



## Committee of the Whole Report For the Meeting of April 13, 2023

---

**To:** Committee of the Whole **Date:** March 23, 2023  
**From:** Karen Hoesel, Director, Sustainable Planning and Community Development  
**Subject:** 10-year Official Community Plan Update and Implementation

---

### RECOMMENDATION

That Council:

1. Instruct the Director of Sustainable Planning and Community Development (the “**Director**”) to explore the possibility of amending Victoria’s *Official Community Plan (OCP)* to better address the City’s current and future housing needs and sustainably manage growth and change.
2. Rescind previous direction for the phased approach to village and corridor planning provided on July 8, 2021.
3. Endorse the proposed approach to the 10-year OCP Update and Implementation process as detailed in Appendix A in place of village and corridor planning, including targeted place-based planning, broad updates to the OCP, consolidation of supporting land use policy documents, and updates to the zoning bylaws, Subdivision and Development Servicing Bylaw and other policy and regulatory mechanisms as required.
4. Instruct the Director to incorporate the following high-level objectives in the context of anticipated amendments to the OCP:
  - a. Equitably adding required housing opportunities to meet diverse needs in response to the housing crisis and climate emergency.
  - b. Considering opportunities for new residential and commercial capacity to advance safe, affordable and sustainable mobility solutions.
  - c. Identifying community needs to support added housing capacity, including for the local economy, community amenities, services, and public space.
  - d. Updating development permit areas and associated guidelines for a consistent and modern approach across the city.
  - e. Planning for related requirements to sustainably manage growth, including but not limited to parks and open spaces, urban design, heritage, economic prosperity, ecological health, infrastructure and utilities, and community and individual well-being.
5. Consider who is affected by the proposed changes to the OCP, and determine that the following persons, organizations and authorities will be affected:

- a. the entire City of Victoria;
  - b. the Esquimalt and Songhees Nations;
  - c. the Capital Regional District Board;
  - d. Island Health;
  - e. the Province of British Columbia;
  - f. the Federal Government;
  - g. the Township of Esquimalt;
  - h. the District of Saanich;
  - i. the District of Oak Bay; and
  - j. School District 61 Board.
6. Provide an opportunity for broad consultation pursuant to section 475 of the *Local Government Act* and instruct the Director to:
    - a. Engage the general public through the approach detailed in Attachment B; and
    - b. Refer a high-level summary of the proposed amendments to the Esquimalt and Songhees Nations, the Capital Regional District Board, Island Health, the Province of British Columbia, the Federal Government, the Township of Esquimalt, the District of Saanich, the District of Oak Bay and the School District 61 Board once the general nature of the amendments are confirmed by Council.
  7. Instruct the Director to defer secondary housing-related work items to ensure resources are available to support the above-mentioned work in the near term.
  8. Instruct the Director to report back to Council with details of the feedback received and to seek instructions for drafting bylaw amendments.

## EXECUTIVE SUMMARY

The City's *Official Community Plan (OCP)* was originally adopted in 2012. Now, into the 10-year mark of its implementation, the City has turned its mind to the comprehensive plan updates required to meet the challenges of our time.

The OCP is the most important policy document in the City, and all bylaws enacted and works undertaken by the City must be consistent with the OCP pursuant to the *Local Government Act*. The City's zoning bylaws and the OCP are the primary tools used to manage the city's land – a core function of local governments. The OCP is forward-looking and must provide adequate capacity for population and employment growth, while the zoning bylaws regulate residential and commercial development and serve as a primary mechanism for realizing the vision of the OCP. Zoning works in concert with other regulations to achieve accessibility, mobility, urban forest and public realm objectives in new development. Each of these tools is falling behind in the context of newly anticipated growth and latent demand in the housing market.

Modernizing municipal land management tools presents opportunities to advance solutions to both the housing crisis and the climate emergency. These are the tools that enable the *right supply of housing* – multi-unit forms that can realize rental, affordable, and diverse housing options, *in the right locations* – near services, amenities, and multi-modal mobility routes, *in the right way* – with supportive, high-quality public realm and modern infrastructure.

To date, local area planning has been the primary mechanism for keeping the OCP up to date. This approach has taken more time than anticipated, despite progressive improvements along the way,

leaving many neighbourhoods with outdated plans and a lack of capacity to meet housing needs. It has also resulted in a complex policy framework that can be confusing for residents, businesses and the development community.

While the vision of the OCP was always intended to be actioned through zoning updates, this has not played out in practice. The Zoning Regulation Bylaw, originally adopted in 1981, remains largely unaligned with the OCP leading to a continued stream of applicant-driven site-specific rezoning applications and resulting in an increasingly complicated and difficult to manage regulatory scheme.

Fortunately, through the many phases of local area planning and development of other strategies, like *Go Victoria* and the *Climate Leadership Plan*, the City has a strong footing for a refreshed, streamlined approach to land management.

The process recommended in this report emphasizes more urgent solutions to the housing crisis and climate emergency through a modernized approach to land management and service provision. It would shift away from local area planning toward a citywide 10-year OCP Update. In addition to the policy planning typically undertaken in local area planning, resources would be dedicated to implementation measures, including a renewal of the Zoning Regulation Bylaw and the Subdivision and Development Servicing Bylaw to modernize and align them with an updated OCP. Updating the OCP and associated bylaws would be streamlined with efficient but diverse citywide engagement. While streamlined and citywide, it would still include place-based planning for areas with outdated plans.

The proposed process is aligned with provincial and federal directions and could be part of a funding application under the CMHC's recently announced Housing Accelerator Fund. The program supports municipalities in creating action plans to enhance the supply of affordable, missing middle and rental housing with a focus on creating new pathways and enhanced certainty in the approvals process to deliver priority housing types.

## **PURPOSE**

The purpose of this report is to provide Council with an opportunity to consider endorsing a renewed process to updating and implementing the Official Community Plan to meaningfully address the housing crisis.

## **BACKGROUND**

### **Land Management: A Core City Function**

Land management is a core municipal function and is born out in two key ways: through long range land use planning and zoning. The *Official Community Plan* (OCP), originally adopted in 2012, is in place to ensure the City is meeting the needs of current and future populations. It provides the foundational capacity to accommodate population and employment growth. The City's zoning bylaws regulate housing and commercial development on properties throughout the city and are key mechanisms for realizing the vision set out in the OCP.

### **A Changing Planning Context**

The City's land management tools must remain current and responsive to the latest projections and understanding of housing needs. Victoria's population is growing faster than anticipated. Recent

projections estimate that about 111,300 people will be living in Victoria by 2041 – slightly more than the roughly 100,000 estimated in 2012. Latent demand indicators add to this need with an estimated gap of between 4,500 and 6,000 residential units as of 2016. These figures represent needs that the City must catch-up and keep-up with in the coming decades, including through adequate residential and commercial capacity in the OCP.

### **Zoning is Falling Behind**

The Zoning Regulation Bylaw was originally adopted in 1981 and largely fails to reflect the intent and vision of the 2012 OCP, let alone the housing and commercial capacity required since the growth context has changed. This misalignment has led to ongoing applicant-driven site-by-site rezoning applications for development forms often already envisioned in the OCP, extending timelines for applicants, and causing confusion for residents. Over the years, the bylaw has grown increasingly complex with over 800 unique zones and an intricate web of general regulations, schedules, and definitions, resulting in an ever more difficult-to-manage regulatory scheme.

### **Difficult to Realize Multiple Objectives in New Development**

Much of the land in Victoria was subdivided and developed at the turn of the 20th century. As a result, utility servicing and right-of-way widths can be deficient when compared to modern standards. Redevelopment is a key mechanism, alongside capital works programs, for realizing updated infrastructure to meet the demands of a growing community. As an example, procuring right-of-way through redevelopment can help address a deficiency in width needed to realize City public realm objectives such as accessible sidewalks, street trees, safe cycling infrastructure, and transit service improvements. The Subdivision and Development Servicing Bylaw prescribes works and servicing requirements for development. The bylaw was established in 2012 and has not kept pace with best-practice standards, making it difficult and complicated to achieve accessibility, urban forest, utility renewal, sustainable mobility and public realm goals.

## **RESPONDING TO THE HOUSING CRISIS**

Meanwhile, we are in the midst of a housing crisis that feels increasingly urgent but is also deeply rooted in decades of complex decision-making at various levels of government.

### **Near-Term Solutions Have Diminishing Returns**

In recent years the City's response to the housing crisis has been largely focused on actions within municipal control that provide any sort of immediate relief. This near-term focus has resulted in meaningful change as is evident in progressive initiatives like Rapid Deployment of Affordable Housing, establishment of the Rent Bank, establishment of the Rental Property Standards of Maintenance Bylaw, the Tenant Assistance Policy, land partnerships for affordable housing, and the Inclusionary Housing and Community Amenity Policy.

However, these quick win actions are starting to reach a point of diminishing return, indicating a need to shift focus to the root causes of the crisis.

### **Responding More Fulsome with Foundational Tools**

The City has developed a deeper understanding of housing needs and how our land management tools can be leveraged to contribute to meaningful solutions. An assessment of residential build-out

capacity in the OCP revealed how the plan is falling short. At the time of the assessment, the city was falling short by between 15 and 30 per cent, and marginal capacity has been added through local area planning since.

Notably, the gap is prominent in areas close to services, amenities, and mobility options, compounding affordability challenges. The 2020 CRD *Housing and Transportation Cost Estimate Study* showed that Victoria had the lowest housing plus transportation cost burden in the region due in part to significantly lower transportation costs. A lack of housing opportunities in Victoria pushes people to periphery of the region, forcing car-ownership which in many areas is nearly equal to – sometimes more than – their housing costs. This burden is particularly challenging for renters who already tend to spend a greater share of their income on housing.

The gap in capacity was also prominent for multi-unit forms. These are the forms that can support purpose-built rental and non-market housing. They are also the forms that are more likely to be viable while meeting multiple objectives, including the provision of family-sized and accessible housing units. While there is some capacity for multi-unit forms in the city, it is often on sites that already accommodate existing purpose-built rental apartments or condos. These sites make up what is often referred to as naturally occurring affordable housing, and a lack of capacity to develop elsewhere may add pressure to redevelop this valuable stock.

The gap in capacity is exacerbated by the misalignment between zoning and the OCP, creating additional regulatory barriers to realizing needed supply. Updating these two key tools in the context of housing need is a foundational step toward meaningful solutions to the crisis. Other actions to address affordability and diversity of supply will be less impactful until these gaps are resolved.

## **RESPONDING TO THE CLIMATE EMERGENCY**

The climate emergency declared by the City in 2019 is inextricably intertwined with managing population growth and addressing the housing crisis. Land management - where we choose to encourage and enable new housing and commercial spaces - profoundly influences transportation emissions and the City's ability to realize a healthy and resilient urban forest canopy cover.

### **A Key Pathway to Reducing Mobility Emissions**

On-road transportation accounts for 40 per cent of Victoria's greenhouse gas emissions. Victoria's strong and historic network of villages, anchored by a vibrant downtown, has contributed to its continued lead in active transportation commuting, with more than 15 per cent of daily trips by walking and cycling – nearly double the share of the next highest city in Canada. New mobility options and changing employment patterns, such as options to work from home, also impact how people travel or where they live in the municipality.

Adding housing where residents have direct access to high quality, accessible and safe mobility infrastructure will encourage more people to walk, roll and cycle more often and reduce their reliance on the private automobile. Locating housing close to transit increases the viability for more frequent, reliable service both within and outside of the city. Above all, making room for housing in the Capital Region's urban core will have the greatest impact on regional emissions by reducing the need for long commutes and urban sprawl outside our local boundaries.

## **Enabling Resiliency**

How we choose to guide the functions and placement of housing influences our ability to realize urban forest and stormwater management objectives, and ultimately our ability to adapt to deep challenges such as climate change. Beyond providing direction for the location and scale of buildings, local governments have authority to guide how new development functions and interacts with the hard and soft infrastructure around it.

Preserving and providing quality space for trees, on-site drainage and modern underground utilities enables the city to improve its resilience to environmental stresses, reduce the risk of flooding and infrastructure damage, improve air quality, enhance aesthetic value of public spaces and promote a healthier and more livable community for residents. This resiliency can be achieved in part through a modernization of our policy and regulatory tools, including updates to the zoning and subdivision and development servicing bylaws.

## **LESSONS FROM OUR APPROACH TO LAND MANAGEMENT**

In the past decade, the core function of land management has played out in Victoria primarily through local area planning (long range planning) and through site-specific rezoning based on the vision of 2012 OCP (current land management).

### **An Incremental Approach to Long Range Planning**

Local area planning has taken several forms since the adoption of the OCP, including neighbourhood based, accelerated neighbourhood planning, and village and corridor planning. Each phase was designed based on lessons learned from the last. Other long range, citywide policy and research complements and guides this work, including *Go Victoria* and the *Climate Leadership Plan*. All of this work has resulted in gradual, incremental updates to the OCP over the years and thoughtful guidance about how communities will grow and change. However, after ten years, there are still five older neighbourhood plans on file, leaving much of the city with outdated guidance and falling behind in capacity.

### **A Reactive Approach to Current Land Management**

The regular review and approval of development is a key way in which the City continuously works to realize the visions set out in long range policy. Often, development that is aligned with the OCP still requires a rezoning process which can take as long as a year and sometimes more to complete. This process and timeframe can contribute to making projects unviable, requires additional and extended City resources, and delays the construction of much needed housing supply.

While this situation is not unique to Victoria – many zoning bylaws in British Columbia are dated and rezonings are common practice – there is growing recognition that zoning must be modernized and better aligned with communities' visions for the future to efficiently manage growth and respond to the housing crisis.

## **MOVING FORWARD FASTER WITH LESSONS LEARNED**

As we turn our minds to the next iteration of the OCP and how to realize its vision more effectively through implementation like zoning and other regulation, we don't need to start from square one.

## **Housing Capacity that Can be Added Citywide**

The most recent round of local area planning was completed in the context of updated population projections and a more nuanced understanding of Victoria's current and future housing needs. This understanding resulted in the creation of two new Urban Place Designations that seek to deliver the right supply of housing: Housing Opportunity and Mixed Residential. These designations were applied to formerly Traditional Residential areas, but only in the three neighbourhoods involved in that phase. Fortunately, they were designed to be applied in areas across the city.

Through novel and innovative engagement, the City learned more about the needs, experiences and desires of a greater diversity of residents. Many of these learnings can be applied citywide. For instance, the engagement included complex conversations about the benefits and drawbacks of locating multi-unit housing, rental specifically, on transit corridors and off-transit corridors near other key amenities. It also included important conversations about protecting existing rental while we make room for new. The lessons learned and solutions found can inform how we apply the new designations throughout Victoria for a more equitable realization of housing supply.

## **Using Existing Guidance for Integrated Land Management**

The City was also well-guided in the last phase of local area planning by the strong policy framework that has grown in recent years, and by new data and research.

The *Climate Leadership Plan*, *Go Victoria*, and the *Equity Framework*, each developed through their own extensive engagement processes, all support decisions about how to manage growth, locate and service new development, and align objectives for mobility, the environment and community well-being. The most recent refresh of the OCP embeds this guidance in the plan and provides a strong footing for additional, substantive updates. Importantly, the plan identifies updated priority transit corridors, mobility hubs, transit exchanges and active transportation routes.

Additionally, the City has recent data on both housing and commercial needs through the *Housing Needs Assessment*, *Housing Trends and Projection Report*, a retail study completed for a portion of the city, and land economic studies completed for various housing initiatives. New census data from 2021 and the latest CRD Origin and Destination Survey data will be reported in the OCP 10-year review and can further inform a citywide approach to updating the OCP.

## **A Need for Equitable Conversations, Citywide**

Much of what residents are interested in during local area planning are topics that require a citywide lens. For instance, how our roads will accommodate envisioned transportation functions in the context of growth and if our parks and amenity spaces are adequate for the future population. Understanding needs and desires at a local scale is important. However, determining how to equitably realize these goals requires citywide consideration. Many of these conversations have already begun and can be built upon, including through the last phase of local area planning as recorded in the [Issues, Opportunities and Implementation](#) document presented to Council.

## **A Need to Focus on Implementation – Modernizing Zoning**

The OCP is the first foundational step to adding the housing, commercial space and amenities we need, providing better mobility choices and responding to the climate crisis. However, zoning and regulation is where the rubber meets the road. Any new capacity added to the OCP is less

meaningful if the City continues to try to realize it through outdated zoning and servicing bylaws and applicant-driven site-specific rezonings.

While local area planning was always intended to result in coordinated updates to zoning once clear policy objectives are set, this has not played out in practice. Instead, resources and staff capacity have been dedicated to extensive and sometimes overlapping engagement for long range policy, managing site-specific rezoning applications, and implementing near-term solutions to the complex challenges of climate and housing.

Fortunately, if resources are properly allocated, there is a roadmap in place to begin updating zoning now and realizing it together with the 10-year OCP Update. Zoning Bylaw 2018 (which now covers just the downtown) provides a clear and simple format for modernized zones. Recent work on the Missing Middle Housing Initiative and work underway for pilot rental tenure zoning provides guidance for how to best align policy and zoning and migrate it to this newer format.

### **A Need to Improve the Policy Framework**

As the City proceeded with local area planning over the years, developing thoughtful local guidance about growth and change, a key problem to the approach emerged in the outcomes. New research, new ideas and new understandings led to positive and useful policy development. However, the local focus meant innovative policy applied to only one corner of the city. For example, in the latest phase, the City created modern design guidelines that reinforce key sustainability objectives; however, because of the local approach, they apply to only three neighbourhoods.

There are 11 neighbourhood plans that range from three decades old to freshly adopted. The slow pace of local area planning means this gap will continue. Meanwhile, interpretation of these plans must reconcile other citywide plans, policies and objectives that are created concurrently. This framework is confusing for residents, businesses, and the development community and is increasingly complicated for the City to implement, particularly in zoning. A shift to a citywide approach can resolve these confusions and complications and bring clarity about growth and change.

### **The Value of Place-Based Planning**

While there is ample opportunity and benefit to moving to a citywide approach to land management and long-range planning, it is important to reflect on the value brought by a local focus. One of the greatest benefits of local area planning has been the opportunity to explore the heart of the neighbourhood – to understand its identity today and its unique potential for the future.

Victoria's strong network of villages is rare and special – crucial not just for climate action, but for place-making that supports diverse local businesses and thriving communities. Streamlined citywide planning should not, and does not need to, result in standardized plans for places that are unique and important to the community.

Thoughtful place-based planning for the city's villages together with the people that give these places their identity is invaluable and still required. However, that planning can be targeted, focused and informed by lessons learned over the years in a citywide process.



## **A NEW APPROACH**

### **OCP 10-Year Update**

A shift away from local area planning and toward a new approach to long-range planning is proposed. The foundation of this approach would be the 10-year update to the OCP to achieve the same outcomes intended in local area planning, but at a citywide scale. It is recommended that Council endorse the high-level framework for the approach provided in Attachment A.

In summary, the process would take place over approximately two years. The geographic scope would be citywide with targeted place-based planning, focused on villages and corridors that do not have recently updated plans. Six policy topic areas would be of primary consideration to ensure an integrated approach to both long-range and current land management:

- Housing
- Local Economy
- Complete Communities
- Parks and Open Spaces
- Mobility
- Urban Design.

Each of the above would have focused objectives as summarized in the table in Attachment A. Additional policy areas would be considered to ensure alignment with citywide plans, policies and objectives and any changes to the land management framework.

The process would give equal focus to zoning updates and other implementation tools required to realize priority policy objectives. The primary strategy would be to modernize zoning and better align it with the updated vision of the OCP. Additional implementation work would also be considered to ensure multiple objectives can be realized through the proposed changes, including through updates to the Subdivision and Development Servicing Bylaw. The focus on implementation would ensure diverse housing, mobility, urban forest and public realm objectives can be realized in the context of new growth. It would further include consideration of mechanisms to achieve amenities to complement that growth, such as a parks acquisition and redevelopment strategy or development cost charge updates.

Given the strong starting point and the many engagement lessons learned in recent years, the engagement approach can be streamlined. It would focus on diverse, citywide, accessible engagement and targeted place-based planning where required. It is recommended that Council approve the high-level framework for the approach provided in Attachment B.

### **Outcomes**

The envisioned final outcomes of this process include a renewed Official Community Plan, updated zoning, and updates to other key regulatory tools and mechanisms to support new growth. While new neighbourhood plans are not an envisioned outcome of this process, other mid-level policy to guide specific parameters of redevelopment and / or local public space and amenity needs may be included as a result of the recommended place-based planning.

### **Future Housing Initiatives**

As the proposed process is a foundational solution to the housing crisis, a focus on completing this

work expediently would be a priority. Still, a limited number of other complementary housing initiatives would advance in the near term. Several initiatives are important for ensuring the housing capacity that is added through this process meets the needs of the community. These initiatives would proceed as originally anticipated:

- The Family Housing Initiative
- The Barrier Free and Accessible Housing Initiative
- The Collaborative Housing Initiative (e.g., cooperatives and cohousing)
- Corresponding initiatives that support housing goals, such as parking requirement updates (i.e., modernization of Schedule C of Zoning Regulation Bylaw).

Other work completed or supported by Community Planning, including for climate, heritage and urban design, would also proceed as planned or directed by Council.

It is recommended that other actions from or related to the *Victoria Housing Strategy* be deferred until this foundational work is complete. Deferred work would include actions proposed by Council at the January 5, 2023 Committee of the Whole meeting wherein Council directed staff to consider various policy and regulatory updates alongside other workload demands and initiatives underway to support the goal of accelerating housing availability and affordability. In staff's assessment, the proposed actions, and others still outstanding in the Housing Strategy, had merit as solutions to specific components of the housing crisis. However, to make significant headway on addressing the crisis, and simultaneously advance other City objectives related to the climate emergency, the foundational actions proposed as part of this process should be addressed first.

A near-term focus on the foundation will pay off in dividends in the future and allow for the more effective realization of the City's goals in its everyday work. Other initiatives, including those proposed by Council, can still be considered at a later date and will have greater impact once the foundation is in place.

## **OPTIONS & IMPACTS**

### *Accessibility Impact Statement*

The proposed process for the 10-year OCP Update and related implementation measures would be guided in part by the City's Accessibility Framework and the outcomes would seek to reinforce the objectives of that framework.

### *Strategic Plan*

The proposed process aligns with key emerging directions in Council's strategic planning, which was underway at the time this report was drafted. The process is foundational to addressing the housing crisis – before appropriate housing capacity in policy and zoning is realized, other tools and initiatives to address the crisis will have lesser impact. The process is also important to the realization of safe and sustainable mobility – enabling and properly guiding new development that supports transit viability, and a renewal of mobility corridors to be safer and more comfortable. This evolution in turn makes mode shift more likely, a key pathway to emission reductions.

### *Impacts to Financial Plan*

Community Planning has an existing OCP Implementation Budget that was earmarked for village and corridor planning. The remaining budget (approximately \$160,000) would have covered the second phase of village and corridor planning, and a 2024 budget request to complete the third

phase would have been required. Additional transportation funds previously allocated to local area planning (\$90,000) also remain in the budget, earmarked for data collection, corridor planning or neighbourhood transportation management planning.

It is recommended that the remaining OCP Implementation budget and transportation funds be used for this process in 2023. An additional OCP Implementation budget request is anticipated in 2024. Resources for future years will be requested through the annual financial planning process.

The OCP is a cross-cutting plan, impacting all areas of municipal responsibility. OCP and zoning updates, even when streamlined, require concentrated attention of diverse expertise. The proposed process, and ongoing implementation work, requires dedicated staff resources from across the City, including from Planning, Parks and Engineering. Currently, a limited number of staff from Parks and Engineering support both current and long-range planning work. Ongoing resources from Legal and Engagement would also be required over the course of the project, as is typical with processes that aim for comprehensive updates to long-range policy and zoning. Future resources for all departments may be required for an efficient, integrated land management approach.

While future budget requests are anticipated in 2024, these could be mitigated through external funding opportunities. CMHC recently announced the program objectives for the new Housing Accelerator Fund which will open for funding applications in summer 2023. The objectives focus on supporting local governments in efforts to create more housing supply, especially priority housing types such as secured rental, affordable rental and missing middle by creating greater certainty in the approvals process. At the same time, the program objectives highlight the role of City policies and regulations in creating complete communities, transit-oriented development and low-carbon climate resilient cities. Overall, the proposed, integrated and implementation-focused approach for the 10-year OCP Update is extremely well aligned with the stated program objectives and could be part of a City of Victoria application to the \$4 Billion fund.

### *Official Community Plan Consistency Statement*

The proposed approach to update the OCP is consistent with the plan's Adaptive Management framework (Section 22), specifically policy 22.13 which supports a comprehensive review at Council's discretion. The proposed actions to advance implementation of the OCP through this process, including concurrent updates to bylaws and policies, is consistent with the Plan Administration approach (Section 19), including specifically policy 19.4.4 which supports a citywide review and update of zoning bylaws as resources and Council priorities permit.

## **CONCLUSIONS**

This report seeks endorsement to a new approach to updating and implementing the City's core land management tools through the 10-year OCP Update. The approach amounts to a shift away from local area planning to integrated citywide planning with an emphasis on implementation.

The process would be streamlined, based on lessons learned and the shared community values established in recent years. It would focus on adding necessary housing and employment capacity, and more effectively realizing that capacity through a renewal of the City's zoning and other regulatory tools. The process would be integrated, seeking to identify and realize other important aspects of accommodating growth, including for hard and soft infrastructure, urban forest, parks,

open spaces, mobility, local economic development, community amenities and services and climate action.

The process is well aligned with provincial and federal directions and could be part of a summer 2023 application intake from the City of Victoria to the \$4 Billion Housing Accelerator Fund.

Respectfully submitted,

Lauren Klose  
Senior Planner  
Community Planning

Karen Hoese, Director  
Sustainable Planning and  
Community Development Department

**Report accepted and recommended by the City Manager**

**List of Attachments** (if relevant)

- Attachment A: OCP 10-Year Update Proposed Approach and Timeline
- Attachment B: Proposed Engagement Approach