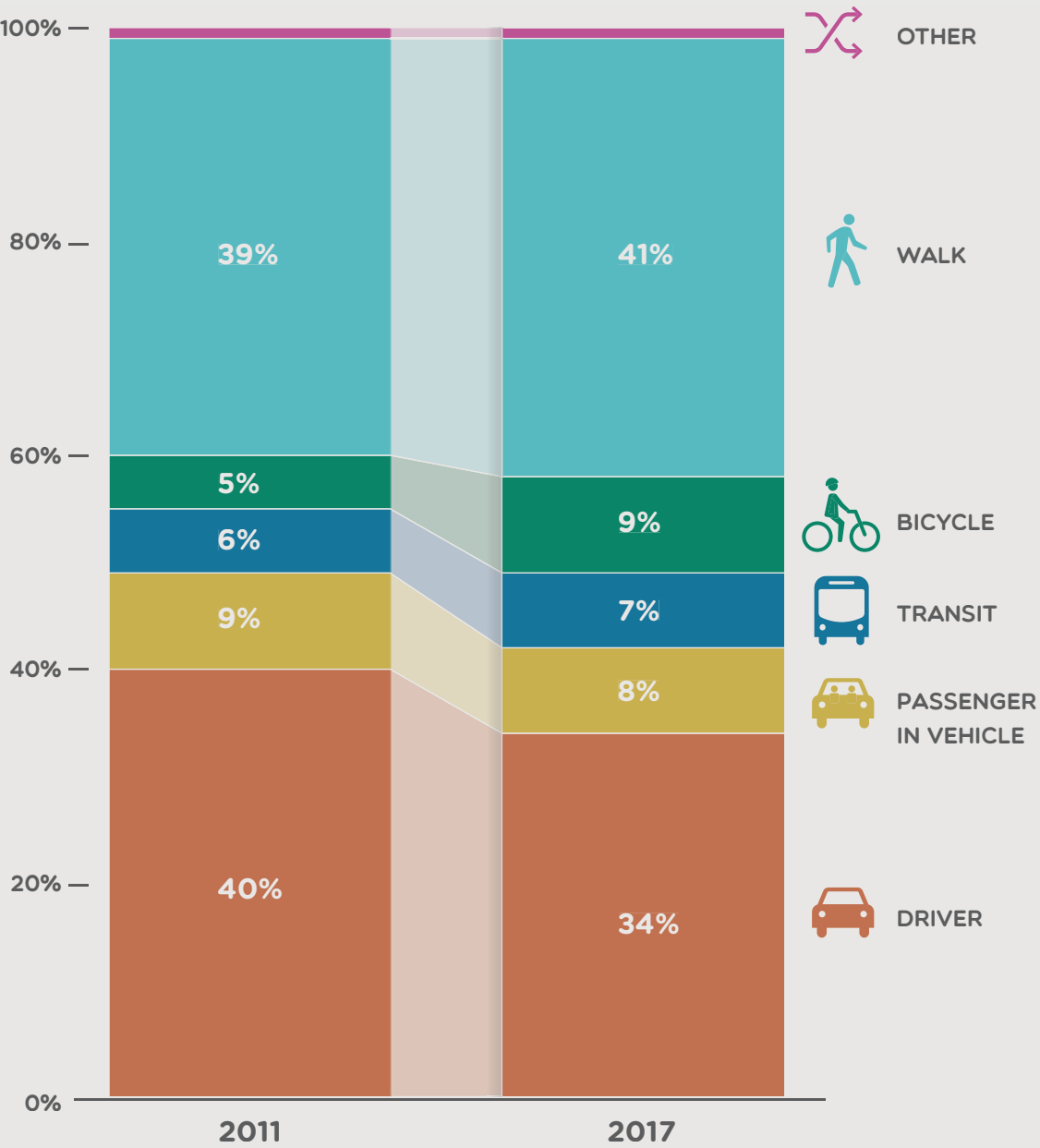


Source: 2016 Census, showing Victoria and top eight municipalities (in-flow)



The way we travel has changed over time. Between 2011 and 2017, we shifted to more sustainable modes of transportation. Walking, bicycling, and transit have increased to 57% of all trips. Conversely, we make fewer trips by car: just over 33% of trips in 2017, versus 40% in 2011.

The same can be said of trips into Victoria: the number of car trips dropped from 66% to 61% over the same period. Where driving trips decreased, bicycle and transit trips made up the difference, increasing by 3% and 2% respectively.



Source: 2011 and 2017 CRD Origin-Destination Surveys

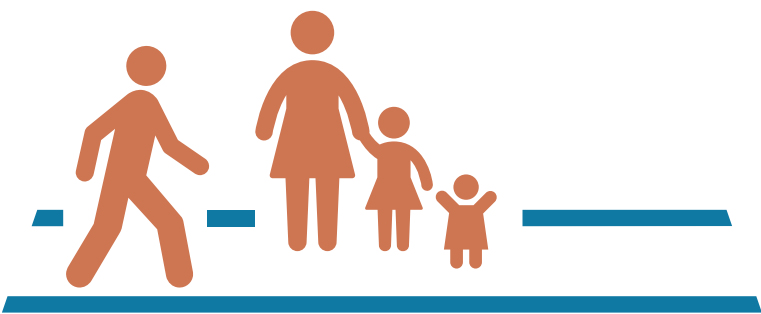


# WALKING IN VICTORIA

## Walking in Victoria

A good pedestrian environment has a combination of sidewalks (and trails), safe crossings, and destinations within walking distance.

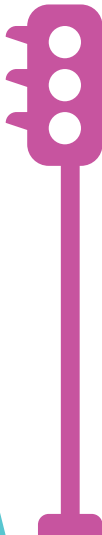
Today, nearly all of Victoria’s streets have sidewalks on both sides, and many destinations are located close to the places we live. As a result, more than one in five Victoria residents commutes to work on foot.



475 KM

Victoria has 475 linear kilometres of sidewalks. This means sidewalks are available on both sides of most of the city’s 274 linear kilometres of streets.

Some neighborhoods are exploring alternative approaches to creating safe places to walk and roll, such as shared streets. These can be appropriate in some residential settings but require careful design for universal accessibility.



713

There are 713 marked pedestrian crossings in Victoria. Many intersections have high-visibility crosswalks, which are important to help people make connections between destinations and our larger mobility network.

**PLANNING CONTEXT**

The City is investing to make it easier and safer to walk and roll in Victoria. These plans are guiding our investments:

- OFFICIAL COMMUNITY PLAN
- PEDESTRIAN MASTER PLAN
- CROSSWALK PRIORITY INDEX
- HARBOUR PATHWAY MASTERPLAN
- GREENWAYS PLAN
- WAYFINDING STRATEGY





## Sidewalks and Crosswalks

Source: City of Victoria

- Sidewalk
- Marked Crosswalk
- Signalized Intersection

### TAKING STOCK

An ongoing sidewalk inventory will provide information on the condition of our existing sidewalk network. The inventory will also help us prioritize future investments in walking infrastructure. We need a complete and connected sidewalk network to enhance safety and comfort for people of all ages and abilities.

### LOOKING AHEAD

Because the sidewalk network is largely built, Victoria can focus future investments in high-priority areas, such as collision hotspots, safe routes to school, access to transit, and corridors with high levels of pedestrian delay. In order to support these efforts, coordinated data collection and management will be increasingly necessary.



# BIKING IN VICTORIA

## PLANNING CONTEXT

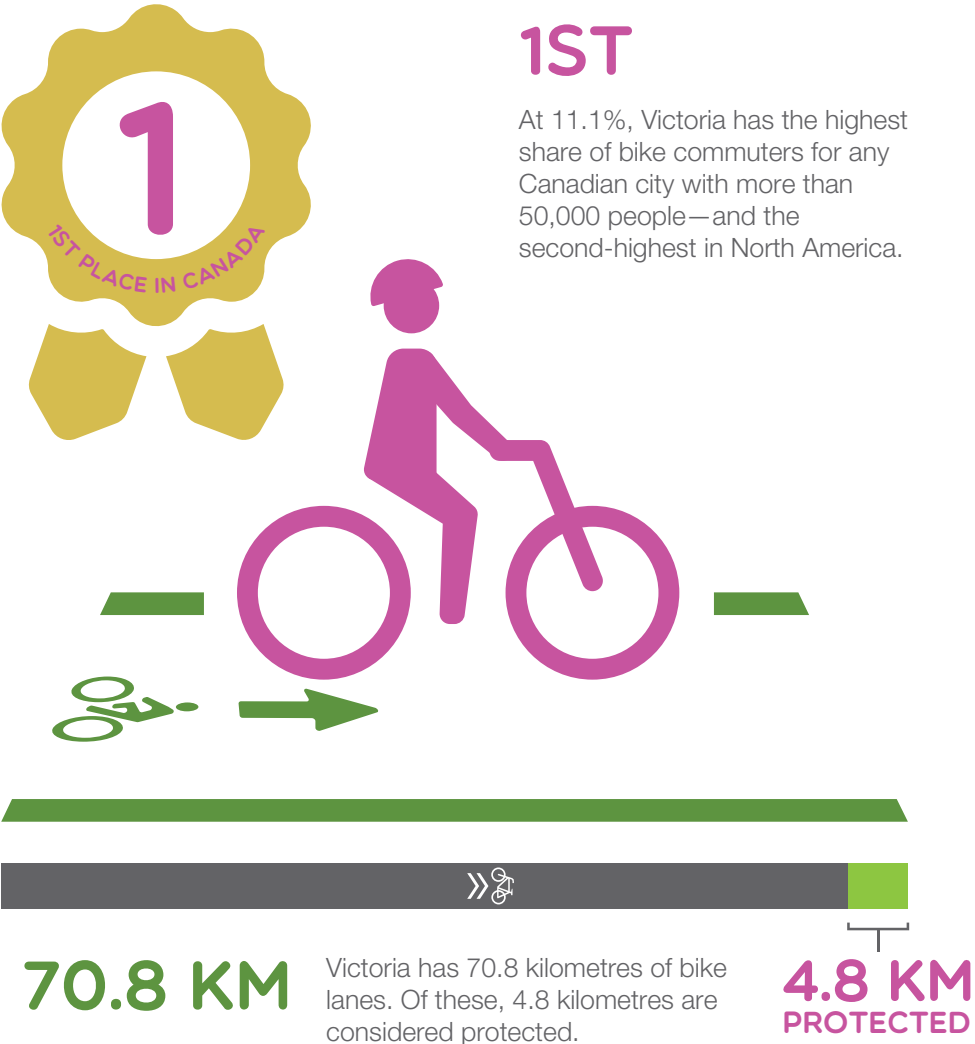
We are working hard to make Victoria even better for people biking. These plans are guiding our investments:

- Official Community Plan
- Bicycle Master Plan
- Bicycle Parking Strategy
- Greenways Plan

## Biking in Victoria

More than one in 10 Victoria residents bikes to work, making our city the envy of many of our North American peers.

In addition to a relatively flat topography, mild climate, and mix of land uses and destinations, Victoria has an extensive network of bike facilities (70.8 km). This consists largely of painted and shared lanes.







## Existing Bicycle Network

### By facility type

Source: City of Victoria

- Off-Street Trail
- Protected Bike Lane
- Painted Bike Lane
- Shared Bike Route

## DEVELOPMENT AND PARKING

Victoria's growth is a sign of a strong economy. However, that growth is leading to changes in our transportation system—redevelopment has resulted in the loss of surface parking spaces.

- Victoria West
- James Bay
- Fairfield and Harris Green
- Hillside-Quadra
- Adjacent to Pandora/Oak Bay Avenues

## KEY FACILITIES

- Protected bike lanes on Pandora Avenue and Fort Street with construction underway on Wharf Street, Humboldt Street, and Dallas Road
- Off-street paths: E&N Rail Trail, Galloping Goose Trail, Johnson Street Bridge multi-use deck, and throughout Beacon Hill Park
- Painted bike lanes, including some with additional paint buffers
- A shared bike/bus lane on Douglas Street

## CONVENTIONAL VS. ALL AGES AND ABILITIES (AAA)

Much of Victoria's bike network is made up of painted lanes (27 km) or shared bike routes (26 km). These are suitable for confident and advanced cyclists, which represent a small portion of cyclists (5-7%). To attract cyclists of all ages and abilities, a network of protected or safe cycling infrastructure is required.





## SPOTLIGHT

# BUILDING AN ALL AGES AND ABILITIES NETWORK

Different types of bike facilities provide varying levels of comfort and safety for each type of cyclist. The vast majority of people identify as “interested but concerned,” regardless of where they live. This group is more likely to bike on protected or low-speed facilities, such as neighbourhood bikeways and protected bike lanes.

WHEN IT COMES TO BICYCLING, PEOPLE FALL INTO FOUR CATEGORIES:



60%

### Interested but concerned riders

prefer complete separation from motor vehicle traffic, or routes with very low traffic volumes and speeds



7%

### Enthusied and confident cyclists

feel comfortable riding in traffic when they need to, but prefer dedicated bikeways



1%

### Fearless bicyclists

feel comfortable riding on streets with or without dedicated bikeways



32%

### No way, no how

people will not consider riding or cannot ride a bicycle

Note: Based on 'Four Types of Cyclists' white paper authored by Roger Geller, City of Portland, Oregon



# TRANSIT IN VICTORIA

## Transit in Victoria

Public transit is a space-efficient, high-capacity, low-emissions mode within the regional mobility system. In Greater Victoria, public transit is operated by the Victoria Regional Transit System (VRTS), part of BC Transit. This includes 57 routes categorized into three types: regional, frequent, and local. VRTS also provides an on-demand paratransit service called HandyDART.

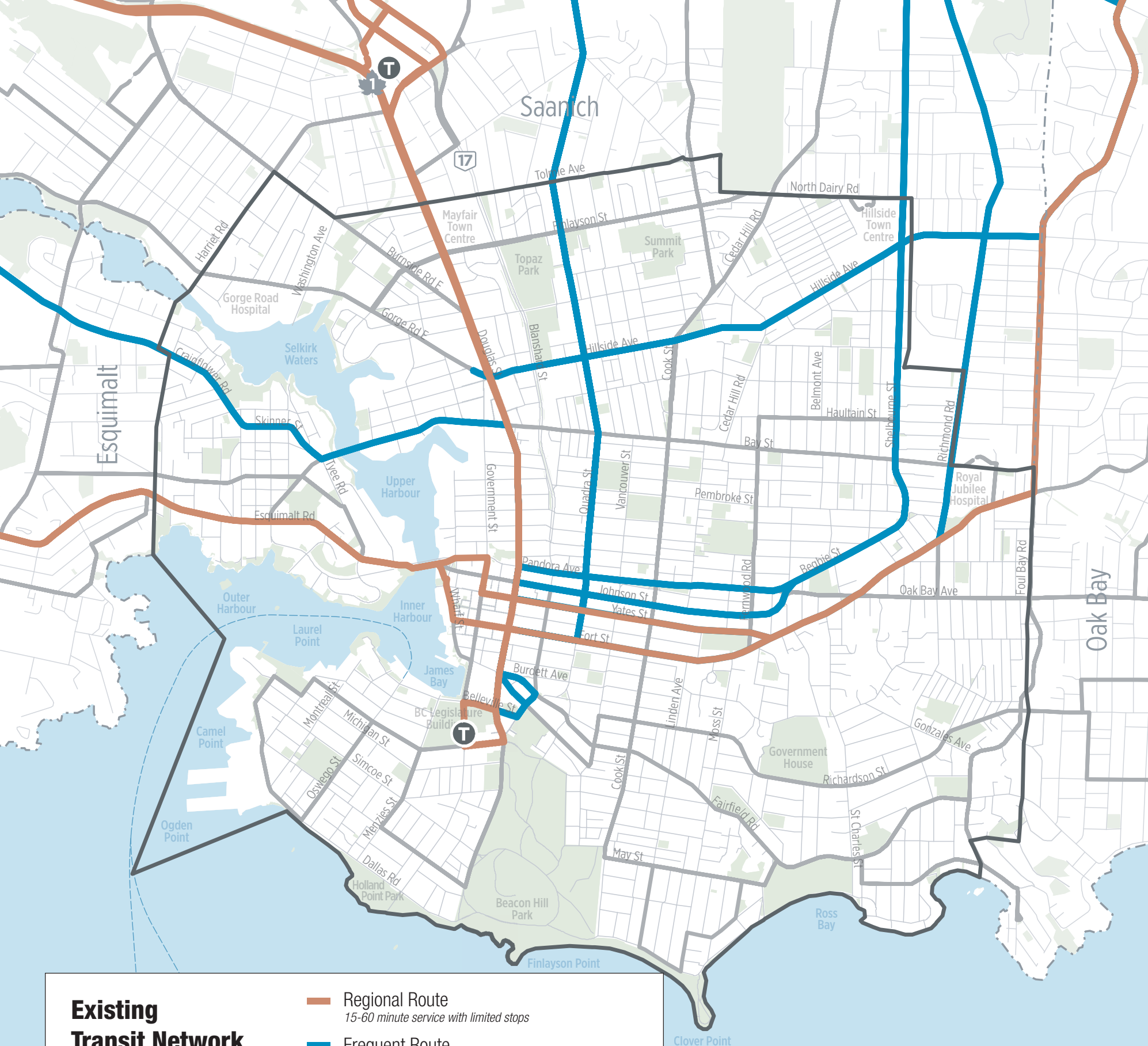


**PLANNING CONTEXT**

Transit in Victoria is guided by the following documents:

- Official Community Plan
- Transit Future Plan (BC Transit)
- Regional Transportation Plan (CRD)









## Existing Transit Network

### By service type

Source: BC Transit

-  Regional Route  
*15-60 minute service with limited stops*
-  Frequent Route  
*15 minute or better service from 7 AM to 7 PM, Mon to Fri*
-  Local Route  
*20-120 minute service*
-  Transit Exchange

## ROLE OF VICTORIA

Although the City of Victoria does not operate bus service directly, we play a critical role in transit-supportive street design. We also have an important role in decision-making through the Victoria Regional Transit Commission, the governance body of BC Transit for Greater Victoria.

## EXCLUSIVE TRANSIT RIGHT-OF-WAY

BC Transit and the City of Victoria recently completed a second segment of exclusive transit lanes on Douglas Street, with a goal of improving travel times and reliability. This means buses are travelling faster to Victoria and are on time more often, getting people where they need to go more quickly.

## CROWDED BUSES

Crowding on BC Transit buses in Victoria is a challenge: in October 2018, there were 91 instances of pass-ups on routes serving the city. This makes it especially important to invest in high capacity, regional transit, with exclusive rights-of-way.

## EXCHANGES AND HUBS

Although there is only one “transit exchange” in Victoria, there are many hubs or downtown zones served by high-density transit.





## SPOTLIGHT

# TRANSFORMING PUBLIC TRANSIT

In February 2019, City Council passed a resolution to “Support Transformational Improvements to Transit.”

THE RESOLUTION CALLS FOR THE GOVERNMENT OF BRITISH COLUMBIA AND THE VICTORIA REGIONAL TRANSIT COMMISSION TO SUPPORT IMPROVEMENTS TO TRANSIT TO INCREASE MODE SHARE AND DECREASE GREENHOUSE GAS EMISSIONS.

These priorities support an Improved transit experience and will help to increase ridership. Taking the bus must be as easy, intuitive, and accessible as taking a ride in a shared vehicle to avoid losing transit mode share to more convenient services.

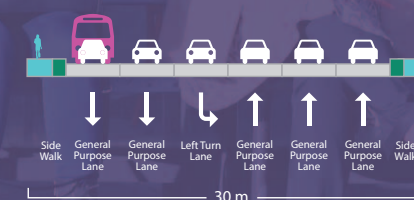
### KEY PRIORITIES

- Transitioning transit fleets to zero emissions
- Introducing tap payment systems and real-time information
- Installing traffic signal priority sensors in buses along with all-door boarding capabilities
- Expanding dedicated bus lanes
- Determining the most effective investments
- Reporting on key priorities, progress, and metrics

The City of Victoria recently partnered with BC Transit to implement dedicated bus lanes on Douglas Street.

BY PRIORITIZING THE MOVEMENT OF PUBLIC TRANSIT—AND WITHOUT WIDENING THE ROAD—BUS LANES HELP US MOVE 32% MORE PEOPLE ON DOUGLAS STREET. THAT'S THE SAME AMOUNT OF CAPACITY AS SEVEN EXTRA CAR LANES. ADDITIONALLY, COMMUTERS ARE SAVING APPROXIMATELY 10 MINUTES A TRIP DURING PEAK TRAVEL TIMES. THAT'S ALMOST AN HOUR A WORK WEEK PER PERSON.

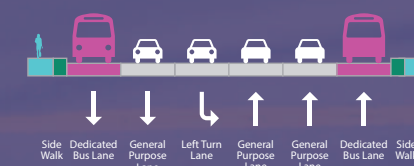
### Before



How many people can this street serve per hour? Up to 25,700

Source: NACTO Transit Street Design Guide

### After



How many people can this street serve per hour? Up to 33,900 (+32%)

Source: NACTO Transit Street Design Guide



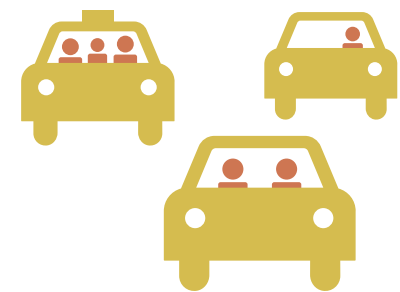
# DRIVING IN VICTORIA

## Driving in Victoria

The City of Victoria has 274 kilometres of streets, which cover one-third of our land area. Due to historical development patterns, our streets are relatively narrow—this is an important part of Victoria’s character, but the tight geometry presents challenges when managing competing right-of-way priorities.

-7.7%

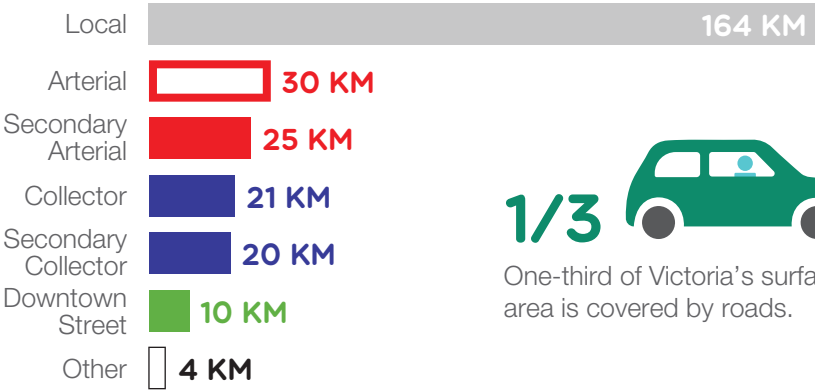
Car traffic volume into and out of Victoria decreased by 7.7% between 2011 and 2016, despite the population increasing by 7.2% over the same period.



44%

The share of residents who drive to work decreased from 47% to 44% between 2011 and 2016.

### Street Classification by Length



One-third of Victoria’s surface area is covered by roads.

**PLANNING CONTEXT**  
The planning context for driving, roads, and electric vehicles includes:

OFFICIAL COMMUNITY PLAN

REGIONAL TRANSPORTATION PLAN (CRD)

STREETS AND TRAFFIC BYLAW





## BEYOND FUNCTIONAL CLASSIFICATIONS

Victoria has an alternative classification system for streets, which accounts for different transportation modes and vehicle volumes, as well as nearby land uses. We call this system our “urban thoroughfare types.” Although the types are defined, they are not mapped onto the actual street network.

## SIGNAL COORDINATION TECHNOLOGY

We have three traffic signal networks in the city that include many coordinated signals. This makes using the data we have and managing changes to the network challenging. New technologies for signal coordination can help to manage the flow of all transportation modes and streamline the work of our signal engineers.

## ELECTRIC VEHICLES

More and more Victorians are driving hybrid and electric vehicles. Between 2017 and 2018, the EV portion of passenger car sales increased from 5% to 15%. However, there are only 21 charging stations in Victoria that are publicly available, including eight in the City’s parkades.





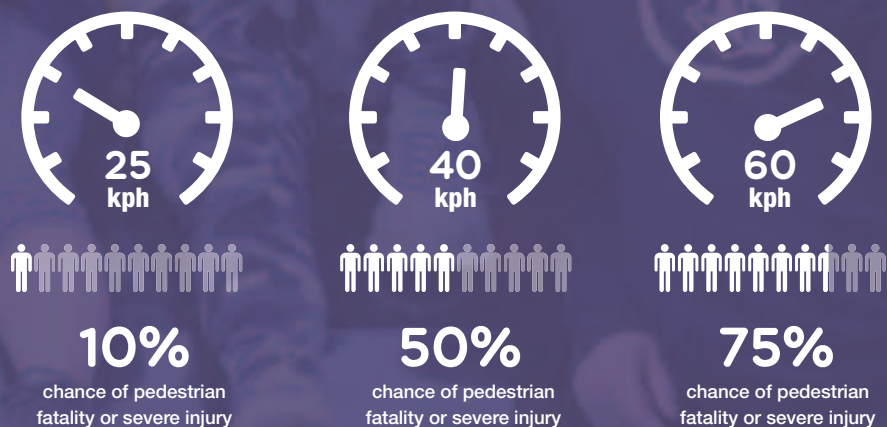
## SPOTLIGHT

# MAKING STREETS SAFER FOR EVERYONE

When it comes to our streets, nothing is more important than keeping people safe. Collisions can often be a matter of life and death, particularly for people walking and biking.

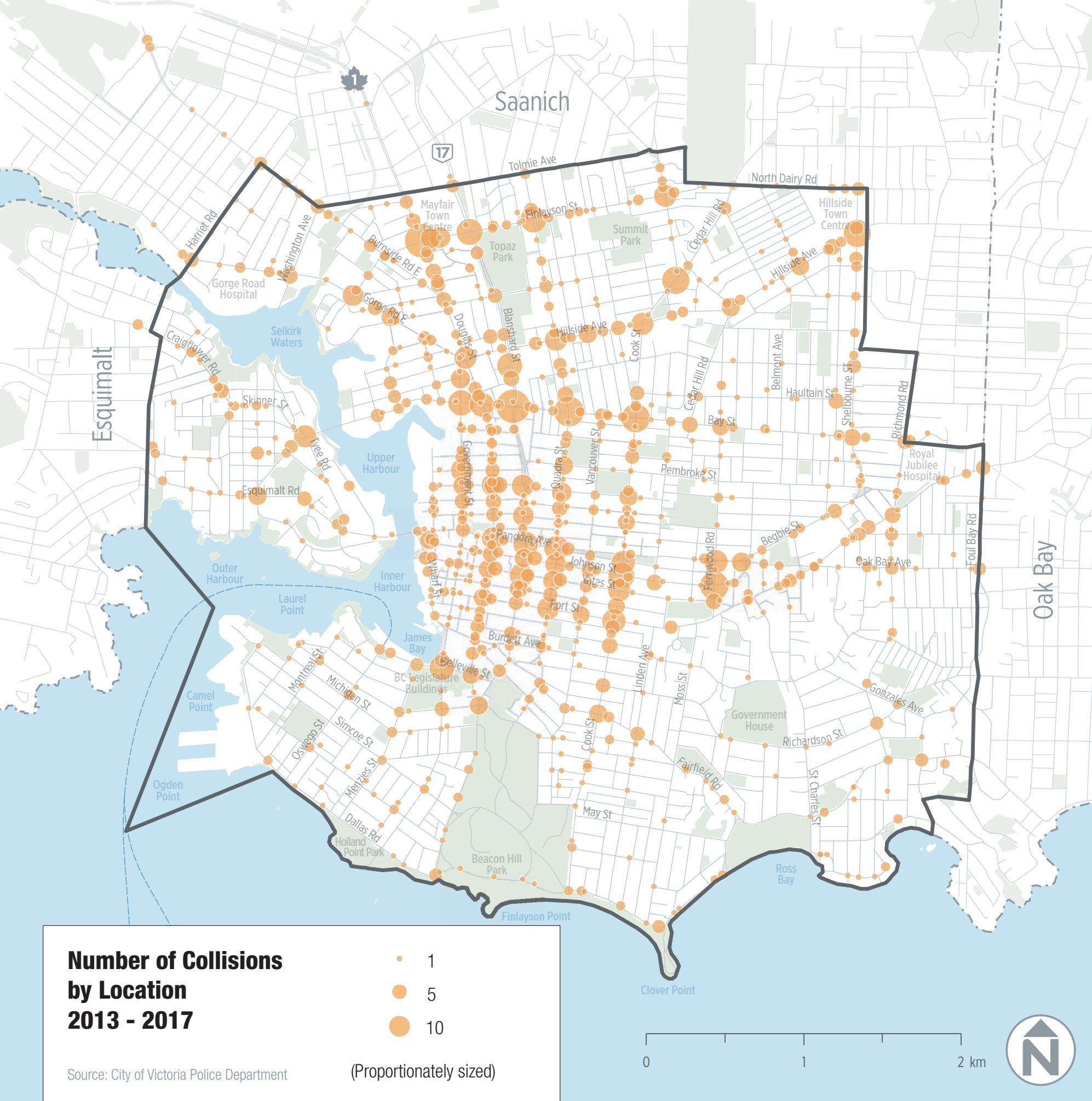
Strategies must be applied together. Simply changing a speed limit sign won't reduce speeds if nothing changes in the environment. Narrowing lane widths, improving visibility (especially at intersections), calming traffic, and stepping up enforcement are important complements that encourage slower travel.

SURVIVING A CRASH IS CLOSELY TIED TO MOTOR VEHICLE SPEED. FOR COLLISIONS INVOLVING PEDESTRIANS, THE LIKELIHOOD OF A FATALITY RISES WITH SPEED. MAKING CHANGES TO OUR STREETS LIKE LOWERING SPEED LIMITS AND INSTALLING TRAFFIC CALMING CAN HELP TO REDUCE THE CHANCE OF A CRASH AND SAVE LIVES.



Source: Tefft, Brian, 'Impact speed and a pedestrian's risk of severe injury or death' (AAA Foundation for Traffic Safety, 2011)





## HIGH CRASH CORRIDORS

10 corridors had more than 50 collisions each between 2013 and 2017:

- Douglas
- Cook
- Bay
- Blanshard
- Quadra
- Fort
- Hillside
- Government
- Finlayson
- Johnson

## DATA ONLY TELLS PART OF THE STORY

Data on traffic collisions are limited. The map reflects crashes captured in police reports, which is likely only a fraction of the actual collisions that occur each year. The critical piece of information is that people are being injured and killed on our streets each year. By embracing the principles of Vision Zero, we can change this and keep everyone safe, regardless of how they travel.



# PARKING AND MANAGING THE CURB IN VICTORIA

## Parking and Managing the Curb in Victoria

Parking and curb management are key pieces of Victoria’s mobility system. The right-of-way—and our curbspace—is a public amenity that must move people, goods, and services and support other public space uses. While having access to the curb is important for loading and unloading, vehicle storage (including medium- or long-term parking) may be better supported by off-street spaces. There is not a current count of privately-held off-street spaces in Victoria, although we estimate that there are 1,700 surface stalls on private land.

Victoria is the only municipality in the region that prices parking, but that is only the case downtown. Free on-street parking is available throughout our neighbourhoods. The availability and cost of parking has a dramatic impact on our transportation choices and behaviours.

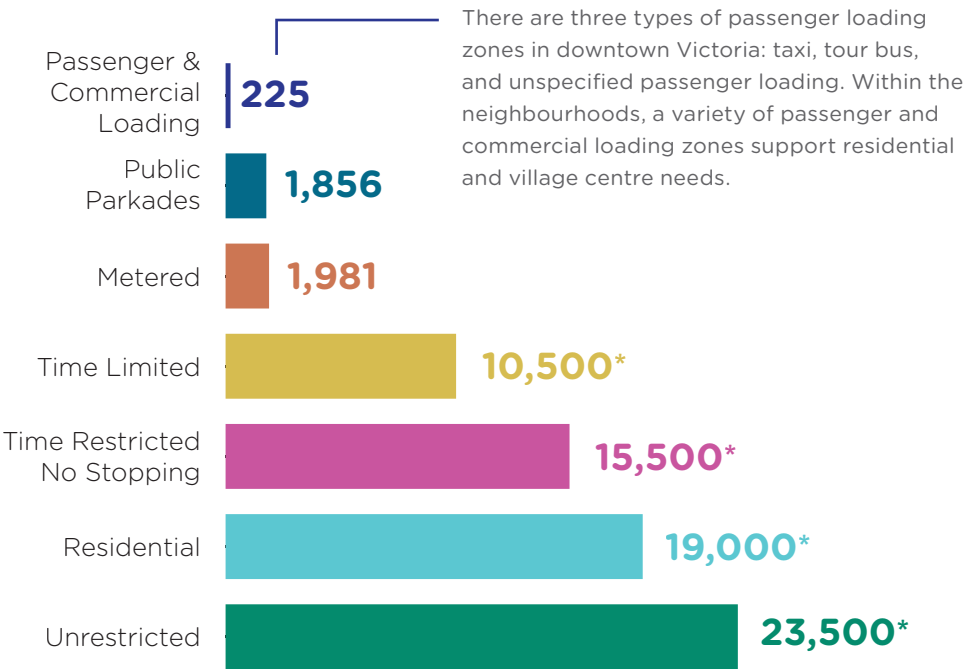
**PLANNING CONTEXT**

We have many plans, policies, and regulations that help to guide how we use our curbspace and manage parking. These include:

**PARKING STRATEGY**

**SCHEDULE C OF ZONING BYLAW**

**STREETS AND TRAFFIC BYLAW**



Source: 2016 Census, showing Victoria and top eight municipalities (in-flow)



Estimated number of spaces on-street  
and in City of Victoria parkades:  
**72,562**  
(more than one for every adult)

**DEVELOPMENT AND PARKING**

Victoria's growth is a sign of a strong economy. However, that growth is leading to changes in our transportation system—redevelopment has resulted in the loss of 1,700 parking spaces.

While more housing fills one of the city's important needs, the reduction in parking puts pressure on remaining curbspace and parkades.

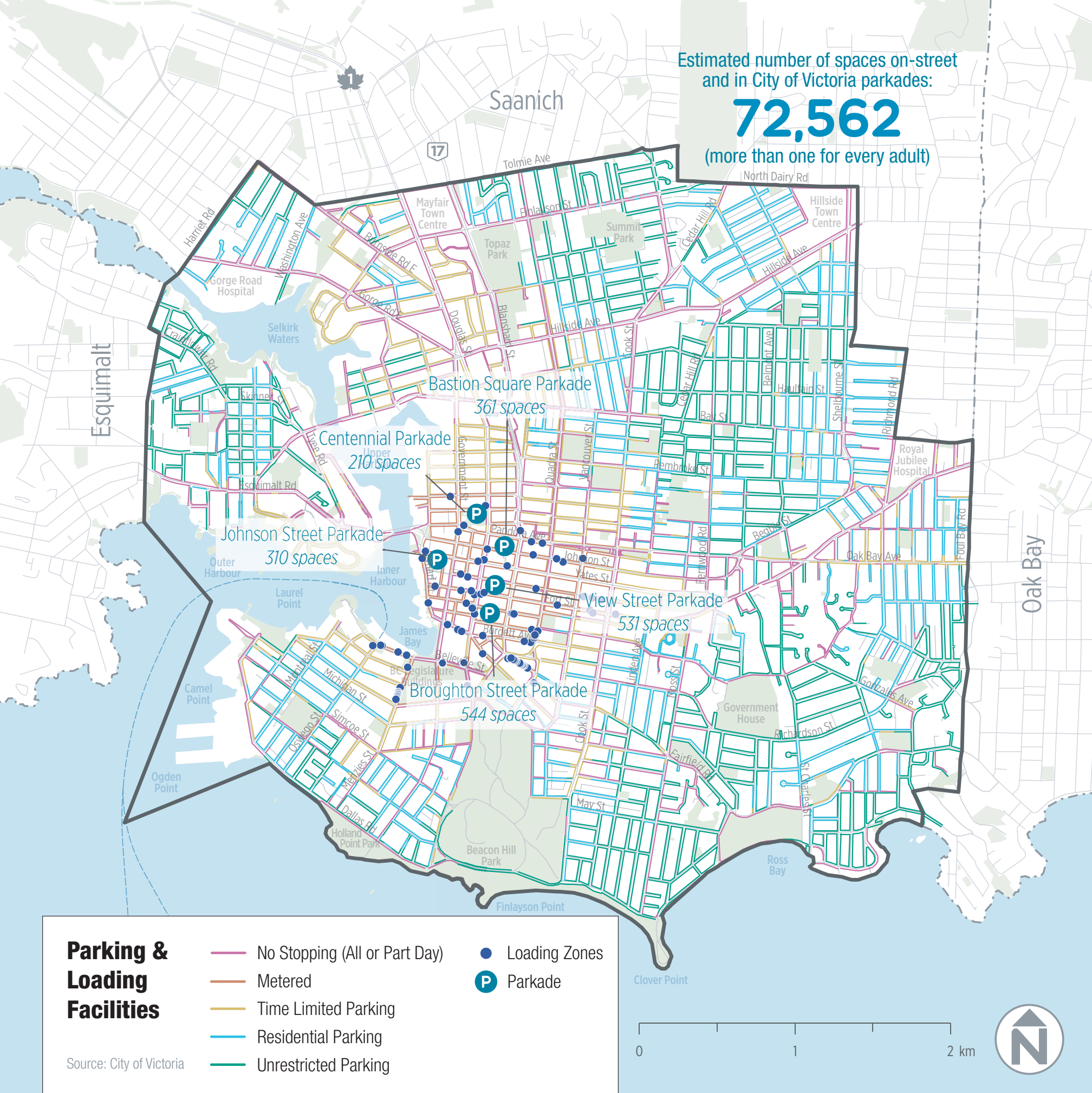
**TRANSPORTATION  
DEMAND MANAGEMENT**

Victoria currently encourages sustainable transportation in a variety of ways, including unbundled parking and developer-provided infrastructure and amenities.

These may be enhanced bike facilities, carshare memberships and vehicles, or transit subsidy programs to reduce vehicle parking needs. However, there is potential for a more comprehensive transportation demand management approach that coordinates incentives among large employers, or across the entire city.

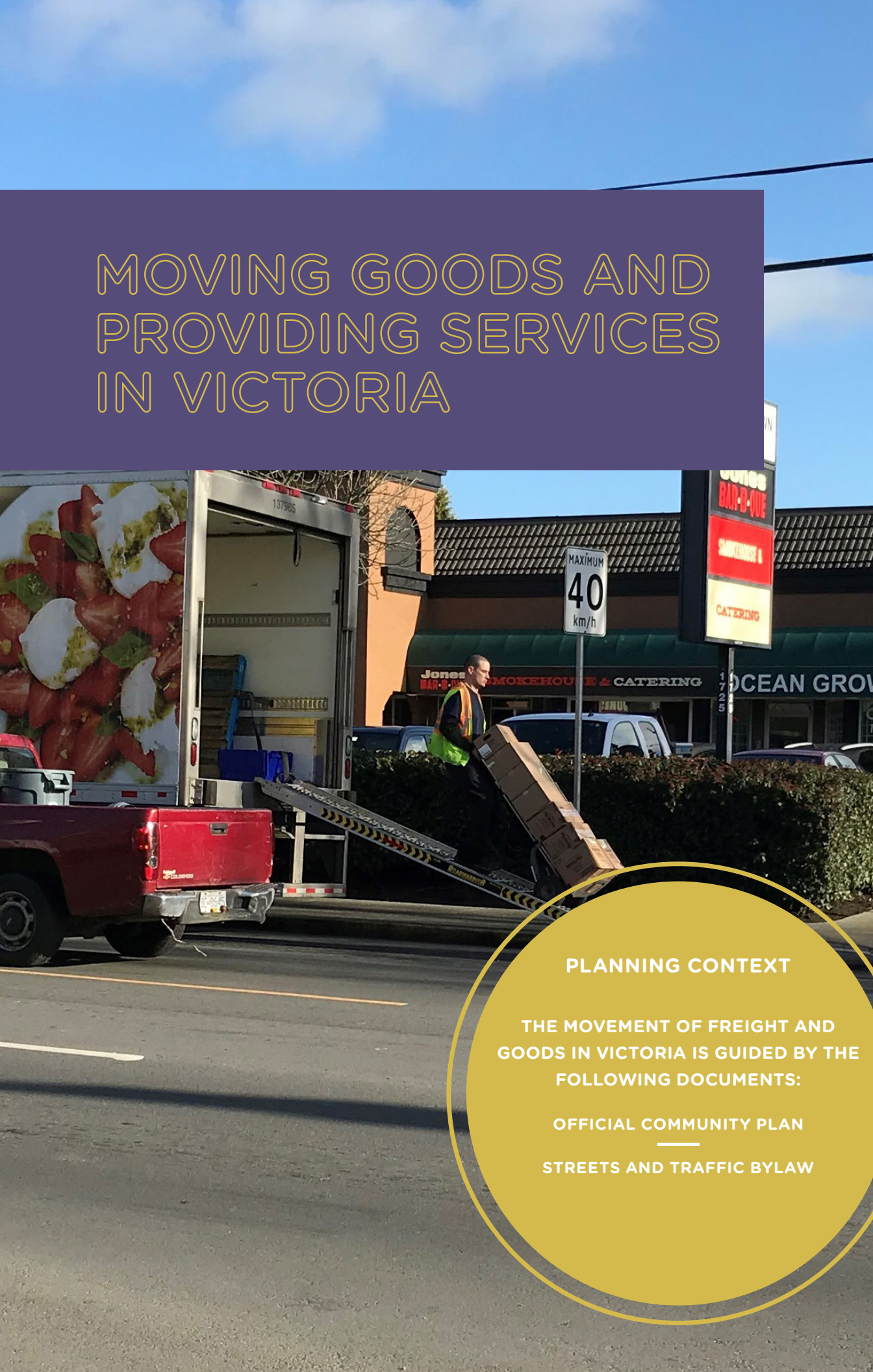
**MANAGING PARKING**

There may be opportunities to more actively manage parking through time limits, pricing, or permits, for example, to ensure that spaces are available throughout the day and night.





# MOVING GOODS AND PROVIDING SERVICES IN VICTORIA



**PLANNING CONTEXT**

**THE MOVEMENT OF FREIGHT AND GOODS IN VICTORIA IS GUIDED BY THE FOLLOWING DOCUMENTS:**

**OFFICIAL COMMUNITY PLAN**

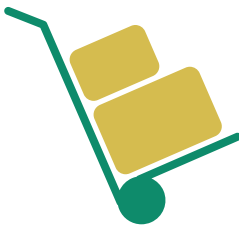
**STREETS AND TRAFFIC BYLAW**

## Moving Goods and Providing Services in Victoria

Managing how goods move around our city is essential to Victoria’s overall transport system—and to the livability of our city. This includes the truck network for freight, commercial loading zones for parcel, meal, and other deliveries, and even the management of construction equipment and activity.



Victoria’s heavy-haul truck network consists of 48 kilometres of streets designated for vehicles that exceed 22,680 kg. These are concentrated in industrial and harbour-adjacent areas, as well as on arterial streets.

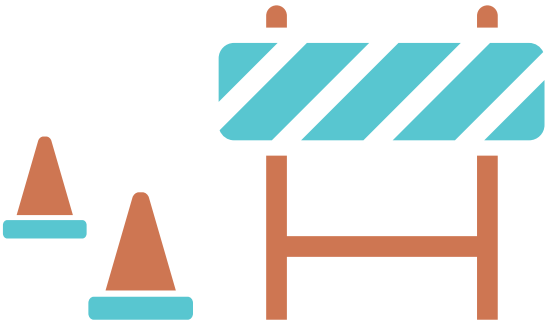


102

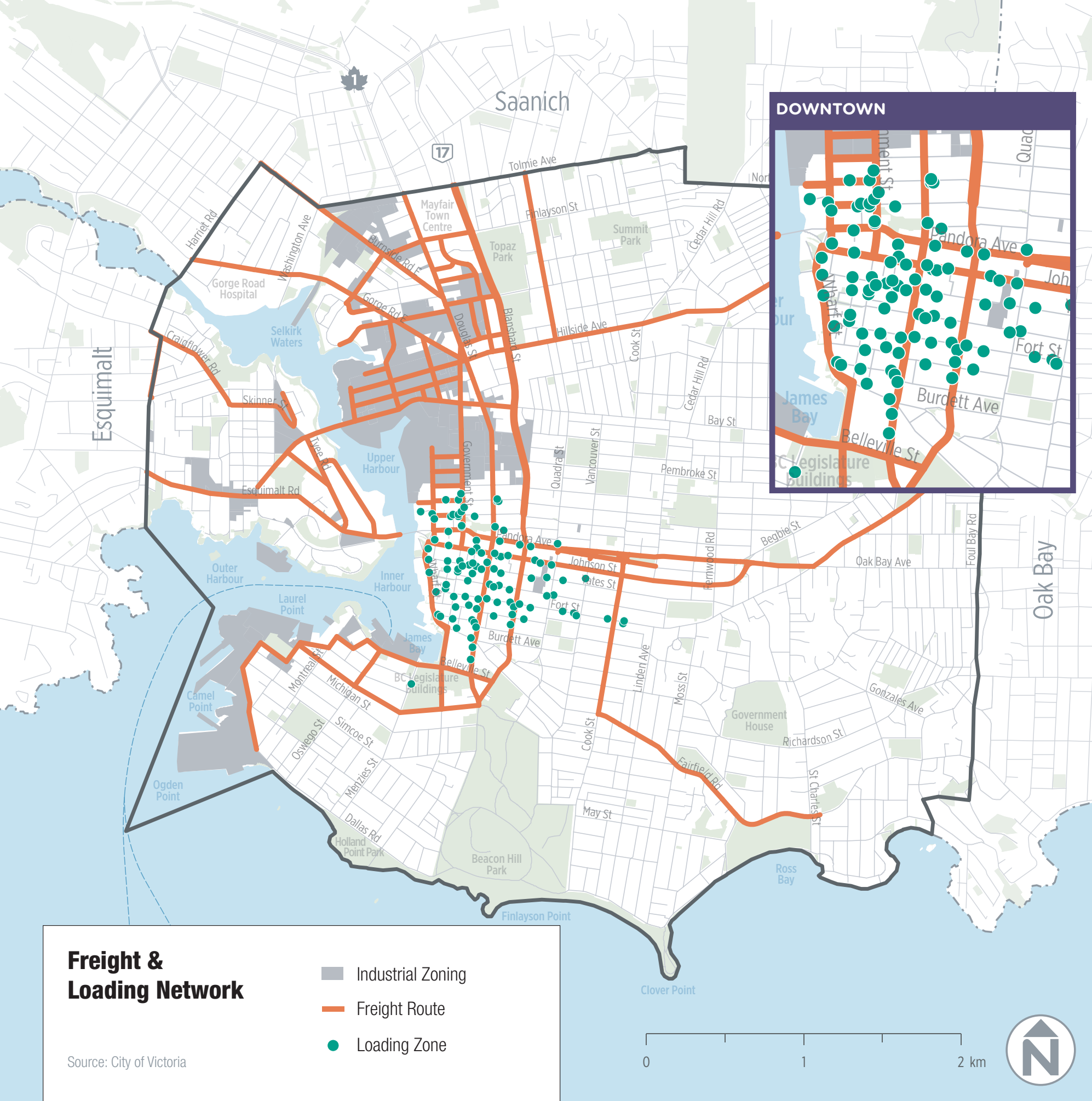
There are 102 commercial loading zones in Victoria, all within or adjacent to the downtown core. Time limits for these spaces range from three minutes to two hours, and nearly all are designated as commercial loading zones for only part of the day.

4,013

Enforcing temporary right-of-way permits for construction and other uses can be a challenge, particularly as Victoria continues to grow rapidly. Over the last five years, the number of right-of-way permits has increased from 1,883 in 2011 to 4,013 in 2018, with no increase in staffing.







## A GROWING MANUFACTURING SECTOR

Although manufacturing represents a small share of overall jobs (2.3%), the sector added 285 jobs between 2011 and 2016.

## BOOMING CONSTRUCTION

Between 2012 and 2016, 4,093 new housing units were built in Victoria, with one-quarter located downtown. Managing the right-of-way during construction—along with the temporary influx of construction workers—is a challenge.

## NEW DELIVERY SERVICES

Delivery services are growing in popularity. For example, Skip The Dishes—a meal delivery service that became available in Greater Victoria in 2017—now lists 168 restaurants.

## ONLINE SHOPPING

People are buying more goods online each year. Canada Post parcel deliveries increased by 58% nationwide between 2012 and 2017.

## NEW, SMALLER VEHICLES

Given Victoria's narrow streets, there may be opportunities for deliveries to be made with smaller, low- or zero-emissions vehicles. Peer cities are piloting cargo bikes and other new vehicle types for parcel deliveries.



# ON-DEMAND MOBILITY SERVICES IN VICTORIA

## On-demand Mobility Services in Victoria

On-demand mobility services provide transportation options on an as-needed basis. The City balances curb space needs of these providers with demands on this same space from residential and commercial uses. Four types of on-demand mobility services currently operate in Victoria: taxis, two-way carshare (Modo and Zipcar), dockless bikeshare (U-bicycle), and HandyDART demand-response paratransit.

300,000



BC Transit’s HandyDART provides on-demand paratransit (dial-a-ride) service to people with permanent or temporary disabilities. HandyDART provided more than 300,000 trips in 2014-2015 throughout the entire VRTS area, including the City of Victoria. This type of service fills an important need in the city, providing access to opportunities for people with a disability. Loading and operational needs are unique and must be considered as a part of curbside management policies.

286



Sixteen taxi companies serve the City of Victoria, with a combined fleet of 286 vehicles (of which only 17 are wheelchair accessible). Four companies together provide the majority of service: Victoria Taxi, Bluebird Cabs, Yellow Cab, and Esquimalt Saanich Taxi.

59



Two-way carshare requires drivers to return their vehicle to the parking space where the trip began. Modo is the larger of Victoria’s two carshare providers, with a fleet of 58 vehicles at 50 locations within the city, and a membership base of 1,763. By contrast, Zipcar only has one vehicle.



450

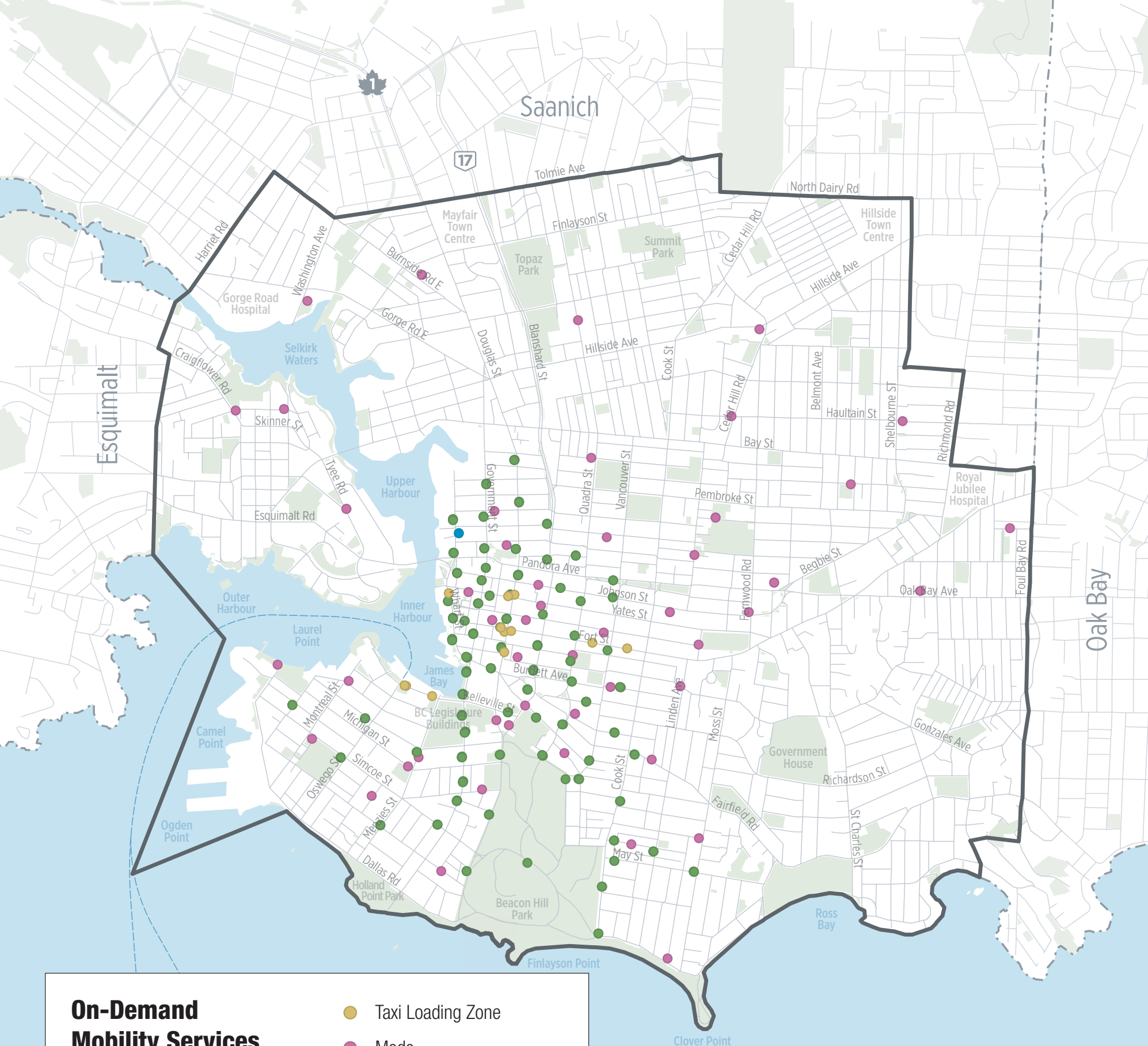
Dockless bikeshare system U-bicycle has a fleet of 450 conventional (non-electric) bicycles, and 135 virtual parking zones. People can pick up or return a bike at any of these zones.

### PLANNING CONTEXT

THE CONTEXT FOR ON-DEMAND  
MOBILITY SERVICES IN VICTORIA IS  
ESTABLISHED IN:

VEHICLE FOR HIRE BYLAW  
STREETS AND TRAFFIC BYLAW





## On-Demand Mobility Services

Source: City of Victoria,  
Modo, U-bicycle, Zipcar

- Taxi Loading Zone
- Modo
- U-bicycle Virtual Dock
- Zipcar Location

## MOBILITY AS A SERVICE

Although several mobility services exist, there are no overarching “mobility as a service” applications in Victoria. An integrated platform could help people connect to multiple services, even integrating trip planning and payment.

## E-HAIL IN 2019

Recent legislation will allow e-hail companies, like Lyft and Uber, to enter the BC market in 2019. Victoria is preparing to manage these new services—and their impacts on congestion, curbspace, and transit ridership—before they arrive.

## CHANGING MOBILITY LANDSCAPE

New and emerging mobility services, from electric scooters to automated vehicles, will change the mobility landscape over the next decade. Preparing for this transition is critical to ensure they support the City’s vision and goals for sustainable mobility.



# MOVING BY WATER AND AIR IN VICTORIA

## Moving by Water and Air in Victoria

Victoria has always been a harbour city. The harbour has ecological, industrial, marine, and cultural functions and is also a central component of our mobility system. It hosts water taxis, intercity ferries, cruise ships, and multiple commercial and charter seaplane services. One of the City’s priorities is to maintain a working harbour to support a diverse economic base.

247



Ogden Point—the largest port of call in Canada by cruise ship volume—hosted 247 cruise ships in 2018, carrying more than 600,000 passengers. The number of cruise ship visitors has been increasing steadily for five years. Most of these visitors are transported to and through downtown Victoria in tour buses and other private charters.

1,440

The ferry terminal on Belleville Street in James Bay serves the Clipper (Victoria-Seattle), Coho (Victoria-Port Angeles), and V2V (Victoria-Vancouver) ferries. The combined capacity of the Clipper and Coho is 1,440 people and 110 cars per run.

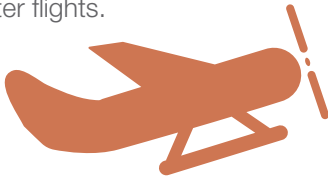
20

Seaplanes and helicopters provide commercial flights from Victoria Harbour Airport to nearby destinations—including over 20 daily round trips between Victoria and Vancouver—as well as sightseeing and charter flights.



120,000

Water taxis provide service between 14 locations in Victoria Harbour. These privately-operated services shuttle roughly 120,000 passengers per year but don’t operate on a fixed schedule.



**PLANNING CONTEXT**

WATER AND AIR TRAVEL IN VICTORIA IS OFTEN OUTSIDE OF THE CITY’S DIRECT INFLUENCE. THE POLICY AND PLANNING CONTEXT IS ESTABLISHED IN:

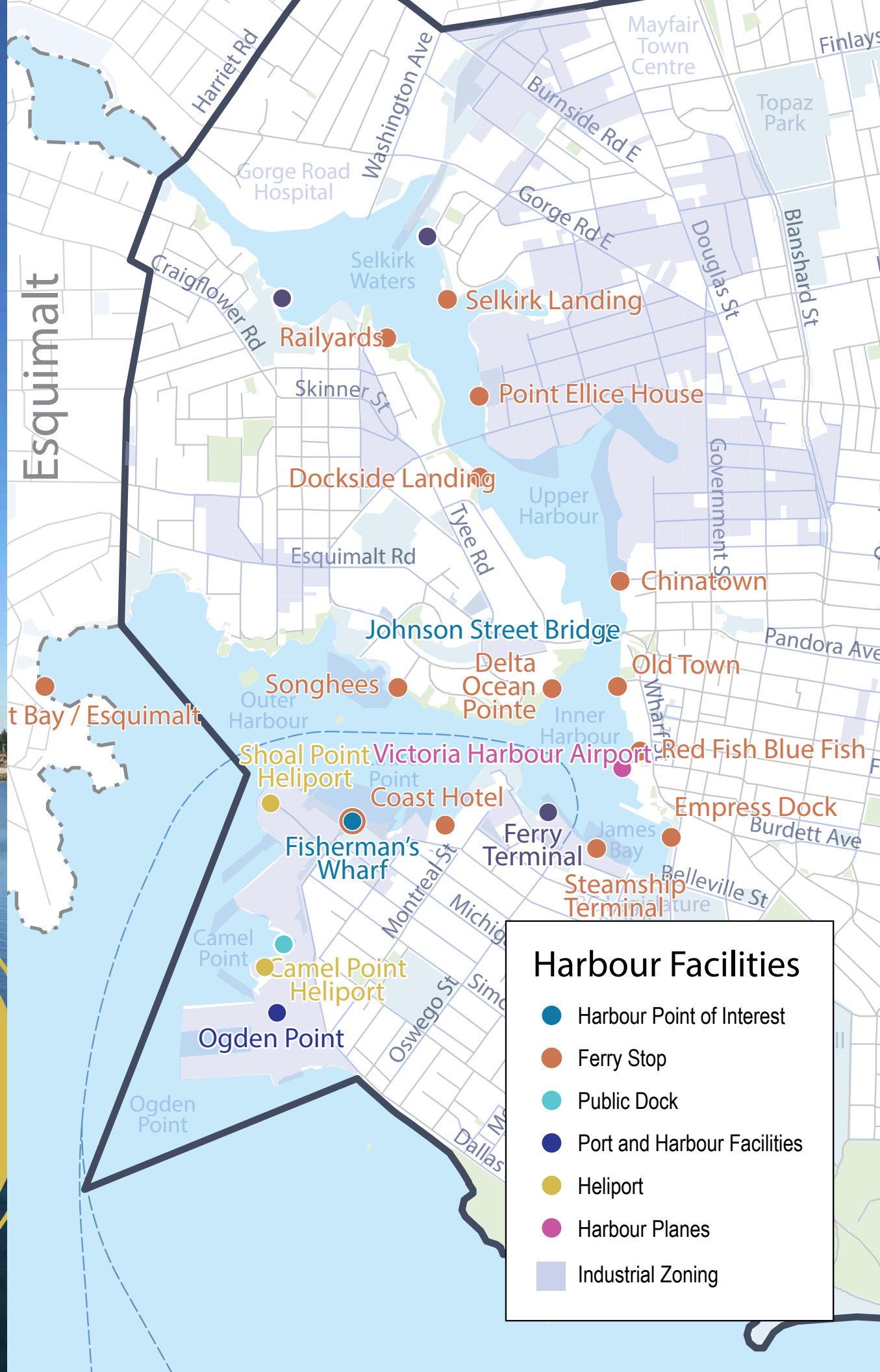
OFFICIAL COMMUNITY PLAN



# MOVING BY WATER AND AIR IN VICTORIA



IN ADDITION TO  
TOURISM AND PASSENGER  
TRANSPORTATION BY AIR AND  
WATER, VICTORIA HARBOUR HAS  
SEVERAL ADJACENT INDUSTRIAL  
LAND USES. FOR EXAMPLE, THE  
RALMAX SHIP YARD SUPPORTS  
LOCAL JOBS AND ECONOMIC  
ACTIVITY FOR THE  
MARINE SECTOR.





mpson  
**TO**  
**STERY**  
COVERS

