



# **CITY OF VICTORIA GREENWAYS PLAN**

**ADOPTED BY CITY COUNCIL  
AUGUST 28, 2003**





## PREFACE

The *Greenways Plan* was made possible through the work of a Steering Committee, appointed by Council to represent a broad cross section of the community. The committee made a generous contribution of time and ideas to the planning process. Members included:

John Farquharson, Chair  
Katia Gauvin  
Jude Isabella  
Peggy Magee

Kevin Milos  
Bill Munn  
Karl Sturmanis  
Donna Wong

Councillor Denise Savoie worked diligently along side the Steering Committee in preparation of the Greenways Plan.

Working in coordination with the Steering Committee, an interdepartmental group of staff provided technical expertise to support the development of the Greenways Plan.

The *Greenways Plan* is published by Council to provide a policy framework for the development of a Greenways system throughout the City of Victoria.

Your ideas and comments on the Plan and suggestions for improvements are always most welcome. With the benefit of continued discussion and feedback, the Plan will have the best possible opportunity for successful implementation.

Proposed Greenways have been identified on City-owned land, private land, and senior government land. Although the City cannot develop Greenways on land it does not own, as opportunities for land or right-of-way acquisition are made available, the City will attempt to secure proposed Greenway routes to ensure the Greenways system can be achieved over the long term.

SIGNED



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## EXECUTIVE SUMMARY

### A. PURPOSE OF THE GREENWAYS PLAN

The purpose of the *City of Victoria Greenways Plan* is to provide a policy framework and a series of strategies that will establish a Greenway system throughout the City of Victoria. This is a long-term plan that will be implemented over the next 50 years.

The goal of the *City of Victoria Greenways Plan* is threefold:

- to establish a human-powered \* transportation network
  - to restore native, aquatic and cultural habitats
  - to provide opportunities for recreation
- \* except battery operated wheel chairs and assistive technologies

### B. THE BENEFITS OF GREENWAYS DESCRIBED IN THE PLAN INCLUDE:

- Economic Benefits
- Health Benefits
- Environmental Benefits
- Recreational Benefits
- Social/Community Benefits
- Connectivity

### C. THREE CATEGORIES OF GREENWAYS AND PEOPLE-FRIENDLY STANDARDS FOR ALL STREETS:

- People Only Greenways

Designed for pedestrians, bicycles and other non-motorized rolling traffic. No vehicular traffic is permitted except emergency or maintenance vehicles.

- People Priority Greenways

Designed for pedestrians, bicycles and other non-motorized rolling traffic, and motorized vehicles. This type of Greenway will occur on streets classified as secondary collectors and local. Traffic calming measures will be implemented.

- Shared Greenways

Designed for pedestrians, bicycles and other non-motorized rolling traffic, and motorized vehicles. This type of Greenway will occur on streets that are classified as primary and secondary arterials and primary collectors.

### D. GETTING GREENWAYS ON THE GROUND

Upon adoption, the *Greenways Plan* will become part of the City of Victoria's regulatory framework. The implementation of the plan requires a staff position dedicated to developing long-term strategies and policies, as well as securing alternate resources to ensure the development of the plan.

Neighbourhoods play an important role in the development of Greenways. The City will form partnerships with neighbourhood groups to develop Greenways. City programs include a Greenways Matching Grant Program, where the City will match funding raised by community groups for the construction or enhancement of a Greenway. Other neighbourhood Greenway programs include Local Improvement Pilot Projects, Community Stewardship Programs and an Adopt a Street Garden program.

## 1.0 THE GREENWAYS VISION

The urban Greenways of Victoria will be established to provide a superb, human-scaled, people-friendly environment so that pedestrians, cyclists and other non-motorized\* users will be rewarded with a safe, enjoyable and engaging experience as they use Greenways. Greenways will be developed primarily on City streets that also accommodate motorized vehicles. However, on people only Greenways, motorized vehicle traffic will not be permitted.

Greenways will provide opportunities for recreation and for users to experience natural, aquatic and cultural habitats within an urban setting.

Greenways will provide links between special destinations such as schools, parks, commercial centres, recreation centres and other common destinations. These links will form an easily accessible web so individuals will be encouraged to walk, bicycle, or use some other form of non-motorized\* transportation where ever they are going.

### 1.1 PURPOSE OF THE GREENWAYS PLAN

The purpose of the City of Victoria Greenways Plan is to provide a policy framework and a series of strategies that will establish a Greenway system throughout the City of Victoria. This is a long-term plan that will be implemented over the next 50 years.

The goal of the *City of Victoria Greenways Plan* is threefold:

- to establish a human-powered \* transportation network
  - to restore native, aquatic and cultural habitats
  - to provide opportunities for recreation
- \* except battery operated wheel chairs and assistive technologies

### 1.2 PLAN FORMAT

The *Greenways Plan* is organized into eleven sections. Sections 1.0 through 5.0 of the plan explain the importance of Greenways to the City of Victoria, and identify the process and principles that were followed throughout the Greenways planning process. Sections 6.0 through 11.0 of the plan explain the different categories of Greenways, ranging from shared transportation mode Greenways, to people-only Greenways. Greenway priorities are established, and strategies to implement the plan are identified. Issues such as neighbourhood initiatives, funding and general implementation strategies are outlined towards the end of the plan. The *Greenways Plan* will work in conjunction with neighbourhood plans and the *City of Victoria Official Community Plan*, to implement a Greenways system that will benefit the City as a whole.

A map identifying and categorizing the Greenways system accompanies and complements this plan. The map provides a visual presentation of Victoria's comprehensive Greenways system.

## 2.0 CITY OF VICTORIA PLAN AND POLICY HIERARCHY

This document forms the basis for urban planning policies and guidelines for the development of a Greenways system in the City of Victoria. Over time, neighbourhood plans will be amended to include the policies and routes contained in this plan. Where there is a discrepancy between this plan and earlier neighbourhood plans, this plan takes precedence. However, where a neighbourhood or precinct plan contains policies or objectives related to public pathways and mid-block walkways (e.g. *North Park, Downtown, Harris Green, Policy Plan and Design Guidelines for the Songhees Area of Victoria West*) not contemplated in the *Greenways Plan*, the objective of the neighbourhood plan remains valid.

The *City of Victoria Official Community Plan* (1995) will be amended to reflect the strategies and policies of the *Greenways Plan* upon final adoption by Council.

### 3.0 WHAT IS A GREENWAY?

In the City of Victoria, Greenways are defined within an urban context.

Typically, Greenways will be established on City streets that also accommodate motorized vehicles. However, on these streets a superb, human-scaled, people-friendly environment will be provided so that pedestrians, cyclists and other non-motorized users will be rewarded with a safe, enjoyable and engaging experience as they use the Greenway. On some Greenways, particularly around the harbour, motor vehicle traffic is not permitted.

Greenways can provide a link between special destinations such as schools, parks, commercial centres, recreation centres or any other location where people often go. However, because there are so many destinations that people like to visit in the City, it is more important to establish an easily accessible web of Greenways than to link just a few specific places. This way, individuals will be encouraged to walk, bicycle or use some other form of non-motorized transportation wherever they are going.

Greenways also provide opportunities for recreation and for people to experience natural, aquatic and cultural habitats within an urban setting.

### 3.1 THE BENEFITS OF GREENWAYS

#### 3.1.1 ECONOMIC BENEFITS

- The presence of parks and Greenways can increase the value of nearby properties. People view Greenway systems as a community amenity, and often place a high value on living in close proximity to these urban corridors.
- Victoria is an established tourist destination. A Greenways system will enable tourists to access a variety of destinations throughout the City. The Greenways system could become a legacy, attracting tourists and providing them with safe, enjoyable pedestrian and cycling corridors.
- Business owners want to locate in locations where there is good pedestrian access. Canadian Federation of Independent Business research shows that of 859 business owners surveyed in British Columbia, 44% indicated that a pleasant natural setting and good parks are positive community attributes that affect the health of their business.  
[www.cfib.ca](http://www.cfib.ca)

#### 3.1.2 HEALTH BENEFITS

- *For the individual, the health benefits of Greenways are significant. Canada is facing an epidemic of obesity that could overwhelm the health care system. The opportunity to exercise is beneficial not only from enhancing the individual's sense of well-being but also to prevent heart disease, type II diabetes, and even cancer. Greenways increase the opportunity to engage in such meaningful activity.* (Dr. Richard Stanwick, Chief Medical Health Officer, Vancouver Island)
- *For the community, Greenways can contribute to improving the overall health status of the community. The collective benefit of individual increased fitness is further augmented by having a superior living environment as well as likely increasing social connectivity and sense of community.* (Dr. Richard Stanwick, Chief Medical Health Officer, Vancouver Island)

### 3.1.3 ENVIRONMENTAL BENEFITS

- Greenways can provide increased opportunity for alternative modes of transportation. A direct result of increased alternative transportation is a reduction of motorized vehicles on City roads.
- Fewer motorized vehicles will introduce several environmental benefits, including:
  - **Reduced fuel consumption.** Short vehicle trips, which have very poor fuel economy, could be replaced with alternative modes of transportation. This would help reduce the use of non-renewable fossil fuels.
  - **Reduced air pollution.** By encouraging alternative transportation on the City's Greenways, fewer motorized vehicles will mean reduced air pollution and a reduction in the emission of greenhouse gases. Improved local air quality would provide health benefits in terms of respiratory health.
  - **Lower noise levels.** If fewer motorized vehicles are on City roads, the citizens may experience a reduction in noise pollution.

By preserving open space and natural vegetation throughout the Greenway system, wildlife habitat and corridors may be preserved, and vegetation would act as a natural air filter, taking carbon dioxide out of the air and adding increased oxygen to our environment.

### 3.1.4 RECREATION BENEFITS

- Many citizens and visitors to Victoria value outdoor recreation. Activities such as cycling, walking, running, skate boarding and rollerblading to name a few, could be accommodated on the Greenways system.
- The Greenways system will provide a pleasurable, green urban system for people to enjoy.

### 3.1.5 SOCIAL/COMMUNITY BENEFITS

- Greenways can provide common meeting areas to talk, rest and develop closer ties with neighbours.
- Greenways can provide common areas to participate in special events (block party, picnics, informal sports, seasonal celebrations (solstice, equinox)).
- Greenways can encourage neighbours to be involved in maintenance of their local section of a Greenway and can encourage more neighbour co-operation and sense of community.

### 3.1.6 CONNECTIVITY

The City of Victoria recognizes that it is a major employment and service centre for the region. In developing the *Greenways Plan*, accessibility to the City core was given strong consideration. The plan was developed in a way that maximizes regional connections such as the Galloping Goose Trail and connections to the regional parks system. Attempts were also made to provide connections to greenways and pedestrian and cycling trails in adjacent municipalities.

Greenway links to public transit are very important. These links would make transit more accessible and more inviting to the public. By connecting transit and Greenways, reliance on the automobile could be reduced. Partnerships between BC Transit and the City should be explored. Where Greenways have been identified as paralleling transit routes, there may be opportunities to review transit stops, shelters, and other amenities to emphasize the Greenway. Greenway links may also be used to connect transit service to major facilities or destinations.

#### 4.0 GREENWAYS PLANNING PRINCIPLES

The following principles were used by the Greenways Steering Committee in establishing the policies, strategies and routes that are contained in this plan. These principles shall continue to be used to guide the implementation of the plan.

The principles were developed based on the results of the community consultation phase, which is outlined in the next section as well as on existing City of Victoria policy documents.

1. Promote connectivity by developing the Greenways arterial grid, as shown on the Greenways Map that forms part of this document, first.
2. Distribute Greenways equitably throughout all neighbourhoods.
3. Provide for multi-modality (e.g. accommodate pedestrians, bikes and other non-motorized rolling traffic\*) except where overriding ecological, topographical or space constraints exist.
4. Establish and secure Greenways infrastructure and funding to ensure a lasting legacy for future generations.
5. Prioritize the allocation of resources on the basis of:
  - 1<sup>st</sup> protect existing Greenways
  - 2<sup>nd</sup> take advantage of unique acquisition opportunities
  - 3<sup>rd</sup> fill gaps in the existing Greenways network
  - 4<sup>th</sup> enhance existing Greenways
6. Design routes that:
  - promote personal and public safety (use *Crime Prevention Through Environmental Design* principles)
  - do not impede emergency access
  - are interesting, engaging and enticing to the public (e.g. incorporate design elements such as public art, interpretive signage, landscaping, native plantings, large canopied trees, rest stops)
  - minimize conflict between pedestrians and rolling traffic
  - limit vehicular traffic to an amount and speed that is appropriate to the type of Greenway
7. Maximize all opportunities for education and participation in Greenways (e.g. promote benefits and use of Greenways and encourage stewardship)

#### 5.0 GREENWAYS PLANNING PROCESS

On December 14, 2000, Council resolved, "That the City of Victoria develop a *Greenways Plan* in consultation with the community associations and other stakeholders through the establishment of a task force. The long-term goal is for every neighbourhood to have a *Greenways Plan* that can be incorporated into the *Official Community Plan*."

In January 2001, Council included the Greenways Planning Project in the Planning Division's work program contingent on the receipt of funds from the Provincial Capital Commission (PCC).

In October of 2001, the City received notice from the PCC that we had been awarded a grant of \$15,000 to undertake a Greenways planning process.

In January 2002, a community meeting was held regarding the initiation of the Greenways Planning Process. The meeting attracted approximately 25 participants from a variety of

neighbourhood associations and special interest groups. This meeting was used to gather feedback on the Greenways planning process model as well as on the Terms of Reference for the Greenways Plan Steering Committee, which were adopted by Council in February 2002.

In March 2002, after an advertisement was placed in the local paper, Council appointed a volunteer Greenways Steering Committee, which was made up of local residents with a variety of backgrounds and interests.

With the help of the \$15,000 grant from the Provincial Capital Commission, the City and the Steering Committee were able to partner with Common Ground Learning Centre to undertake an extensive community participation consultation process. To date it has included:

- developing and administering a Greenways Survey to collect community input on existing and desired Greenways. Approximately 1600 surveys were distributed and 580 were returned. This represents a return rate of at least 36%. Through analyzing the respondent data, it was determined that the survey reached a wide cross section of the community with good representation from different age groups and different neighbourhoods.
- hosting a City wide “Greenways Day” which featured speakers, community mapping exercises, walk-about and, on May 18, 2002, a bike-about. It attracted approximately 100 people.
- Fifteen Greenways mapping booths were set-up, in prominent locations throughout the City’s neighbourhoods, in the spring of 2002. The purpose of these booths was to engage community members in completing the Greenways Survey and to take part in mapping exercises.
- liaison with the Community Association Network and individual neighbourhood associations to engage and assist them in Greenways mapping exercises and local “walk-about”.
- compilation of the data received through the community consultation process was achieved with a league of volunteers (approx. 656 volunteer hours) and by offering learning opportunities to UVIC Geography students (approx. 145 student and professor hours). This community support was leveraged and managed by Common Ground Learning Centre.
- a joint steering committee, community volunteer and staff trip to Vancouver and New Westminster to visit completed Greenways and meet with local planners.

The Greenways Steering Committee has considered and analyzed all the data and input received through the community consultation phase in order to produce the first draft of the *Greenways Plan*.

City staff from Engineering and Parks, Recreation and Community Development, were engaged throughout the planning process to provide both general feedback and technical advice. Staff from all departments, including Police, Fire and Finance, reviewed the draft *Greenways Plan*.

On May 15, 2003, Committee of the Whole reviewed the *Greenways Plan* and referred the plan to City Advisory Committees, including Advisory Transportation Committee, Advisory Planning Commission, Cycling Advisory Committee, Downtown Advisory Committee, Environment and Shoreline Advisory Committee, and Parks, Recreation and Community Services Advisory Committee. Comments were received from the committees and incorporated into the plan where appropriate.

On June 10, 2003, the City held the *Greenways Plan* Public Open House. The Open House was well attended, and valuable feedback was received by staff.

## 6.0 PEOPLE FRIENDLY STANDARDS FOR ALL STREETS

This plan operates from the premise that all streets in the City of Victoria should be safely walkable and people-friendly regardless of whether they are classified as Greenways. Additionally, where feasible, bicycles should be accommodated. To that end, the *Greenways Plan* recommends that the basic amenities and standards for streets, which are identified in the *City's Official Community Plan (OCP)* (Section 6.4) should be adhered to and amended to ensure that utility poles and similar obstructions are not located inside the bounds of the sidewalk. The table below summarizes the OCP amenities and standards and includes a new proposed standard aimed at eventually freeing sidewalks of obstructions:

**TABLE 1 - PEOPLE FRIENDLY STREET STANDARDS**

	Arterial		Collector		Local
	Primary	Secondary	Primary	Secondary	
<b>Bike Role</b>					
Bikeway *	X				
Bike use on curb lane *		X			
General bike use			X	X	X
<b>Boulevard</b>					
1.5 meter wide sidewalk clear of utility poles & other obstructions with +2m landscaped area between sidewalk and curb.	X				
Where parking is prohibited +2m landscaped area between a 1.5 meter wide sidewalk and curb. Sidewalk shall be clear of utility poles, traffic signs and other obstructions.		X	X	X	
Trees & landscaping	X	X	X	X	X

\* in accordance with the *City of Victoria Bicycle Master Plan, 1995*

### 6.1 STREET NETWORK DEFINITIONS:

#### Primary Arterials

These are routes designed to maximize transportation movement between neighbourhoods and the region. They are designed to support a volume of 18,000 or more vehicles per day. Arterial routes act as principal transit corridors and principal truck corridors. Bicycle facilities will be provided on arterials in accordance with the *Bicycle Master Plan*. Sidewalks will be wide, with boulevard separation.

#### Secondary Arterials

These routes are designed to maximize transportation movement between neighbourhoods. They act as both a transit and a truck corridor. Traffic speed is limited to 50 km. p.h. and these streets are designed to support volumes of 5,000 to 20,000 vehicles per day. Bicycle facilities will be provided in accordance with the *Bicycle Master Plan*.

### Primary Collectors

Collect and disperse traffic to local road system. They are also the primary routes from local roads to arterials. These roads act as minor transit routes and limited truck routes. Typical volumes range between 3,000 and 8,000 vehicles per day.

### Secondary Collectors

These routes collect and disperse traffic within a local road system. They act as a secondary route from local roads to collectors and secondary arterials. Typical volumes range between 1,000 and 4,000 vehicles per day.

### Local Streets and Lanes

These routes contain minimal traffic and are designed to provide service to private property. Traffic calming measures are often in place. Typically, there are volumes of less than 1000 vehicles per day on these routes.

**TABLE1(A) – GREENWAYS ON CITY STREETS**

<b>Greenways</b>	<b>Arterial Primary</b>	<b>Arterial Secondary</b>	<b>Collector Primary</b>	<b>Collector Secondary</b>	<b>Local</b>
People Only Greenways	NO SHARING WITH STREETS				
People Priority Greenways				X	X
Shared Greenways	X	X	X		

## 7.0 THREE CATEGORIES OF GREENWAYS AND PEOPLE FRIENDLY STANDARDS FOR ALL STREETS

The plan establishes three categories of Greenways. These will be used to guide Greenway development as shown on Map 1, entitled Greenways Map. The following sections illustrate and list characteristics of the three types of Greenways. This section also provides people-friendly street standards that should be applied to all streets.

### General Design Criteria for all Greenways

#### Dimensions of Sidewalks, Boulevards and Bike Lanes

- A 1.5m sidewalk width is considered to be a minimum standard, with a range of 1.5 to 2m. Where possible, the sidewalk width should be enlarged provided it does not jeopardize valuable Greenway characteristics, such as boulevards and open space.
- The minimum boulevard width should be 2 to 3m. Boulevards are located between the curb and the property line and exclude sidewalks. Boulevards offer the main opportunity for planted areas along the Greenways routes.
- A bike lane on a street should be allocated 1.2 to 1.8m pavement width. A bikeway within a 'people only greenway' should have a minimum width of 4.0m.

#### Enhancements

- Enhancements in all Greenway categories include public art, large canopy trees, street furniture, interpretive and directional signage, special landscape with soft and hard features (plantings, flower boxes) will be incorporated to guide and engage Greenway users.
- Where possible, and with adequate funding, different surfaces will be used for Greenways to enhance way finding, to show connectivity and for aesthetics.

#### Access to Water

- The City of Victoria enjoys proximity to a number of bodies of water. Where a Greenway is adjacent to an aquatic environment, Greenway design will provide opportunities for the public to get close to water where it is safe and compatible with environmental conditions. *Best Management Practices* will be utilized for design and construction adjacent to aquatic environments.

#### Crossings

Pedestrian and bicycle crossings may be provided when a Greenway crosses a street, if appropriate. Crossings will be appropriate to the local conditions and may include special measures to:

- Reduce the distance of crossings.
- Allow pedestrians and cyclists to trigger a signal change at a lit intersection.
- Design pedestrian and bike crossings with consistent standards throughout the City to help create recognized traffic, cyclist and pedestrian movements at intersections and crossings.



## Multi-Modality

In designing Greenways, attention should be given to the multi-modality of the use of Greenways and the associated speed differential of the various types of users including, but not limited to, cyclists (commuter versus recreational) and personal transportation devices.

### 7.1 PEOPLE ONLY GREENWAYS



#### Users

- Pedestrians
- Bicycles and other non-motorized rolling traffic

#### Vehicle Traffic Volumes and Vehicular Parking

- No vehicular traffic permitted except emergency or maintenance vehicles

#### Design

- A right of way width of up to 7.0 m is desirable.
- Rolling and strolling traffic will be separated to minimize conflict, and when the width does not allow for separation other methods to reduce conflict will be explored.
- People Only Greenways routes will be provided with street crossings where they can be safely accommodated in compliance with the standards outlined above.

#### Environmental Considerations

- Where remnant ecosystems exist and restoration is feasible, incorporate native, aquatic and cultural habitats. Signage provided to showcase these features.
- Incorporate bioswales, pervious surface and other environmental technologies to improve water quality. Signage provided to showcase these features.

## 7.2 PEOPLE PRIORITY GREENWAYS



### Users

- Pedestrians
- Bicycles and other non-motorized rolling traffic
- Motorized vehicles

### Vehicle Traffic Volumes and Vehicular Parking

- This type of Greenway will occur on streets classified as secondary collectors and local.
- In some instances, particularly where curbside parking is an overriding necessity, planted boulevards may not be suitable and alternative design solutions will be sought.

### Design

- Bicycle traffic is on the roadway.
- Despite the inclusion of motorized vehicles on these Greenway routes, creating a safe and enjoyable atmosphere for non-motorized vehicles is paramount.
- Traffic calming devices will attempt to limit traffic volumes and speeds.
- Signs will be in place advising motorists that they are on a Greenway.
- People Priority Greenways routes will be provided with street crossings where they can be safely accommodated in compliance with the standards outlined above.
- Planted boulevards and/or traffic bulbs will be utilized to 'green' the route. Large canopied trees are seen as very desirable and should be used wherever possible. However, where boulevard widths or underground conditions are limited, smaller scale trees such as cherry or plum will be used. It may also be possible to accommodate larger scale trees if they are located inbound from the sidewalk, so the root system has more space.
- Underground irrigation should be provided to ensure that trees flourish. Natural alternatives to grass in boulevards may also be considered to save on watering and maintenance costs.

### Environmental Considerations

- Where remnant ecosystems exist and restoration is feasible, incorporate native, aquatic and cultural habitats. Signage provided to showcase these features.
- Incorporate bioswales, pervious surface and other environmental technologies to improve water quality. Signage provided to showcase these features.

### 7.3 SHARED GREENWAYS



#### Users

- Pedestrians
- Bicycles and other non-motorized rolling traffic
- Motorized vehicles

#### Vehicle Traffic Volumes and Vehicular Parking

- This type of Greenway will occur on streets that are classified as primary and secondary arterials and primary collectors.
- In some instances, particularly where curbside parking is an overriding necessity, planted boulevards may not be suitable and alternative design solutions will be sought.

#### Design

- Bicycle traffic is on the roadway and separate from pedestrians.
- Despite the inclusion of motorized vehicles on these Greenway routes, creating a safe and enjoyable atmosphere for non-motorized vehicles is paramount.



- Shared Greenways routes will be provided with street crossings where they can be safely accommodated in compliance with the standards outlined above.
- Planted boulevards and/or traffic bulbs will be utilized to 'green' the route.
- Large canopied trees are seen as very desirable and should be used wherever possible. However, where boulevard widths or underground conditions are limited, smaller scale trees, such as cherry or plum, will be used. It may also be possible to accommodate larger scale trees if they are located inbound from the sidewalk, so the root system has more space.
- Underground irrigation should be provided to ensure that trees flourish. Natural alternatives to grass in boulevards may also be considered to save on watering and maintenance costs.

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## 8.0 GETTING GREENWAYS ON THE GROUND: GENERAL IMPLEMENTATION STRATEGIES

The majority of Greenways require no special actions other than achieving the standards that are described in the previous section of the plan entitled *Three Categories of Greenways*. Where no specific action is required, prioritization of work shall be determined by the following priority list, which is also contained in the section entitled *Greenways Planning Principles*. Existing Greenways are deemed to be any routes which are shown on Map 1, *Greenways Map*, regardless of their state of completion.

1. protect existing Greenways
2. take advantage of unique acquisition opportunities
3. fill gaps in the existing Greenways network
4. enhance existing Greenways

In terms of deciding which arterial Greenway gaps should be filled first in the city-wide network and which should be enhanced first (including acquisition of new green space along Greenways) the following criteria should be used when two or more opportunities/projects present themselves in a given year and there are not enough resources to complete them all:

- an analysis of the costs in relationship to the benefits that will be achieved by taking on one project verses another,
- achieving equity between neighbourhoods so that all neighbourhoods have roughly the same amount of 'complete' Greenways. For a definition of 'complete' please see the following paragraph,
- neighbourhood need for greenspace as described in the *OCP* in the section entitled, *Toward a Well Serviced Community – Parks* should be factored into the considerations,
- availability of funding.

Many of the City's Greenways are in a complete or fairly complete state. The *Greenways Map* identifies these routes as Greenways with no major changes. For these routes, no major change is predicted, other than minor upgrades (signage, benches, boulevard improvements).

There are a number of actions that are needed to address city-wide bylaws, policies and practical matters in order to ensure the successful implementation of the *Greenways Plan*. Table 2 of this plan outlines these actions:

TABLE 2 – GENERAL IMPLEMENTATION STRATEGIES

IMPLEMENTATION STRATEGY	COST TO CITY	TIMEFRAME	RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION
The City will amend the OCP to include the Greenway routes as shown on Map 1, and the three categories of Greenways and People Friendly Street Standards as shown in sections 7.1, 7.2 and 7.3 respectively.	Staff Time	With adoption of Greenways Plan	Planning
The Approving Officer will review all subdivision applications in relation to Greenway needs as expressed throughout this plan. Additional street frontage, etc. will be requested where it is needed to achieve the vision in the plan.	Staff Time	Ongoing	Engineering
That Council adopt a policy to require that Greenway implications be considered before any City owned lands are sold.	Staff Time	With adoption of Greenways Plan	Property Management
The Parks, Recreation and Community Development Department and the Engineering Department will select a common pallet of Greenways 'street' furniture from the existing inventory and modify design if necessary.	With Greenways Capital Budget expenditures	2004 & ongoing	Parks
The Parks, Recreation and Community Development Department, in consultation with Engineering will design a common Greenways directional sign, and advisory speed limit sign and enroute map format. *	With Greenways Capital Budget expenditures	2004-2005	Parks
The City will amend the <i>Parks Bylaw</i> to permit appropriate use of bicycles and other non-motorized rolling traffic through parks.	Staff Time	2004	Parks
The City will work with neighbouring municipalities to ensure coordination and that Greenway connections between municipalities are seamless.	Staff Time	Ongoing	All Departments
In the case of properties the City does not own, an attempt will be made to secure access to these properties under their present ownership and if the properties are sold.	Low	Ongoing	Planning
Establish more 'car-free' events similar to the one along Dallas Road, throughout the City. Consider other municipalities' procedures for accommodating people with mobility challenges during these types of events.	Low	Ongoing	Engineering
The City will consult with senior levels of government where opportunities may exist for the purchase of land for the Greenways system.	Staff Time	Ongoing	Property Management
Partnerships will be developed across the City in support of the <i>Greenways Plan</i> .	Low	Ongoing	All Departments
A review of the progress of the <i>Greenways Plan</i> will be accomplished through an annual report mechanism by the Greenways Planner. Council, on the advice of the Greenways Planner, will establish a series of short-term goals and strategies. One year and five year Greenways Strategies should be implemented to compliment the overall Greenways Plan.	Staff Time	Ongoing	Parks

\* this is a strategically important action

## 9.0 GETTING GREENWAYS ON THE GROUND: PRIORITIZATION AND STRATEGIES FOR MAKING PHYSICAL IMPROVEMENTS TO GREENWAYS

There are also a number of actions that need to take place at specific locations along designated Greenway routes. Table 3 *Location Specific Strategies* provides specific strategies that apply to these particular sections of Greenways. Please use this table in conjunction with Map 1, Greenways Map. The numbers 1-13 demarcate the sections of Greenways that are slated for specific actions. The terms *High*, *Medium* and *Low* are used to give an idea of the capital costs and operating costs if the City will be completing and maintaining the project. In 2003 dollars, these terms are roughly equivalent to:

<b>Capital Cost to City</b>		<b>Annual Operating Costs</b>	
Low	\$0 to \$10,000	Low	\$0 to \$2,000
Medium	\$10,000 to \$25,000	Medium	\$2,000 to \$10,000
High	Over \$25,000	High	Over \$10,000

The table assigns timeframes, responsibilities and a priority to indicate which Implementation Strategies / Actions are considered to be strategically important.

TABLE 3– LOCATION SPECIFIC STRATEGIES

PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF					
LOCATION	IMPLEMENTATION STRATEGY / ACTION	CAPITAL COST	ANNUAL OPERATING COSTS	INITIATION DATE	RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION
<b>1. BURNSIDE</b>					
a	City will acquire properties or rights-of-way to connect Maddick to Doric and Doric to Cecelia. After path is developed, City may consider lot consolidation, reselling, subdivisions and rezoning to recoup expenditure.	Medium to High	Low to Medium	As properties come on market	Property Management/ Planning/ Parks
1b	The City will explore, in consultation with the community, the feasibility of Gorge Rd, between Harriett and Jutland Roads being made pedestrian friendly.	N/A	N/A	2010	Engineering
<b>2. DOWNTOWN</b>					
2a	Provide public access from Bastion Square through the Bastion Site.	N/A	Low	With development applications	Planning
2b	Ensure that downtown alley connections remain open and <i>CPTED</i> criteria are considered in any redevelopment. Storefronts should be encouraged to face onto the alleys.	N/A	N/A	With development applications	Planning
<b>3. FAIRFIELD</b>					
3a	Provide a path through Robert J. Porter Park and work with Sir James Douglas School and School Board to formalize and improve connection *	Low	Low	To be determined	Parks/ Community
<b>4. FERNWOOD</b>					
4a	Work with Central Junior Secondary and School Board to formalize and improve connection*	Low	N/A	To be determined	Community
4b	Work with Victoria Senior Secondary and School Board to formalize and improve connection*	N/A	N/A	To be determined	Community
4c	Establish path through Harris Green Park between Chambers and Vancouver	Med to High	Low	To be determined	Parks and Engineering

**TABLE 3— LOCATION SPECIFIC STRATEGIES  
PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF**

LOCATION	IMPLEMENTATION STRATEGY / ACTION	CAPITAL COST	ANNUAL OPERATING COSTS	INITIATION DATE	RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION
<b>5. GONZALES</b>					
5a	As per the <i>Gonzales Neighbourhood Plan</i> , as part of the public consultation process, work toward re-opening the Gonzales-Chandler pathway as a Greenway.	Medium	Low	To be determined	Property Management, Parks & Planning
5b	Work with Margaret Jenkins School and School Board to formalize and improve connection*.	N/A	N/A	To be determined	Community
<b>6. HARBOUR</b>					
6a	As a regional long-term initiative, the City will explore options for preserving and enhancing Victoria Arm. Please refer to Section 9.1 Long Term Regional Initiatives.	High	High	2003 - 2053	Community (e.g. Land Acquisition Group) with assistance from Property Management
6b	Work with CRD to protect public right of way.	Medium	Low	2003	Property Management
6c	At the Gorge Road Hospital site, consider density bonus with rezoning where a waterfront Greenway, public parking, community dock/launch are provided. City may support multifamily residential to a max. density of 1.2:1 (RJ Base Zone).	N/A	Medium	As applications are made	Planning
6d	In Banfield Park, provide signage for bikes to minimize conflict with pedestrians.	Low	Low		Parks
6e	At Railyards site, implement <i>Railyards Master Development Agreement</i> and <i>Development Guidelines</i> .	N/A	Medium	2003 - 2013	Planning and Parks
6f	The Greenway along the east side of the Upper Harbour will be developed in accordance with the <i>Victoria Harbour Plan</i> . Although Greenways in this area should be considered, they will not be developed in such a way that would jeopardize the viability of industry relying on waterfront access in the Upper Harbour. As part of the Rock Bay planning process, opportunities for the development of Greenways will be explored.	N/A	Medium	As applications are made	Planning

**TABLE 3– LOCATION SPECIFIC STRATEGIES  
PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF**

<b>LOCATION</b>	<b>IMPLEMENTATION STRATEGY / ACTION</b>	<b>CAPITAL COST</b>	<b>ANNUAL OPERATING COSTS</b>	<b>INITIATION DATE</b>	<b>RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION</b>
6g	Between the base of Chatham Street and Ships Point fill gaps and improve existing path with redevelopment (density bonus). Utilize partnerships with senior governments and capital works projects. Acquire rights-of-way or land under east side of Johnson Street Bridge.	N/A High	Medium	2010	Planning with Parks, Property Management
6h	Acquire right of way or land under west side of Johnson Street Bridge. Provide access from Johnson St. Bridge down to waterfront path once connection under bridge is made.	High	Medium	2010	Property Management
6i	Improve connections over the Johnson Street Bridge.	Medium (if rails go) High (if rails stay)	High	To be determined	Engineering
6j	In Victoria West, between the Johnson Street Bridge and West Bay acquire missing statutory rights-of-way to formalize existing path.	Low	Low	2010	Property Management
6k	With redevelopment of Belleville Terminal establish Greenway.	High	Low to medium	As applications are made	Planning/ Engineering
6l	At Heron Cove consider use of density bonus with rezoning – City may support residential/hotel uses at the site where a waterfront Greenways and shoreline protection are provided.	N/A	Low	As applications are made	Planning
6m	At Fisherman's Wharf improve Greenway connection and connection to adjacent park. Accomplish with redevelopment, partnerships with senior governments and the Harbour Authority and capital works projects.	Medium to high	Medium	2010	Planning with Parks
6n	From Ogden Point to Canadian Coast Guard Site provide opportunities for cyclists and pedestrians to gain access to the shoreline, where it does not conflict with marine uses. Accomplish with redevelopment of site.	N/A	N/A	With redevelopment	Planning

**TABLE 3— LOCATION SPECIFIC STRATEGIES  
PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF**

<b>LOCATION</b>	<b>IMPLEMENTATION STRATEGY / ACTION</b>	<b>CAPITAL COST</b>	<b>ANNUAL OPERATING COSTS</b>	<b>INITIATION DATE</b>	<b>RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION</b>
6o	North of the Selkirk Trestle, the Victoria Arm and Gorge Waterway offer an excellent recreational and natural habitat blueway. This should be preserved.	N/A	N/A	Ongoing	All
6p	South of the Selkirk Trestle to Ogden Point, the Victoria Harbour is designated as a 'working harbour'. Despite this classification, an opportunity exists to enhance the natural habitat and in some cases to expand recreational opportunities. Consider with future development applications.	N/A	N/A	With development applications	All
<b>7. HILLSIDE-QUADRA</b>					
7a	The City will provide signage and 'way-finding' through Topaz Park.	Low	Low	To be determined	Parks
7b	Work with Quadra School and school board to formalize and improve connection between Fifth Street and Finlayson *.	N/A	N/A	To be determined	Community
7c	Recommendation/alternative to City Council: Cross Cook St. and Cedar Hill, recognizing this requires a comprehensive redesign of the intersection.	N/A	N/A	To be determined	Engineering
<b>8. JAMES BAY</b>					
	See 6k, 6l, 6m and 6n				
<b>9. NORTH JUBILEE</b>					
9a	Consider day lighting Bowker Creek with any redevelopment of lands, parks, streets, Greenways or major upgrades of utilities or general services anywhere along the creek's natural course. Utilize the CRD's <i>Bowker Creek Watershed Management Plan</i> as well as relevant best management practices to guide restoration. Please refer to Section 9.1.	High	High	2003-2053	Community and Engineering

**TABLE 3— LOCATION SPECIFIC STRATEGIES  
PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF**

LOCATION	IMPLEMENTATION STRATEGY / ACTION	CAPITAL COST	ANNUAL OPERATING COSTS	INITIATION DATE	RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION
<b>10. NORTH PARK</b>					
10a	Improve streetscape at Royal Athletic Park (RAP.) Consider closing this block (or a portion) of Vancouver if a comprehensive redevelopment of RAP and the adjacent parking lot to the west takes place and includes a Greenway and greenspace incorporated into the overall site.	Low to high	Medium	2003-2053	Parks and Recreation
10b	Improve crossing where Caledonia crosses Blanshard.	Low	low	2004	Engineering
<b>11. OAKLANDS</b>					
11a	At Hillside Mall, consider density bonus with rezoning to permit residential where a pedestrian and cyclist Greenway is provided through the site. Also consider feasibility of daylighting Bowker Creek.	N/A	N/A	As applications are made	Planning
11b	Consider day lighting Bowker Creek with any redevelopment of lands, parks, streets or Greenways, anywhere along the creek's natural course. Utilize the CRD's <i>Bowker Creek Watershed Management Plan</i> as well as relevant best management practices to guide restoration. Please refer to Section 9.1.	High	High	2003-2053	Community and Engineering
<b>12. SOUTH JUBILEE</b>					
12a	Relocate crossing at Rockland and Oak Bay Avenue so crosswalk meets with sidewalk on east side of Rockland.	Low	Low	To be determined	Engineering

**TABLE 3– LOCATION SPECIFIC STRATEGIES  
PRIORITIES ASSIGNED BY PLANNING, PARKS AND ENGINEERING STAFF**

LOCATION	IMPLEMENTATION STRATEGY / ACTION	CAPITAL COST	ANNUAL OPERATING COSTS	INITIATION DATE	RESPONSIBLE CITY DEPARTMENT OR OTHER LEAD ORGANIZATION
<b>13. VICTORIA WEST</b>					
13a	Widen access to the lot at end of Hudson. The City will acquire land or rights-of-way from adjacent properties.	Medium to high	Low	As properties come on market and resources are available	Property Management
13b	Improve surfacing and landscaping on Williams Street between Wilson and Langford. Improve ‘vehicle blockades’ so that cyclists and pedestrians have an easier time accessing.	Medium	Low	To be determined	Community and Engineering
13c	Provide cyclist and pedestrian crossing somewhere along Esquimalt Road between Victoria West Park and Catherine Street.	Low	Medium to low	To be determined	Engineering
13d	As a regional long-term initiative the City will be involved in the revitalizing the E&N right of way as a Greenway whether or not the rail line continues. Please refer to Section 9.1 Long Term Regional Initiatives.	High	High	To be determined	Property Management/ Engineering
13e	Alston St. will accommodate a Shared Greenway to be tied in with the Railyards development. The intersection at Alston and Bay will require significant upgrading including signaling.	High	Low	In conjunction with Railyards development.	Engineering

\* All school property components will be subject to discussion with School District 61.

**Table Notes:**

**Capital Cost to City**  
 Low           \$0 to \$10,000  
 Medium       \$10,000 to \$25,000  
 High          Over \$25,000

**Annual Operating Costs**  
 Low           \$0 to \$2,000  
 Medium       \$2, 000 to \$10,000  
 High          Over \$10,000

## 9.1 LONG TERM REGIONAL INITIATIVES

The following initiatives are long term initiatives that involve several local governments, other levels of government and organizations. The costs are outside the terms of the funding capacity of the *Greenways Plan*, but are highlighted as areas for future consideration. Partnerships will be necessary.

Whether initiatives are regional or more local, it is worth considering major landscape features such as water bodies (e.g. Bowker Creek), ridgelines, hills, exceptional trees or special wildlife areas or other special features such as historic trails (First Nation or early explorers) when identifying potential projects for Greenway restoration/protection/maintenance. These natural features or Greenways would provide a balance to built areas and would encourage public use of common areas while respecting that any use should encourage protection and nurturing of special attributes to sustain the Greenway for future generations.

### VICTORIA ARM – LOCATION SPECIFIC STRATEGY 6A

One of the main natural shoreline areas within the City is the Victoria Arm area of the Gorge Waterway. The shoreline area is an important habitat that is supportive of fish and wildlife populations. The existing native vegetation creates an attractive waterway. The Victoria Arm is narrow and part of a much larger waterway that is a sensitive tidal-influenced watercourse connecting important fish-bearing areas within the Victoria Harbour.

This area has approximately 28 single family dwellings bordering on it, along Selkirk Avenue in the south and Lotus Street in the north. At the current time, the area is protected by Development Permit Area 29 aimed at protecting the natural environment. The Development Permit guidelines limit the use of fill, placement of buildings and removal of vegetation on these properties. The properties are in a zone that restricts development to single family dwelling use.

A long-term regional initiative to restore and rehabilitate the shoreline where necessary is recommended. A plan to provide a link to the Esquimalt and Saanich path systems along the shoreline of the Victoria Arm was abandoned in 2001 given the topography and ecological significance of this area because it would be difficult to accommodate a pathway adjacent to the shoreline. Other long-term options for this area can be reviewed on a regional basis when resources are available.

### E & N RAIL LINE – LOCATION SPECIFIC STRATEGY 13E

The E&N Rail line is identified in the *CRD Parks Master Plan* as a proposed regional trail and part of the regional trail network.

Please refer to the report *West Side Rail Trail Project Conceptual Design Report, August 2002* for necessary improvements.

### BOWKER CREEK

A community group, Friends of Bowker Creek, has spent the last six years sponsoring social events, stream clean ups, vegetation restoration and information sessions to raise public awareness as to the significance of Bowker Creek as a natural asset and potential Greenway. Most recently, the *Bowker Creek Management Plan (Jan 2003)* was completed by a forum of landowners, non-government organizations and local and senior government representatives and has received approval from the Capital Regional District Environment Committee.

The forum developed the following vision statement for Bowker:

*The varied human uses and natural areas in the Bowker watershed are managed to minimize runoff and pollution, making Bowker a healthy stream that supports habitat for native vegetation and wildlife, and provides a community Greenway to connect neighbourhoods.*

## 10.0 GETTING GREENWAYS ON THE GROUND: NEIGHBOURHOOD GREENWAY INITIATIVES

There is an incredible amount of community energy around Greenways! Local residents and business owners want to continue to be involved in getting Greenways on the ground. It makes sense to take advantage of this interest by supporting neighbourhood greenways initiatives that harness this productive energy, not only as a way to promote civic involvement, but also as a way to minimize the impact on City resources.

The goals of neighbourhood Greenway initiatives are:

- To develop Greenways within and that link to the City's Greenways arterial grid
- To develop and rehabilitate interesting and engaging sites (i.e., nodes)
- To enhance neighbourhood sections of the City's Greenways arterial grid

Examples of neighbourhood Greenways initiatives include:

- The Quadra Village boulevard tree planting
- The spirit garden off Haultain Ave.
- The Maddison Lane & Wilmer Green Park stewardship initiative
- James Bay Village Renewal
- Cecilia Creek Stewardship Project

The following outlines several policy and program initiatives that will advance the implementation of the *Greenways Plan*. Information is presented in the following order:

- Streets and Traffic Bylaw # 92 -84 (Section 84)
- Greenways Matching Grant Program
- Adopt a Street Garden
- Local Improvement Area – Pilot Project
- Community Stewardship Programs
- A User Friendly Greenways Map/Plan

### 10.1 STREETS AND TRAFFIC BYLAW # 92-84 (SECTION 84) AND STREET STEWARDSHIP

Informal street gardens have already sprouted up around Victoria in places where residents and business owners have made improvements to City owned boulevards without realizing that there is a bylaw in the City that prohibits this activity. The bylaw was put in place to ensure that people and vehicles could pass by without tripping or having an accident. Another objective of this bylaw is to ensure a neat and tidy appearance of the streets and boulevards.

There is an opportunity to develop a program that takes advantage of local street stewardship initiatives but at the same time achieves the original objectives of the Streets and Traffic Bylaw. A new program for the City of Victoria should build on the successes of existing programs in other municipalities.

#### STRATEGIES:

1. The Parks, Recreation and Community Development Department, in consultation with the Engineering Department and local Unions, will establish criteria and a user friendly brochure that sets out types of boulevards that are suitable for street stewardship and establishes guidelines for planting and other improvements.
2. The City will amend the *Streets and Traffic Bylaw #92-84 (Section 84)* to permit planting on boulevards where safety and aesthetics will not be compromised and where planting and other improvements takes place in accordance with established criteria.

## 10.2 GREENWAYS MATCHING GRANT PROGRAM

The City already has a successful matching grant program that has helped neighbourhoods achieve Greenway projects such as the Spirit Garden in North Jubilee and the Bridge Mural in Burnside. Through this program, applicants are expected to match the financial contribution from the City with sweat equity or equivalent cash, goods or services. There is an opportunity to expand this program to implement the *Greenways Plan*.

### STRATEGY:

1. By 2005, the City will establish a \$25,000 Greenways Matching Grant Program (annually) to fund neighbourhood groups wishing to build or animate a portion of a Greenway. A few program details include:
  - The program will be administered through the Parks, Recreation and Community Development Department
  - It will be incorporated into the existing City of Victoria Matching Grant Program as a separate component.
  - The review of these projects will involve an inter-disciplinary staff team that will give comments to the Parks, Recreation and Community Development Department to ensure they meet established standards.
  - Projects must be designated on the *City of Victoria Greenways Map* to be eligible for funding under the Greenways Matching Grant Program.
  - Other considerations will include: how the Greenway relates or connects to the established network, feasibility in terms of safety, maintenance, etc and how consistent the proposal is with the *Greenways Planning Principles* as outlined in Section 4.0 of this plan.

## 10.3 ADOPT A STREET GARDEN

The City of Vancouver has developed a 'Green Streets' program where individuals or organizations can adopt Greenway features such as traffic circles and traffic bulges and maintain the plantings in them. In some cases residents add their own favorite plants to create quite a display. In Vancouver, the Streets Division of the Engineering Department administers this program.

### STRATEGY:

1. The Parks, Recreation and Community Development Department, in consultation with the Engineering Department, will establish an 'Adopt a Street Garden' program by 2005. All traffic circles, traffic bulges, landscaped road closures, etc., will be eligible for adoption, except where there are safety issues or other special considerations.

## 10.4 LOCAL IMPROVEMENT PILOT PROJECT(S)

In some areas of the City, local residents are so keen to get street improvements that they may be willing to fund improvements themselves, through a special tax levy spread over a number of years. This idea is similar to the mechanism that was used to achieve the improvements on Yates and Broad Streets. Such a project could include providing a connection from Moss Rocks Park to May Street, or a similar project.

**STRATEGIES:**

1. The City will consider approving up to 3 Local Improvement Pilot Projects, which are consistent with the Greenways Plan, where residents come forward with at least 80% of the fronting owners in support of a project and require no more than 50% of the cost of the project to be paid for by the City.
2. The City will consider formalizing the program if the pilot project(s) are successful.

**10.5 COMMUNITY STEWARDSHIP PROGRAMS**

Greenways provide an ideal opportunity to 'green' the City, both in terms of promoting alternate types of transportation and restoring natural ecosystems. Special interest groups are keen to take on an active roll in nurturing natural ecosystems within the urban setting.

Additionally, Greenways are an ideal location to incorporate new environmentally friendly technologies. These types of projects can also be used as a way to showcase new approaches to items such as storm water management and as a means of public education.

**STRATEGIES:**

1. The City may consider partnering with community organizations to enhance and restore natural ecosystems. Community groups and/or City Departments may pursue alternative funding sources to assist with this strategy.
2. The City may consider implementing pilot project(s) that utilize grasscrete, bioswales and other environmental technologies. Community groups and/or City Departments may pursue alternative funding sources to assist with this strategy.

**10.6 ENDOWMENT FUND**

An opportunity may exist to expand the Parks and Recreation Foundation to fund benches, street trees and other amenities along Greenways. Adjustments to this program should be structured so those donations that originate from residents of the City of Victoria stay within the City of Victoria.

**STRATEGY:**

1. The Parks, Recreation and Community Development Department will initiate discussions with the Parks and Recreation Foundation to expand the scope of this program.

**10.7 A USER FRIENDLY GREENWAYS MAP & SUMMARY PLAN**

A Greenways plan is quite different from an Official Community Plan or a neighbourhood plan in that it has much wider audience. People who have no specific interest in civic issues or planning will still seek out information on Greenways in order to plan recreational outings or to learn about good walking and biking routes.

Because of this public allure, there is a great opportunity to promote public understanding and interest in civic issues by creating a combined plan and map which is extremely engaging and user friendly. It would also be advantageous to provide information about the neighbourhood programs, outlined above, so that individuals and groups will know how to get involved in Greenways projects.

**STRATEGIES:**

1. The Planning Department will develop a one page combined Greenways Map and Plan Summary by 2005. (in colour / approx size 36" x 24")
2. Funding partners will be sought to achieve this work. A small amount of money may be used from the Planning Department's Consulting Budget to leverage or supplement funds from other sources.

**11.0 GETTING GREENWAYS ON THE GROUND: FUNDING/STAFFING STRATEGIES**

This plan recognizes that within the City of Victoria there are limited resources available for new endeavors. Therefore, the strategies that have been developed strive to minimize the impact on the City's financial and staff resources while maximizing the benefits of Greenways for the City. Information in this section will be provided in the following order:

- Alternate Funding Sources and Partnerships
- Dedicated Staff Time
- Capital Funding
- Development Cost Charges

Please also see the preceding section, entitled *Getting Greenways on the Ground: Neighbourhood Greenway Initiatives* to learn about the special role that neighbourhoods and community groups will play in implementing the *Greenways Plan*.

**11.1 ALTERNATE FUNDING SOURCES AND PARTNERSHIPS**

Because the many benefits of Greenways are perceived as a positive addition to communities, there are numerous organizations willing to fund Greenway development. Some of them include the Federation of Canadian Municipalities, Van City Credit Union and the Provincial Capital Commission. Grants can range anywhere from \$15,000 to \$1,000,000 to build Greenways.

Additionally, there are opportunities to partner with businesses, non-profits and other organizations that are interested in creating Greenways. For instance:

- Corporations may sponsor a section of a Greenway or the creation of a Greenway map or brochure. A benefit to the corporation is the opportunity to advertise their involvement in the project.
- Non-profits have a range of expertise and often have access to resources that are not available to public or private organizations. Additionally, non-profits quite often have deep roots in the community, which can add value and interest to projects.
- In the past, senior levels of government have provided funds to assist with the development of Greenways infrastructure and to promote alternate modes of transportation.

**STRATEGIES:**

1. The Greenways Planner will submit applications to organizations that fund Greenway infrastructure, as opportunities arise.
2. The Greenways Planner, in conjunction with community organizations / non-profit organizations, will explore the feasibility of a Corporate Greenways Sponsorship Program where businesses will be encouraged to sponsor a section of a Greenway or to contribute towards the development of maps and brochures. If feasible, a program will be developed and presented to Council for approval.
3. The City will consider other partnerships that will facilitate the implementation of the *Greenways Plan* on a case by case basis.

## 11.2 DEDICATED STAFF TIME

It is vital that dedicated staff resources be allocated to the implementation of the *Greenways Plan*. The implementation of the Plan requires a position dedicated to developing long-term strategies and policies, as well as securing alternate resources to ensure the development of the *Greenways Plan* and a 'Green Streets' program.

It is recommended that this resource be housed in the Parks, Recreation and Community Development Department and staff recommends that a full time position be established within the Parks Planning and Development area. This Division is currently under resourced to be able to manage current expectations relative to Beacon Hill Park, program and policy development, parks long term planning and the implementation of many large scale projects such as Ross Bay Cemetery.

The recommended position would primarily focus on the implementation of the *Greenways Plan*, but would also involve the Green Streets Program development, parks master planning and community volunteer and resource development. The position would coordinate an integrated team from various divisions (i.e., Transportation, Parks, Recreation and Community Development, Planning) to oversee the Greenways strategy implementation.

Because so many of the Neighbourhood Greenway Initiatives described in Section 10.0 require a significant amount of staff time, it is very important that this staff position be created. Just as it will not be possible to realize the potential of alternate funding sources and partnerships, it will not be feasible to establish the neighbourhood programs in the absence of a staff person to resource them.

### STRATEGY:

1. In 2004, the City will create one full time staff position to implement the *Greenways Plan*.

## 11.3 CAPITAL FUNDING

To secure the maximum amount of alternate funding, it will be necessary for the City to allocate a capital budget to implement the *Greenways Plan*. Investing in Greenways is not new to the City of Victoria. In the past, the City has contributed capital to Greenway projects such as pedestrian paths around the harbour. However, if the City would like to maximize the benefits of Greenways, additional funding is needed. This money is important as a mechanism to leverage funds from potential donors and to ensure the plan is achieved. Over time, Council may consider increasing this capital budget allocation.

### STRATEGY:

1. The City will create an annual capital budget of \$150,000 to implement the plan. This will be reviewed in the 2004 budget discussions. The Parks, Recreation and Community Development Department will administer this budget item. This annual capital budget includes plan implementation, but does not include staffing and administrative costs, which are estimated to be in the range of \$100,000, thereby making the annual cost of the Greenways project approximately \$250,000.

## 11.4 DEVELOPMENT COST CHARGES

Development Cost Charges (DCCs) are a tool used by municipalities to fund municipal works and services, including the acquisition of park space. Currently the City of Victoria has one of the lowest DCC rates in all of British Columbia. An opportunity exists to increase the DCC rate and allocate a portion of the revenue towards parks and Greenways. This would offset the capital and staff expenditures.

**STRATEGIES:**

1. The City will consider levying a Development Cost Charge which can be used to acquire park space and Greenway infrastructure.
2. The Parks, Recreation and Community Development Department will conduct a review of the current Development Cost Charge Bylaw and prepare a report to Council outlining options for increasing the current charges and how the increased revenues could be allocated.