



INDUSTRY ARTS & INNOVATION



DRAFT MARCH 2025
DISTRICT ACTION PLAN

LAND ACKNOWLEDGEMENT



The Industry, Arts and Innovation District was developed and will be implemented on the homelands of the Songhees Nation and Xwsepsum (Esquimalt) Nation. We are grateful to the lək'wəŋən (Lekwungen) people for stewarding these territories for thousands of years and for generously welcoming those of us who are visitors here. This Plan seeks to support Indigenous economic prosperity.

VISION

The Industry, Arts and Innovation District of tomorrow is a thriving, resilient and welcoming hub for economic and cultural production and activities. It is a dynamic and unique community fueled by innovation, creativity and industry surrounded by active streets and well-used public spaces.



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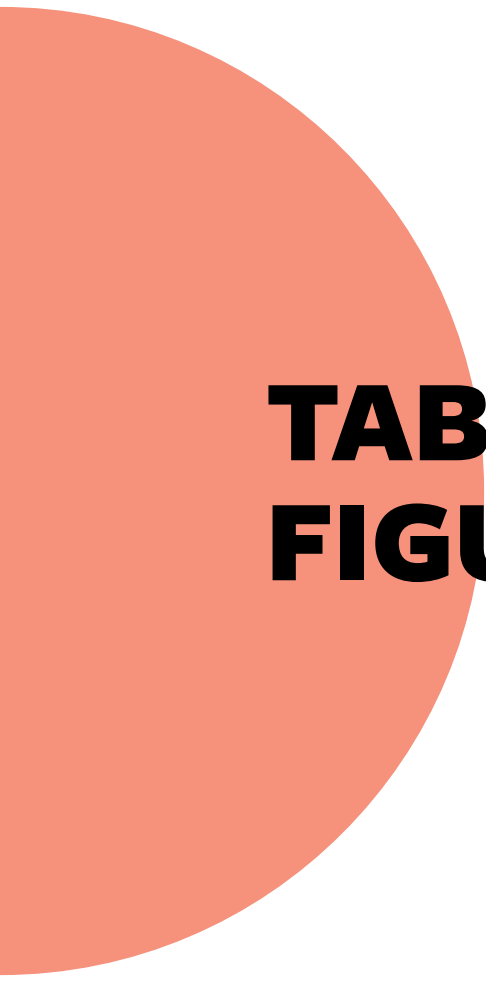


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GROUND



WORK

INTRODUCTION

The Industry, Arts and Innovation District (the District) is a vibrant hub where industry, innovation and creativity converge, driving economic and social progress for Victoria and the region. Located just north of Downtown, the District offers easy access to essential services and amenities, as well as the working harbour, thanks to its central location and robust transportation network.

Covering approximately 51 hectares (127 acres) of primarily industrial and commercial employment lands, including the 3 hectare Matullia lands owned jointly by the Songhees Nation and Xwsepsum (Esquimalt) Nation, the District also features some mixed-use residential areas along the Douglas Street and Blanshard Street corridor.

Victoria's industrial and employment lands are crucial for supporting the local economy.

However, they only account for approximately 7 per cent of the city's developable land area, with just 3.6 per cent designated for industrial use. Preserving these lands while finding innovative ways to enhance their productivity and facilitate efficient movement of goods and people is key.

With an expected addition of approximately 19,000 to 40,000 new jobs within Victoria by 2050, driven by sectors like technology, health science, bio-medical and the marine and ocean industry economy, there is a growing need for light industrial and commercial spaces to accommodate expanding businesses and the arts sector. Enhancing community amenities and creating a high-quality public realm can further enhance the District's appeal as a place to work and live.

The decision to develop a plan for the District was part of the Victoria 3.0 Economic Action

Plan, approved in 2020 to guide post-pandemic economic recovery. In early 2023, the City began work with consultants to design and implement a planning and engagement process to create a renewed vision and detailed action plan for the District.

The Industry, Arts and Innovation District Action Plan is built on five key goals relating to economic vitality, arts and culture, sustainable development, mobility networks and public spaces. This plan provides a comprehensive vision and framework to guide short-term and long-term actions, leveraging existing strengths while adapting to the evolving needs of the community.



INNOVATION DISTRICT

The Industry, Arts and Innovation District is based on the concept of creating ‘innovation districts’ as a means to foster economic revitalization across various employment sectors.

Innovation Districts are geographic areas where leading-edge anchor institutions and companies cluster and connect with startups, business incubators and accelerators. They are also physically compact, transit-accessible, technically-wired and offer mixed-use employment, office, retail and potentially residential uses. They can be defined as places where economic, networking and physical assets converge to create jobs and companies, increase density, provide multi-modal access and encourage art or tech incubators to run events and programming.

In the Victoria 3.0 Economic Plan, the Industry, Arts and Innovation District is envisioned to be a hub of cross-sectoral collaboration, a place where research and development lead to ideas that are commercialized and where new high-value jobs are created. The envisioned District is global-facing, export-oriented and can attract companies that anticipate and solve problems of the 22nd century with a focus on low-carbon prosperity and resiliency. It will also be an amenity-rich place in which small businesses and artists thrive and benefit from the concentration of economic activity in this area.

Convergence

Innovation Districts are built out of a convergence of different types of activities: innovative sectors, research and development activities and institutions, arts and culture and a range of industrial “makers”. These activities bring a diverse mix of assets that have unexpected, serendipitous outcomes, such as being able to work at different types of businesses throughout one’s career all within the District.

Economic Assets

Convergence can be supported through a range of economic strategies, such as intermediaries with the core mission to work across strong (but disconnected) sectors or specializations.

Networking Assets

To facilitate convergence requires a number of social networking strategies, such as well-designed programs that push disciplines together across the District.

Physical Assets

Convergence can also be strengthened through place-based strategies, such as physically co-locating a diversity of researchers to work on cross-cutting projects.

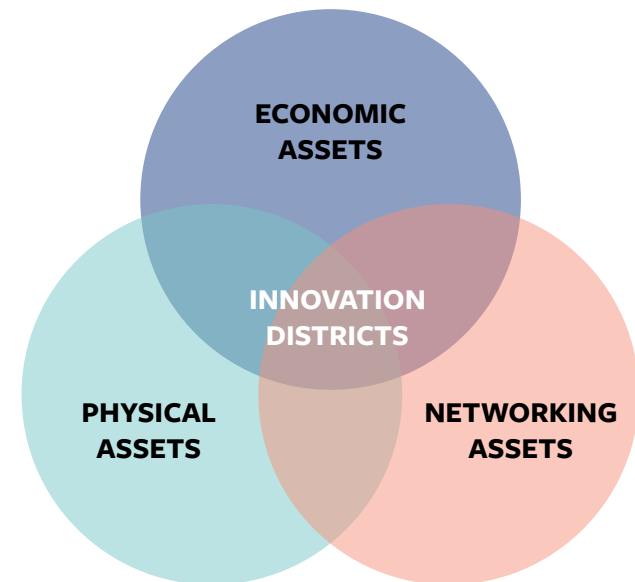


Figure 1.0 illustrates the assets within Innovation Districts

PLAN AREA

The Industry, Arts and Innovation District is located inside the Burnside neighbourhood adjacent to the north edge of Downtown, central to the region with excellent access to workforce, multi-modal transportation networks and the harbour. The plan area encompasses 51 hectares (127 acres) south and east of Rock Bay, from Blanshard Street to the waterfront (east to west) and from Market Street to Chatham Street (north to south). It lies to the south of what is typically considered the industrial “Rock Bay” area north of Bay Street.

**IN
THE HEART OF
THE GREATER VICTORIA
REGION, THE INDUSTRY,
ARTS AND INNOVATION
DISTRICT IS STRATEGICALLY
LOCATED TO TAKE ADVANTAGE
OF PROXIMITY TO DOWNTOWN,
WITH ACCESS TO THE HARBOUR,
MULTI-MODAL ACCESS FOR THE
REGION'S WORKFORCE AND KEY
DESTINATIONS, INCLUDING
POST-SECONDARY
INSTITUTIONS.**

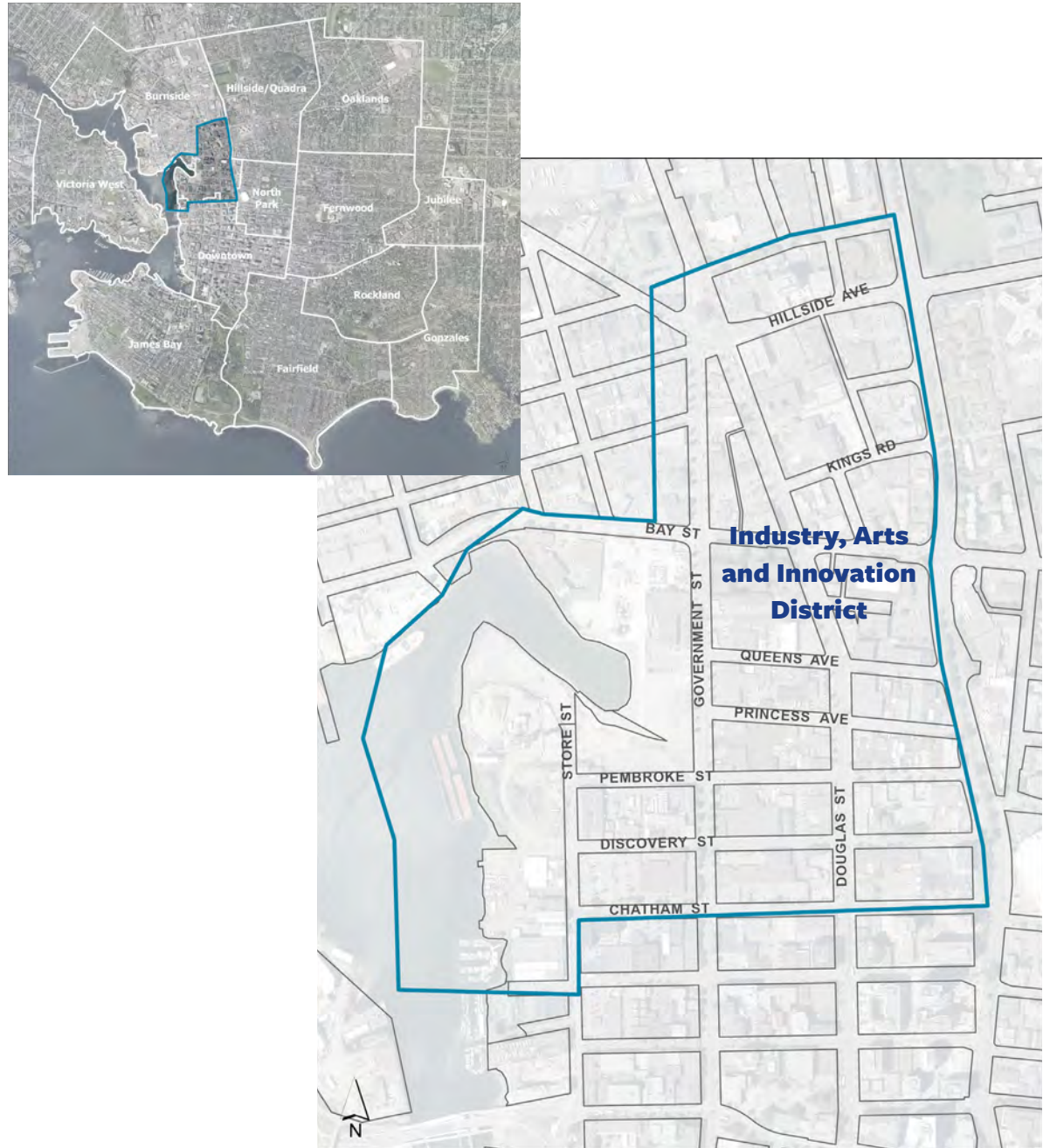


Figure 2.0 illustrates the location of the new District within the Burnside neighbourhood.

POLICY CONTEXT

The Industry, Arts and Innovation District Action Plan is a direct result of the Victoria 3.0 Economic Plan, however it has also been developed to consider and advance objectives and actions from a variety of other City policies:

Official Community Plan 2012

Victoria's Official Community Plan provides a long-term vision for how the city should grow and change in the coming decades. It provides strategic direction on a variety of topics such as development, transportation, economy and community well-being. It sets forth an objective to develop the District as an area of intensive employment specialized in the incubation, growth and retention of advanced technology and green enterprise. In 2024, the City of Victoria commenced a review and update of the OCP to meet the needs of Victoria's growing population and address the climate and housing crises.

Downtown Core Area Plan 2011

The Downtown Core Area Plan (DCAP) provides a benchmark for Downtown Victoria's economic health, quality and character of buildings and space, as well as overall livability for its residents, businesses and visitors. The DCAP includes direction to develop a plan for the Rock Bay District with a focus on strengthening its function as a key employment centre, within an attractive urban setting.

Victoria 3.0 Economic Plan 2020

Victoria 3.0 aligns with the Official Community Plan and provides a long-term plan and vision for a sustainable, influential city that will build a strong innovation system and create a strong resilient economy now and for the future. Victoria 3.0 provides clear direction to create an Innovation District.

Burnside Gorge Neighbourhood Plan 2017

The Burnside Gorge Neighbourhood Plan provides detailed policies to guide future development and change in the Burnside Gorge community. It also provided guidance for land use direction, urban design, public realm improvements and main streets within the future District.

Create Victoria: Arts and Culture Master Plan 2017

Create Victoria: Arts and Culture Master Plan is a framework identifying the City's vision, policies and actions designed to nurture conditions for creativity to flourish. This 10-year Plan identifies strategic priorities, goals and actions for advancing cultural development as a "Creative City", linked to economic development and tourism, affordability and cultural infrastructure planning.

Victoria Music Strategy 2022

The Victoria Music Strategy is a five-year plan for the growth of the City's music sector that identifies opportunities to promote the uniqueness of Victoria's music scene. The Plan outlines five strategic priorities related to removing regulatory barriers and creating music-friendly policies, preserving existing spaces and encouraging the development of new spaces, building local capacity for artists to develop their music careers, growing audiences and expanding access to music in all its forms.

THE STORY

While this Plan provides a vision for the future of the District, it is important to first recognize and acknowledge the past history and evolution of the area:

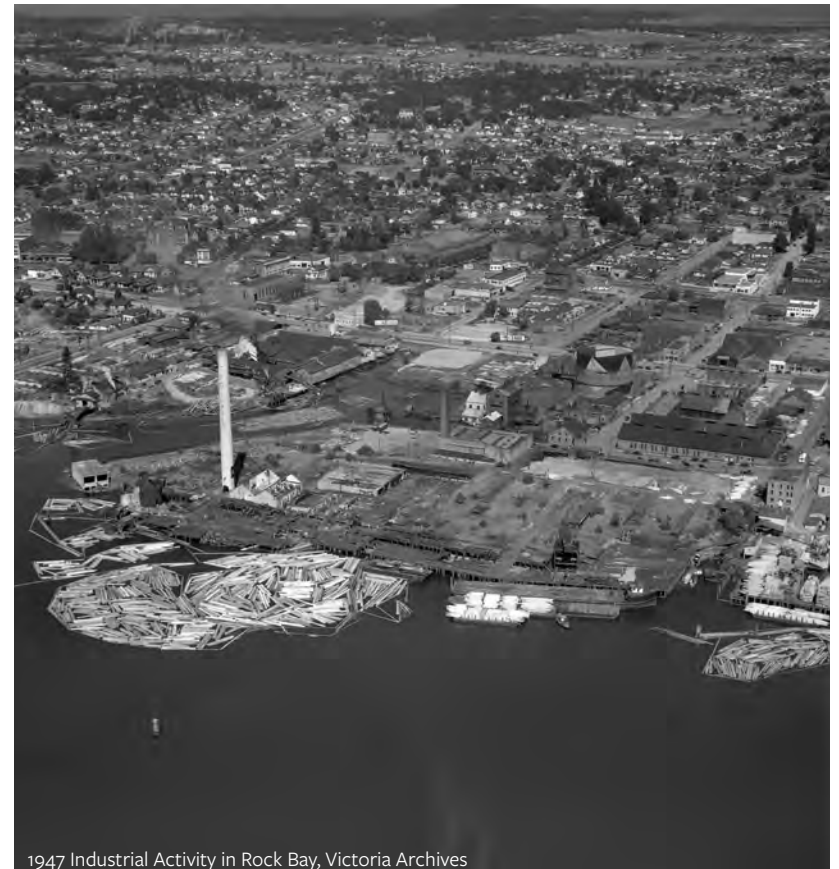
Historic Activities The coastal waters and surrounding soils of Rock Bay were sacred lands for the *ləkʷəŋən* (Lekwungen) families (ancestors of the Songhees Nation and Xwsepsum (Esquimalt) Nation, named for their Lekwungen dialect of the Straits Salish language). Hunting, fishing and harvesting happened here for thousands of years and a diversity of First Peoples from up and down the coast would travel via canoe into the waters of Rock Bay for trade. In the early 1840s, the Hudson Bay Trading Company arrived and established Fort Victoria, the administrative authority on the coast. Acreages and mansions materialized in the harbour lands and, a decade later, land-transportation routes connected the bay to the rest of Vancouver Island. The ongoing growth of Victoria led to profound disruptions and impacts to the traditional economy and livelihood of the First Nations. The Hudson Bay Trading Company saw the traditional Lekwungen villages and camps as barriers to urban growth and forced the Lekwungen people across the harbor to what is today known as Songhees Point. This move displaced them from their traditional lands to Reserve lands beyond the City limits.

Industrialization in Rock Bay By the 1860s, industrialization was in full swing as Douglas Street extended northward and bridges were built at Point Ellice and Rock Bay. The first streetcar service was established, a coal gasification plant erected and various sawmills and other heavy forms of industry took over the area. The suburbs filled with mansions largely disappeared and Rock Bay began to transform into an area defined by industrial and commercial activity.

Healing the Land - Remediation The decades following made their mark; years of industrialization and waste dumping polluted the waters, degraded the sediment and transformed Rock Bay into one of Canada's most toxic sites. From 2004 to 2016, BC Hydro and Transport Canada led a brownfield remediation project that removed over 200,000 tonnes of contaminated soil, returning Rock Bay to a closer image of what it used to be.



Songhees Reserve ca1890, Rock Bay Creek Revival



1947 Industrial Activity in Rock Bay, Victoria Archives

SPOTLIGHT: INNOVATION HUBS

KWENCH is a full-service work and culture club that fosters a creative, inclusive environment for artists, entrepreneurs, contractors, start-ups, and established businesses. The network of private work-life clubs increases individual happiness through curated convenience. KWENCH individuals, corporations and small businesses enjoy thoughtfully designed office space integrated with fitness, food, creative space, learning, culture and community under one roof. KWENCH is a functional, flexible, multiservice one-stop club solution.



Regional Significance Although many sites within and around Rock Bay have transitioned from heavy industry to light industry over the decades, the land continues to be a vital industrial land base for supporting commercial industry in the region through typical urban production, distribution and repair businesses. The remaining waterfront industries (such as concrete and asphalt production) are necessary for construction of buildings and infrastructure.

The significance of deep water in Rock Bay is multifaceted; it provides access for shipping and transportation for goods, raw materials and products and facilitating the import and export of finished products, therefore supporting economic activities on both a regional and global scale. It also supports nearby marine industries by accommodating large vessels and shipbuilding, maintenance and repair facilities.

Maintaining access to the deep water harbour provides an additional option for the transportation of goods and raw materials into and out of the core of the region while reducing overall regional truck trips. Commercial truck and freight movement is key to the success for logistics needs of many businesses within the area and facilitates efficient movement of goods out to the rest of Vancouver Island.

Proximity to the Downtown Core makes the transportation corridors through Rock Bay an asset to public transportation networks. A new Rapid Transit line is planned through the District along Douglas Street that will have many implications for future public realm strategies.

Creative Energy Artists have located in the District due to unique and flexible studio locations within reimagined heritage buildings (and rental rates that have been generally lower than the Downtown Core), claiming the once-smokestacked area as an artist's hub with creative flair. Throngs of visitors arrive annually to enjoy the lively Rifflandia Festival, celebrate summer in Phillips Backyard and peruse the Rock Bay Art Crawl.

The hum of light industry, splash of colourful murals and smattering of heritage buildings are elements that keep the industrial domain true to its roots, while priming the neighbourhood to kick it up a notch and thrive under the title of 'Industry, Arts and Innovation District'.

INFLUENCES

Rock Bay and the surrounding lands have seen significant change over the course of history. Today, the area faces affordability and social challenges, zoning and regulatory barriers and a shortage of arts space. These factors have potential to greatly influence the future of the District and can provide direction for policies that will have positive and lasting impact.

INDUSTRIAL LAND BASE

Victoria’s industrial land is a crucial tax base for the City of Victoria, but designated industrial lands only account for approximately 11 per cent of Victoria’s developable land base. Since the pandemic, demand for industrial space has increased significantly due to e-commerce and associated warehousing; in 2023, rental rates for industrial space in Victoria were the second highest in Canada. This increasing demand places pressure on the Rock Bay neighbourhood, an industrial low-density area with high development potential, to accommodate new businesses looking to locate and expand in the region.

Industrial vacancy rates have consistently been among the lowest in the country (dipping as low as 0.9 per cent in the last few months of 2023) and new employment-focused developments occurring in the Capital Regional District are not expected to alleviate pressure on the supply-constrained market within the City of Victoria. A thoughtful approach balancing urban development and community support is needed for the area to maintain its unique identity as an Industry, Arts and Innovation District while nurturing the talents of its diverse community.

INDUSTRIAL AFFORDABILITY

Lack of available land puts pressure on pricing. In 2022, the average rental rate for industrial space in Rock Bay was approximately \$18 per square foot; about 8 per cent higher than the rate in Vancouver and 24 per cent higher than Toronto. More recently, the 2024 average rental rates for industrial have increased to \$20 per square foot in Rock Bay. Factors such as construction costs, limited supply, challenges with expanding the industrial land base within a built-out urban context and supply-chain disruption have contributed to the inflated costs of the land and the cost of establishing industrial space.

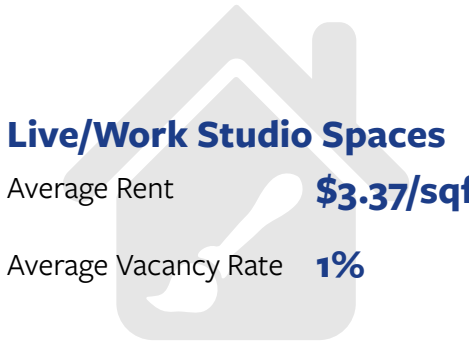
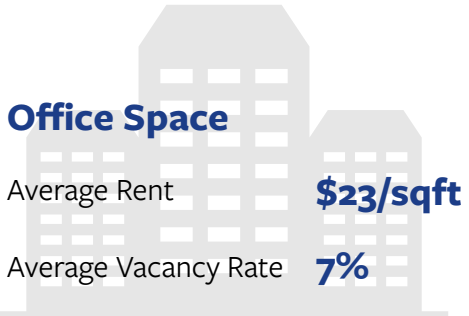
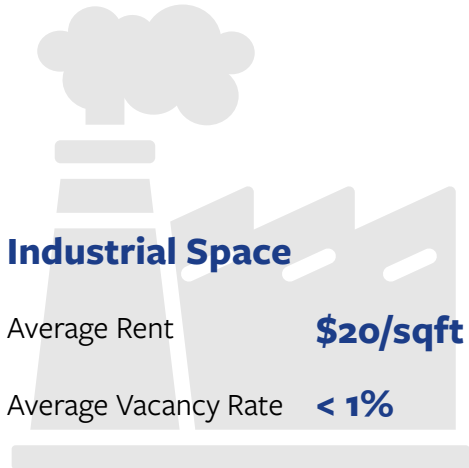


Figure 3.0 shows average rent and vacancy rates within Victoria

Colliers Consulting (2022), Urban Systems Employment Forecast (2023)

SPOTLIGHT: FESTIVALS

Rifflandia Festival established in 2008 and sponsored by local Phillips Brewery, is proudly one of the longest running large-scale music and arts festivals in Western Canada. The beloved and vibrant event has become ‘the backdrop to first concerts, first kisses and forever friendships’ and a September staple for many. For many years, Rifflandia ran along a block of Pembroke Street (between Store Street and Government Street) under the name of ‘Electric Avenue’, with the street becoming pedestrian-only, hosting food trucks, art and performance stages between Phillips and Capital Iron. In 2024, the festival pivoted to the Matullia lands within the District.

Phillips Concert Series Since 2013, Phillips Brewing has been co-producing the Phillips Backyard Music Festivals in the back parking lot of the brewery on Government Street. Primarily standing-room-only, the popular festivals occur over the summer months in July and August.



Rifflandia Instagram



Phillips Brewing & Malt Co. Instagram

Industrial properties are also faced with challenges related to property taxation. In British Columbia, property assessment and classification are determined by BC Assessment. Over the last several years, industrial class properties have experienced significant increases in assessed value compared to business properties. One of the challenges faced by industrial properties in this type of environment is an increase in tax burden unless municipal tax policy adjusts tax rates between the tax classes to offset uneven assessment changes. To support the retention of industrial businesses, the City changed its tax policy in 2024 by allowing the industrial tax rates to be lower than the business rate, therefore reducing the tax burden on industrial properties. Another challenge faced by industrial properties is that properties zoned for light industrial uses may not be classified as such for property assessment purposes. When classified as a business property, the business tax rate applies which may be higher than the tax rate for the light industrial class depending on the tax policy adopted in the current year.

HOUSING

While demand for housing is high, demand for industrial employment lands is higher, resulting in competition for land. The introduction of residential uses within industrial employment lands can cause conflicts with employment activity and drive up assessments. If residential uses are introduced, careful consideration should be given to restricting the location (i.e. Rock Bay Slope) and housing type (e.g. Artist Work/Live studios) to avoid the loss of industrial employment lands and mitigate any potential impacts on the surrounding employment areas and support the continued ability of industrial uses to continue throughout the District.

BUSINESS RETENTION

Flexible land use policies, modernized zoning regulations and enhancements to the public realm will provide important benefits to foster business incubation, make the area more welcoming and improve economic resiliency. Partnerships should also be explored to increase economic resiliency and encourage new and old businesses to flourish in the area. Collaboration and governance between the City, individuals, businesses, post-secondary partners, First Nations, Industry Associations and others will enable the success of all businesses in the District.

MOBILITY & PUBLIC REALM

A key focus of the mobility and public realm actions described in this plan are on addressing the transportation needs of industrial and commercial businesses, and improving comfort and safety for pedestrians and cyclists.

With industry being a large consideration for this area of the city, a key opportunity exists to find creative solutions to incorporate light and heavy industries and activities within the public realm. Designated truck routes, strategically located protected bike lanes, well-marked crosswalks and wider sidewalks would greatly enhance the accessibility and safety of the District.

ARTS

As of 2021, Victoria's 1,300 artists represent 2.3 per cent of the local labour force, which is more than double the national average of 1 per cent. Access to affordable and secure production space has been a challenge for artists in Victoria due to real estate pressure increasing land values in and around Rock Bay. Dramatic increases in property tax and rental costs have resulted in the displacement and erasure of artistic initiatives and could continue as the area undergoes revitalization.

The District can make use of older buildings with less desirable facilities, attracting artists who cannot compete with commercial and tech sectors for higher rents in newer or upgraded facilities. Displacement of artists from older buildings that are undergoing redevelopment is a concern that, through policy solutions, should aim to secure facilities for artists in newer developments or incentivize preservation of heritage properties for arts and culture uses.

There are 1,300 professional artists in Victoria

1 in every 12 workers in Victoria has a cultural occupation

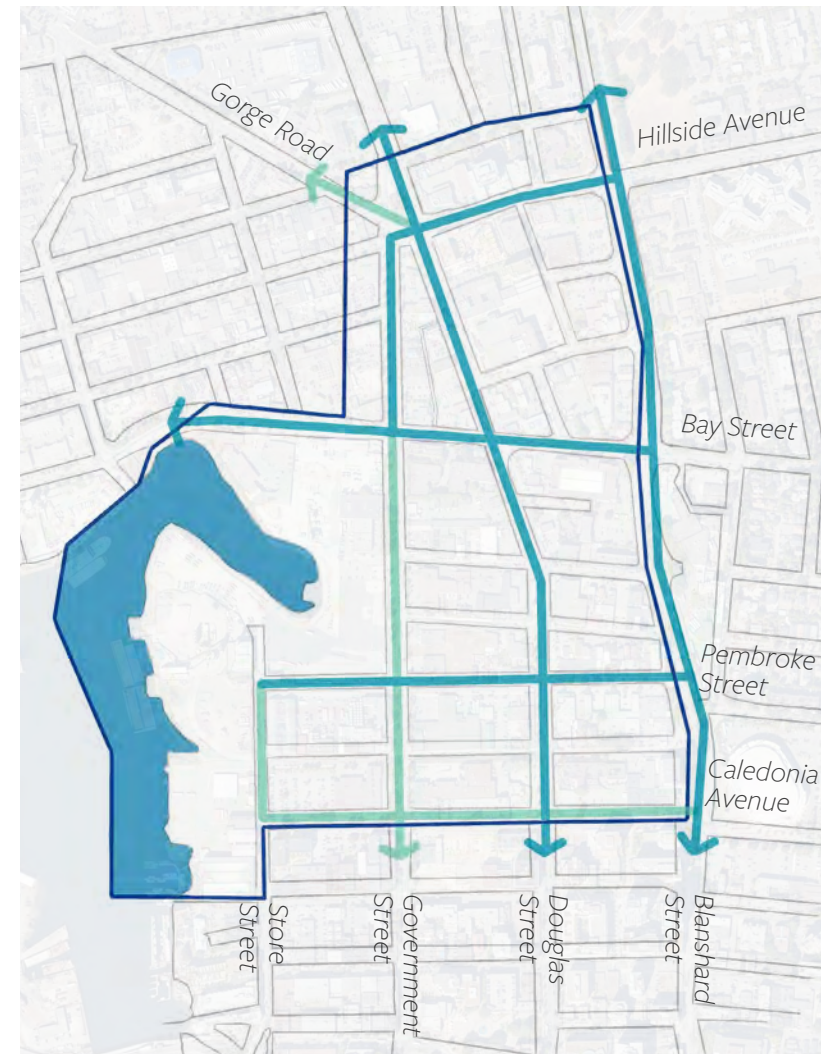
1 in every 44 local professional workers is an artist

Nearly 8/10 are self-employed

7% are Indigenous

In 2021, arts and culture generated approximately \$533 million (GDP) in Victoria

Figure 4.o shows relevant artist statistics (Hill Strategies, 2024)



Legend

Truck Route
Commercial Route



* See Official Community Plan for more details

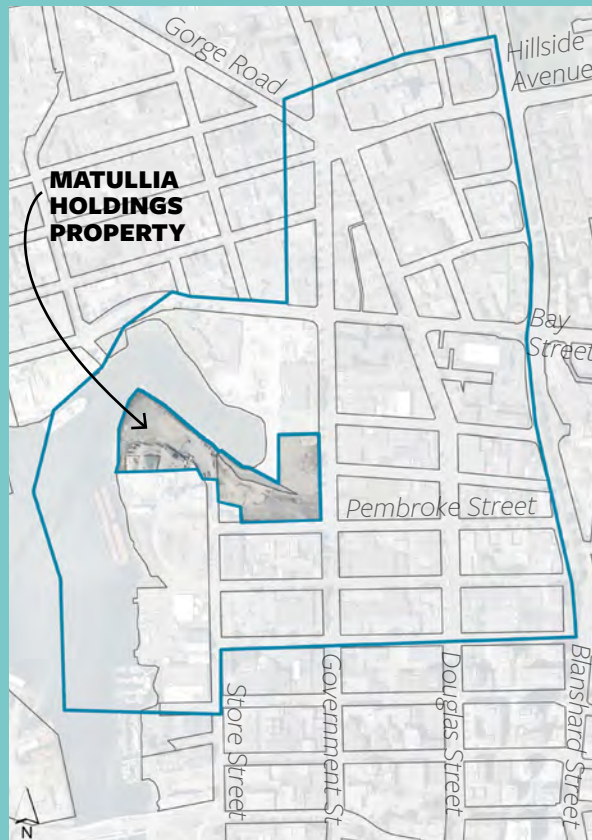
ECONOMIC RECONCILIATION AND CULTURAL IDENTITY

Economic reconciliation involves acknowledging and addressing historical inequalities faced by the Indigenous populations and communities that live in this area, and promoting economic opportunities for Indigenous businesses and individuals. Following the completion of extensive environmental remediation of the Bay that was completed for BC Hydro and Transport Canada, a portion of land along Pembroke

and Government Streets was purchased in 2022 by the Xwsepsum (Esquimalt) Nation and Songhees Nation. The Nations will be developing the three hectare project under the name of Matullia Holdings, with plans to transform the site into a hub for light industrial activities along with supportive retail, amenities, attractive buildings and landscaped areas that showcase Lekwungen design and culture.

Additionally, the City is exploring opportunities for enhanced stewardship, restoration and daylighting of historic creeks such as Rock Bay Creek as a component of the City's Integrated Rainwater Management Plan. The 'Rock Bay Creek' Revival Project has consulted with the City and the Nations to install double-sided wayfinding signs that indicate where the creek once stood as a reminder of the plants, animals, and Lekwungen peoples that resided there.

SPOTLIGHT: MATULLIA HOLDINGS



“The development of the Nations’ lands in the Rock Bay Innovation District will be a commitment to the principles of equity, sustainability, and cultural celebration for the First Nations. The perpetual ownership of this site by the Songhees and Esquimalt will recognize their deep historical connection and uphold their independence for generations to come. This site will serve as a model for Indigenous self-determination and land stewardship.

Central to this vision is the empowerment and capacity-building of First Nations peoples. Opportunities for education, training, and economic development will be created, fostering the growth of thriving Indigenous communities. Through partnerships, mentorship programs, and cultural exchanges, the project will ensure active First Nations participation in the development and management of the site.

Acknowledging the historical contamination of the Rock Bay waterfront, this project will seek to rectify past environmental harm caused by industrial activities that previously took place on the site. Sustainable practices and ecological restoration will be deployed throughout a 200-year development timeline for the site. Rock Bay will become a model for environmental restoration, showcasing how development can harmoniously coexist with naturalization and rewilding initiatives.

Honouring the site’s original significance as a gathering place for socializing and trading with other Nations. Working closely with elders and community members, traditional knowledge and cultural elements will be incorporated into the site’s design and programming. Rock Bay will stand as a living testament to Indigenous heritage and a place of connection.

The Innovation District will allow the First Nations to exert their right as stewards of this land, in a space where capacity is nurtured, environmental wrongdoing is rectified, and the site’s Indigenous significance is celebrated; it will be a symbol of reconciliation and resilience in Victoria”

- The Vision for Matullia Innovation District

PROCESS

The Industry, Arts and Innovation District Action Plan was developed through a five-phase process:

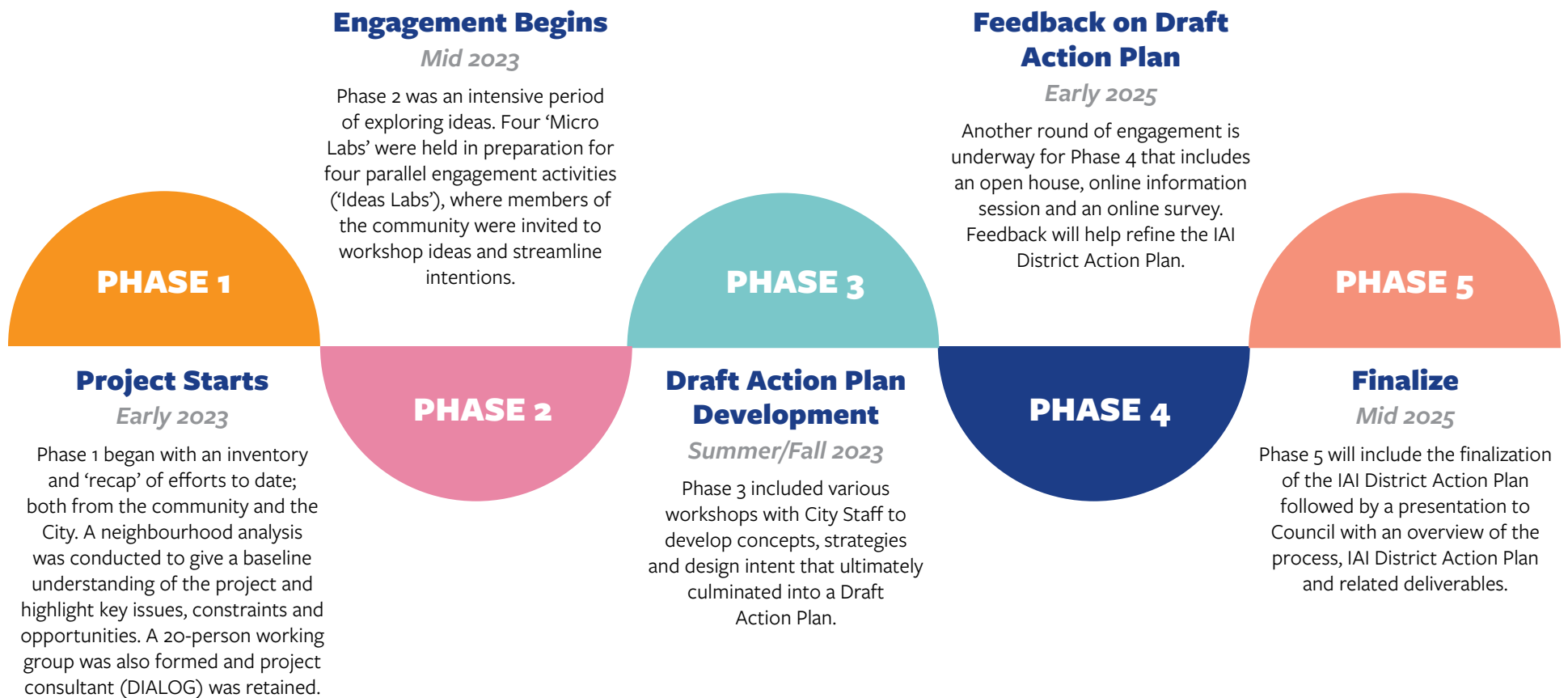


Figure 5.0 illustrates the Plan Process

EMERGING PRINCIPLES

As part of the engagement process, stakeholders and the public were asked to take part in various events, such as in-person Micro Labs, Ideas Jams and other workshops, as well as online surveys.

The following principles were developed through engagement with key stakeholders about what this Plan should achieve. These emerging principles will help evaluate the success of the Action Plan as it is implemented and help articulate the final goals of the Plan.



Support innovative and efficient ways for industries and businesses to expand within the limited supply of industrial lands.



Keep production, industry and creativity at the heart of the District and make it visible.



Support existing businesses and boost the local economy with carefully considered land uses, development regulations, strategic actions and partnerships.



Foster meaningful partnerships and economic success for First Nations including through the emerging vision set out by *The Vision for Matullia Innovation District*.



Retain the unique character of the area and make it feel distinct as it evolves.



Expand arts and culture facilities and enhance the public realm with artistic programming.



Support new ideas, experimentation and innovation with thoughtful strategies that consider the needs of emerging businesses, land use, public space, economic development and opportunities for partnership.

PLAN GOALS

This Action Plan consists of strategies and actions relating to five overarching Plan Goals:





STRATEGIC



OVERVIEW

ACTION PLAN STRUCTURE

The Action Plan is a roadmap to achieve the vision of a thriving, resilient and welcoming Industry, Arts and Innovation District. The Emerging Principles lead the way to the Plan Goals and Frameworks, which give context to the ‘big picture’ and how the District fits within the City’s existing policies. The application of strategies and actions in the short term, medium term, long term and depending on development ensures success for the future of this dynamic and unique community.

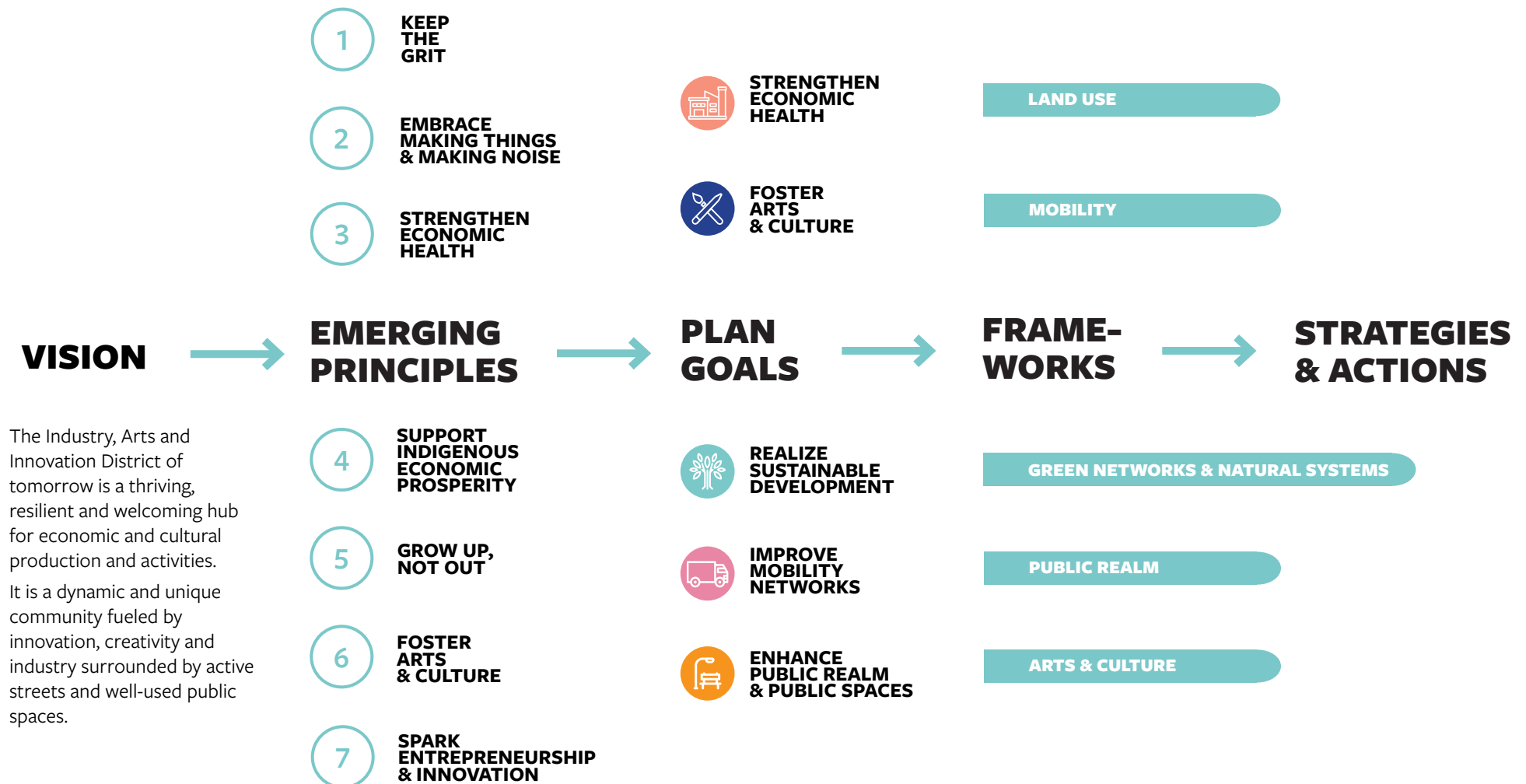


Figure 7.0 illustrates overall plan structure

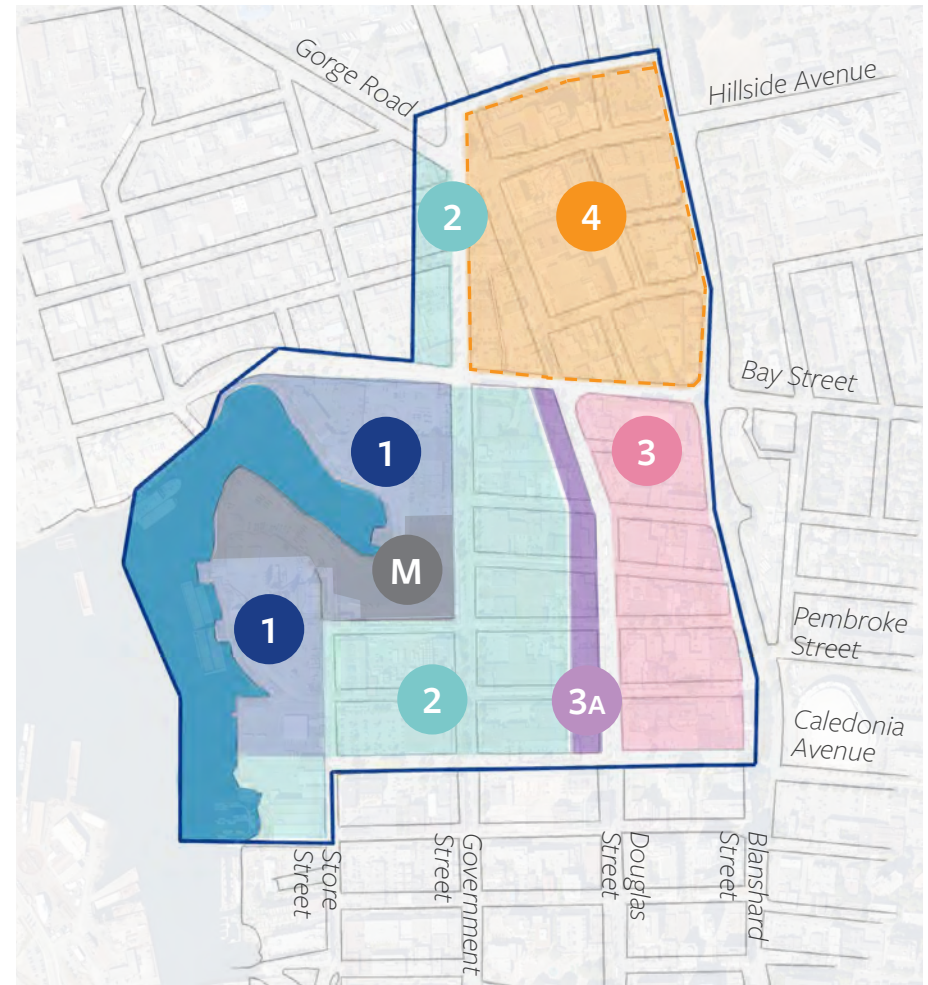
FRAMEWORKS

A series of five frameworks lay the foundation for this Action Plan and include: Land Use, Mobility, Green Networks and Natural Systems, Public Realm and Arts and Culture. These reflect the vision and principles, as articulated through engagement with key stakeholders and City Staff.

LAND USE

The Land Use Framework outlines the envisioned land use pattern and provides policy direction to support and enhance Rock Bay as an innovative employment-first District with a high quality of design, activities and identity.

The envisioned land use mix and distribution transitions from residential/employment uses to the east and north, to industrial/employment and marine industrial to the south and west of the District, providing land use clarity and ensuring land use adjacencies that support viability of industrial development and activity.



Legend

Matullia Holdings



Rock Bay Slope



Marine Industrial



Douglas Street West



Light Industrial Employment Area

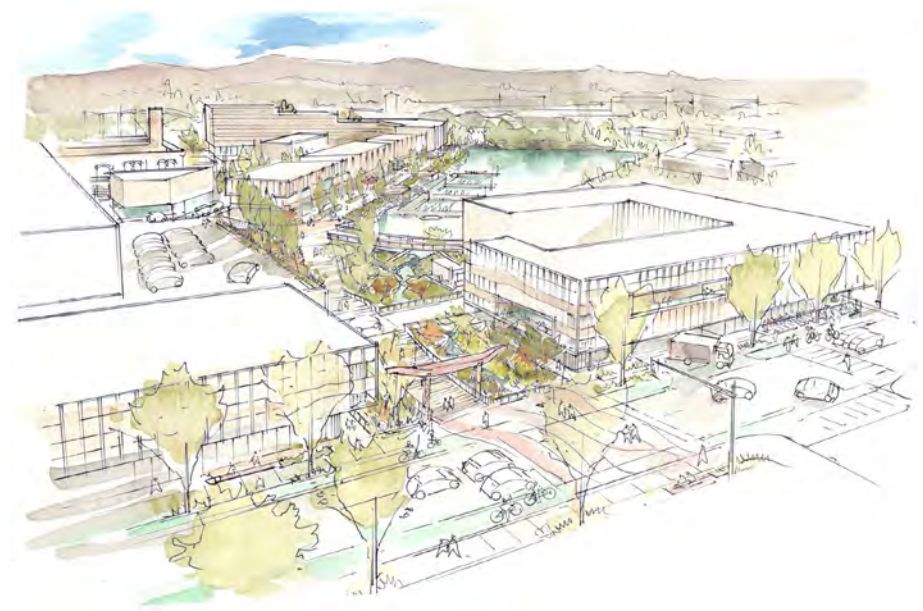


Humber Green



LAND USE (CONTINUED)

M Matullia Holdings The Matullia Holdings site at Rock Bay is part of an ongoing development planning process being undertaken and led by a partnership between the Xwsepsum (Esquimalt) Nation and Songhees Nation with a focus to develop a hub for light industrial activity along with supportive retail and amenities. This site is also unique as a key opportunity to support Economic Reconciliation through a cultural approach to planning and design and expanded land use opportunities that support long-term economic and cultural objectives for the Nations and the City. The project will require updated zoning and a Master Development Agreement to support phased implementation of the *The Vision for Matullia Innovation District*.



1 Marine Industrial This area consists of marine-dependent uses such as shipping, manufacturing, processing, transportation, warehousing, accessory office uses and other marine industrial uses fronting the working harbour. The design of the adjacent public realm should consider and mitigate potential impacts to the function and operation of industrial businesses. Consider opportunities to activate inland frontages with enhanced public realm treatments, opportunities to showcase waterfront industrial activity to passersby and/or additional light industrial and employment uses oriented to adjacent streets.



LAND USE (CONTINUED)

2 Light Industrial Employment Area This area is the heart of the District with its concentration of light industrial businesses and activities. The Action Plan seeks to protect and expand the existing light industrial land base and strengthen its function with other compatible employment uses. It envisions light industrial or mixed employment buildings up to 30m in height (five to six storeys) with a density (Floor Space Ratio) of approximately 3:1 FSR, with at least 65 percent of the lot area used for ground-floor light industrial uses and activities to maintain and reinforce light industrial as the primary ground-floor use with opportunities for additional employment uses on the upper floors.

3 Rock Bay Slope This area supports the provision of strategically located housing within the District and to reduce pressures for redeveloping the City's limited industrial land base for residential uses. This area accommodates light industrial and commercial employment uses on lower floors, with residential and work-live on upper floors. It envisions new buildings ranging from 45m to 60m in height (as outlined in the Downtown Core Area Plan) with a maximum density of 5.5:1 FSR, of which 2:1 FSR should be provided to accommodate employment uses such as artist production space, co-working offices, maker spaces and includes at least 65 percent of the lot area used for ground-floor light industrial uses and activities to maintain and reinforce light industrial as the primary ground-floor use with opportunities for additional employment uses on the upper floors.

3A Douglas Street West (extending approximately 30 metres west of Douglas Street). Adjacent to the region's key transit corridor, this area supports employment opportunities compatible with industrial employment to the west, with active street front uses containing retail, commercial or compatible manufacturing and production activities at the ground level. This area envisions commercial buildings approximately 45m in height with a maximum density of 5:1 FSR with opportunities for other employment uses including artist studios and work-live units on the upper floors.

4 Humber Green This area is recognized as a 'Town Centre' through the Official Community Plan and is primarily focused on employment uses such as commercial, office and light industrial with opportunities for potential residential uses on upper floors where appropriately designed and located. Humber Green is anticipated to evolve into an attractive, livable and vibrant area that also supports a nearby major regional transit hub at Douglas Street and Hillside Avenue. The portion of Humber Green located east of Douglas Street is envisioned to accommodate new buildings up to 60m (15-18 storeys) in height with a maximum density up to 5:1 FSR. The portion of Humber Green located west of Douglas Street provides an important transition to the adjacent light industrial area and envisions buildings up to 30m (six storeys) in height with employment uses located on lower storeys and a maximum density of 3:1 FSR.



TKAD - Ironworks - Vancouver, BC



Hemsworth - on5 - Vancouver, BC



Yamamoto - Hous - Vancouver, BC



dRMM - Wick Lane - London, UK



dHK - Victoria Press - Victoria, BC



Forge - 150 Hooper - San Francisco, USA



FCBS - Flatiron - Leeds, UK



HPA - Globe Point - Vancouver, BC



MOBILITY

The Mobility Framework sets forth a vision for a safe, connected and multi-modal District. It leverages the future high density, mixed use, regional Rapid Transit Corridor along Douglas Street and identifies locations for strategic investment in pedestrian infrastructure. It also reinforces Government Street as a 'main street' and active transportation route that connects Rock Bay to Downtown. Direct connections to the primary truck network are highlighted, supporting the safe and efficient movement of larger commercial and heavy industrial vehicles throughout the city and surrounding region.

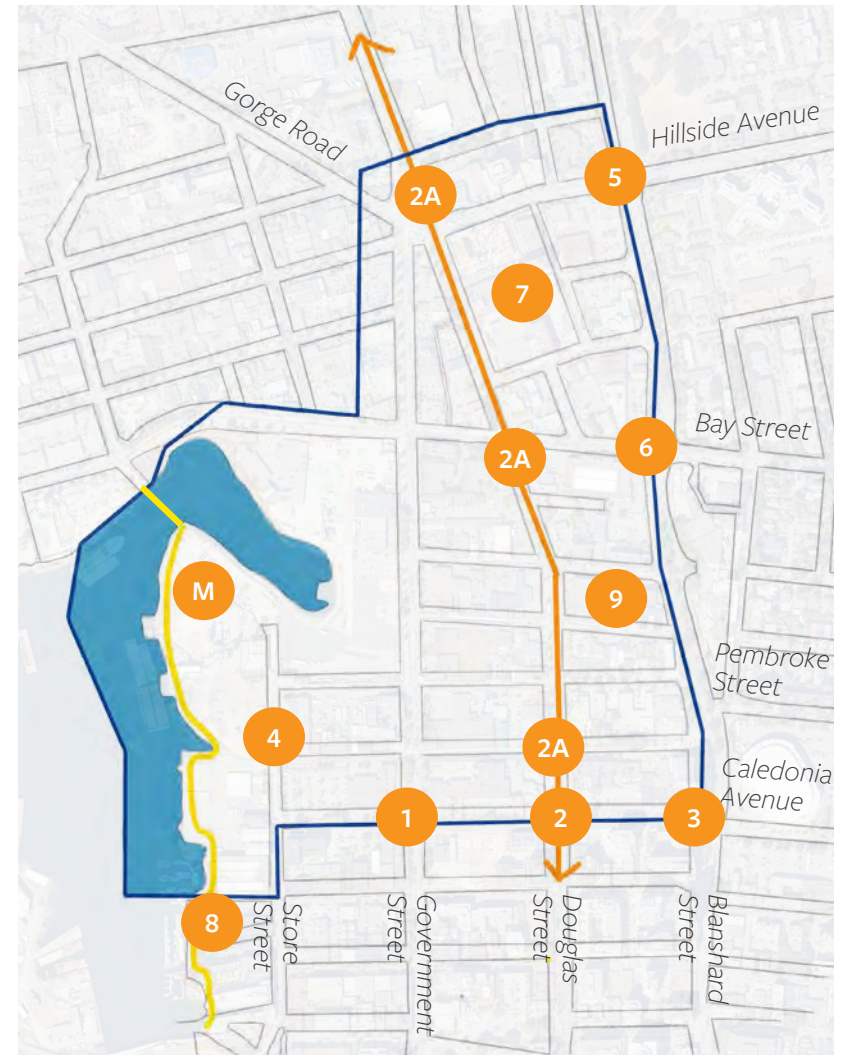
M The Gathering Place (a.k.a. Barclay Point) A new waterfront path for pedestrians and cyclists across Rock Bay from the Gathering Place is envisioned to improve connectivity between the District and the Rock Bay employment area to the north.

1 Government Street Government Street will be the main street for the District with an attractive public realm and serves as a primary north-south active transportation corridor.

2 Douglas Street Douglas Street is a strategic Rapid Transit Corridor for Greater Victoria and services the District with high quality transit service. Dedicated transit lanes and related pedestrian and accessibility improvements are planned for 2025-2027. The corridor will evolve over time, with Light Rail Transit service envisioned and will complement higher density mixed-use development.

2A Douglas Street (Transit Nodes) Douglas Street Mobility Hubs at Transit Nodes will bring together multiple transportation options such as public transit, cycling and shared mobility services close to where people live and work, in alignment with the Victoria Regional RapidBus Implementation Strategy.

Mobility hubs are identifiable places where different transport modes, amenities and services meet. They allow people to easily switch between transport services and modes and are usually anchored by a public transportation stop or station. As a Rapid Transit Corridor, Douglas Street will have mobility hubs at key transit nodes.



Legend

Rapid Transit Corridor
Harbour Pathway



MOBILITY (CONTINUED)

Universal considerations for mobility hubs and transit stops within the District include amenities (e.g. shelter/ shade, seating/ furniture, real time transit information/ kiosks, landscaping, flex space (e.g. space for food trucks), public Wi-Fi), other transportation modes or services (e.g. EV charging infrastructure, shared mobility options, on-demand rideshare and park-and-ride), and connective and supporting infrastructure (e.g. crosswalks, traffic calming/ management, and bike racks/corrals/storage).

- 3 Blanshard Street** is a key corridor for commercial trucks and vehicles along with design features to support a safe and efficient multi-modal environment including intersection improvements to better support the truck network.
- 4 Flex Street Network** The principal role of the 'Flex Street Network' will be to support industrial activities within a slow, flexible use streetscape environment. (See Public Realm Framework and Appendix B)
- 5 Hillside Avenue** Hillside Avenue will act as a transit/multi-modal route with bike lanes at the north end of the District.
- 6 Bay Street** Bay Street is an important corridor of the City's designated truck and emergency response route network for the transportation needs of industrial and commercial businesses.
- 7 Humber Green** East-west active transportation routes will be explored on an opportunity basis with larger-scale future redevelopments that should include high-quality multi-modal access and connectivity such as new through-block laneways where feasible.
- 8 Harbour Pathway** The pedestrian path along the waterfront will continue through the District and connect through to the proposed plaza space on the Matullia lands and a future multi-use bridge connection to Bridge Street.
- 9 Through-block Laneways** Larger development sites should consider through-block laneways to provide access for parking, loading and frontages for businesses. Opportunities for providing north-south access for pedestrians may also be considered on larger sites where the pedestrian access does not impact access for businesses and can be designed to provide safe movement. Through-block laneways are encouraged in Rock Bay Slope and Humber Green where feasible and appropriate.



GREEN NETWORKS & NATURAL SYSTEMS

The Green Networks and Natural Systems Framework supports resilience and sustainability. It seeks to make urban forest and habitat connections by way of canopy trees and uses strategic planting to support on-site stormwater management. Locations along the water may provide opportunities to restore coastal ecosystems. This system also supports the use of green infrastructure strategies such as bioswales, rain gardens, tree trenches and permeable materials to manage storm water. Green infrastructure also serves to mimic the natural watershed processes of absorption, evapotranspiration, infiltration and filtration.

- M The Gathering Place (a.k.a. Barclay Point)** Given the location along the water, there are opportunities to restore land and marine based ecosystems. Phytoremediation planting to clean up contaminants will also be considered.
- 1 Government Street** Government Street will be the pedestrian main street of the District. Canopy trees will increase habitat connectivity and continuously support the urban forest. Planting on-site could support stormwater management.
- 2 Douglas Street** Douglas Street will support the urban forest and habitat connectivity by way of canopy trees.
- 3 Blanshard Street** Blanshard Street will support the urban forest and habitat connectivity by way of canopy trees, especially between existing green medians and traffic islands with vegetation.
- 4 Flex Street Network** Store to Government Streets and along Pembroke, Discovery and Chatham Streets will be part of a 'Flex Street Network' that will benefit from vegetation in strategic locations to enable flexible use of this area.
- 5 Hillside Avenue** Hillside Avenue is an east-west corridor through the District that will support the urban forest and habitat connectivity by way of canopy trees.



Legend

Small public spaces



Existing trees



Daylighting opportunity (underground creek)



GREEN NETWORKS & NATURAL SYSTEMS

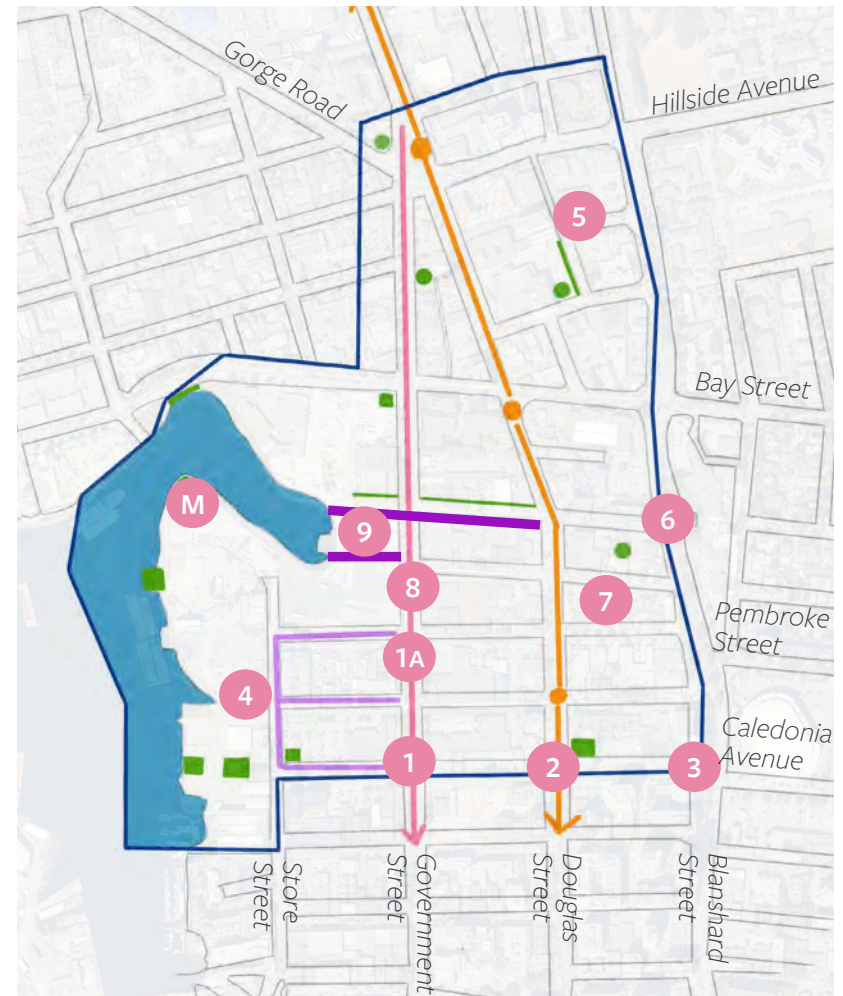
- 6 Bay Street** Bay Street is also an east-west corridor through the District that will support the urban forest and habitat connectivity by way of canopy trees.
- 7 Through-block Laneways**
Through-block laneways may provide north-south access through longer blocks including access for parking, loading and frontages for businesses. They may be implemented on an opportunity basis with new development on larger sites in the District, where they do not impact the viability of the development. They are encouraged (but not required) in Rock Bay Slope and Humber Green where feasible and appropriate.
- 8 Daylighting Opportunities** Daylighting is the act of removing streams from underground pipes and culverts, and may include bringing partial flows to the surface and restoring some of the form and function of historic streams. Daylighting the historic creek (referred to as “Rock Bay Creek”) and other outfalls and providing restorative landscape design integrate well with the public realm network. future opportunities for daylighting will be refined through detailed feasibility assessments.



PUBLIC REALM

The Public Realm Framework embraces industrial and employment uses, activities and built form. It celebrates the arts and culture character of Rock Bay and encourages opportunities for connection and collaboration.

- M The Gathering Place (a.k.a. Barclay Point)** Barclay Point is an ideal place for a public realm node with opportunities for Indigenous cultural representation as well as outdoor amenities for the workforce.
- 1 Government Street** Government Street is the main street of the District. Visual and auditory impacts from industrial lands must be considered by adjacent developments. This area will benefit from pedestrian support and lighting, as well as patios and outdoor displays.
- 1A Industrial Arts** Frequent entryways fronting Government Street between Pembroke and Caledonia Streets are recommended to support fine-grain commercial retail and showcase the Industrial Arts in this area.
- 2 Douglas Street (& Transit Nodes)** Douglas Street will be the transit-priority corridor in the District with transit nodes offering opportunities for plazas and pedestrian surge spaces near transit stops through building setbacks and removal of slip lanes where appropriate.
- 3 Blanshard Street** Blanshard Street will be a multi-modal corridor, requiring an enhanced and attractive public realm with widened sidewalks, landscaping and pedestrian amenities.
- 4 Flex Street Network** Flex streets will accommodate industrial and commercial activities while being designed to be flexible in also accommodating periodic and temporary activities and events including weekend markets, food trucks and public events. A curbsless environment and services such as electrical and water will support flexible use of the network. The design of streets within the Flex Street network will vary depending on location and function in servicing industrial and commercial activities. (See Appendix B)



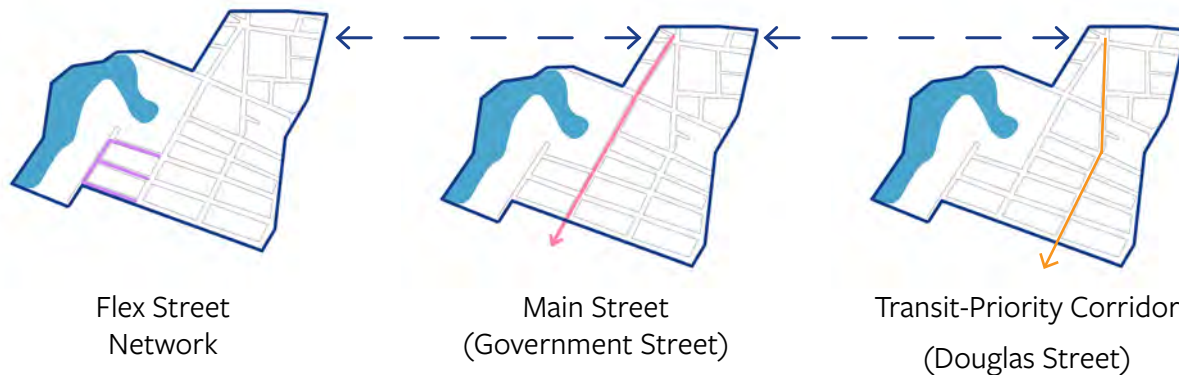
Legend

- Flex Street Network —
- Main Street (Government Street) —
- Transit-Priority Corridor (Douglas Street) —
- Small public space ■
- Daylighting opportunity (underground creek) —

PUBLIC REALM (CONTINUED)

- 5 Humber Green** The Official Community Plan designates this area as a 'Large Urban Village' and is anticipated to generate more pedestrian activity. To support active transportation and increase the urban forest canopy, a small plaza at the north end of Ross Lane is planned along with other improvements to be considered on an opportunity basis with new development.
- 6 Protected Views** Due to the slope, there are opportunities for preserving westward views from east-west streets and public spaces between Douglas and Blanshard Streets. This may be considered through building mass and siting in areas west of Douglas Street.
- 7 Rock Bay Slope** Explore the creation of a small green space, through public and/or private investment, to support employees and residents in the Rock Bay Slope Area.
- 8 Lekwungen Culture and Design** The design and treatment of Government Street public realm adjacent to the Matullia lands will integrate and reflect Lekwungen culture and identity.
- 9 Daylighting Opportunities** Two outfalls carry stormwater into Rock Bay, one at the southeast end of the bay on Matullia lands; and a larger outfall in line with Queens Street, which carries stormwater from the larger "Rock Bay Creek" watershed. Both provide opportunities for open space and wayfinding / celebratory elements and nature-based experience integrating ecosystem services with the public realm.

Opportunities for Public Realm Activation:



ARTS & CULTURE

The Arts and Culture Framework, like the Public Realm, celebrates the arts and culture character of Rock Bay and encourages opportunities for connection and collaboration. Generally, it is understood that there are two kinds of arts districts: presenting and producing. Presenting Arts Districts are more formal arts districts and usually have anchor arts institutions or attractions such as theatres, concert halls, etc. Producing Arts Districts are more informal and contain clusters of arts activity resulting from the co-location of cultural producers and consumers often occupying a variety of multifunctional spaces.

The Industry, Arts and Innovation District is a Producing Arts District, but may evolve with aspects of a Presenting Arts District if a key arts and culture anchor comes to the District.

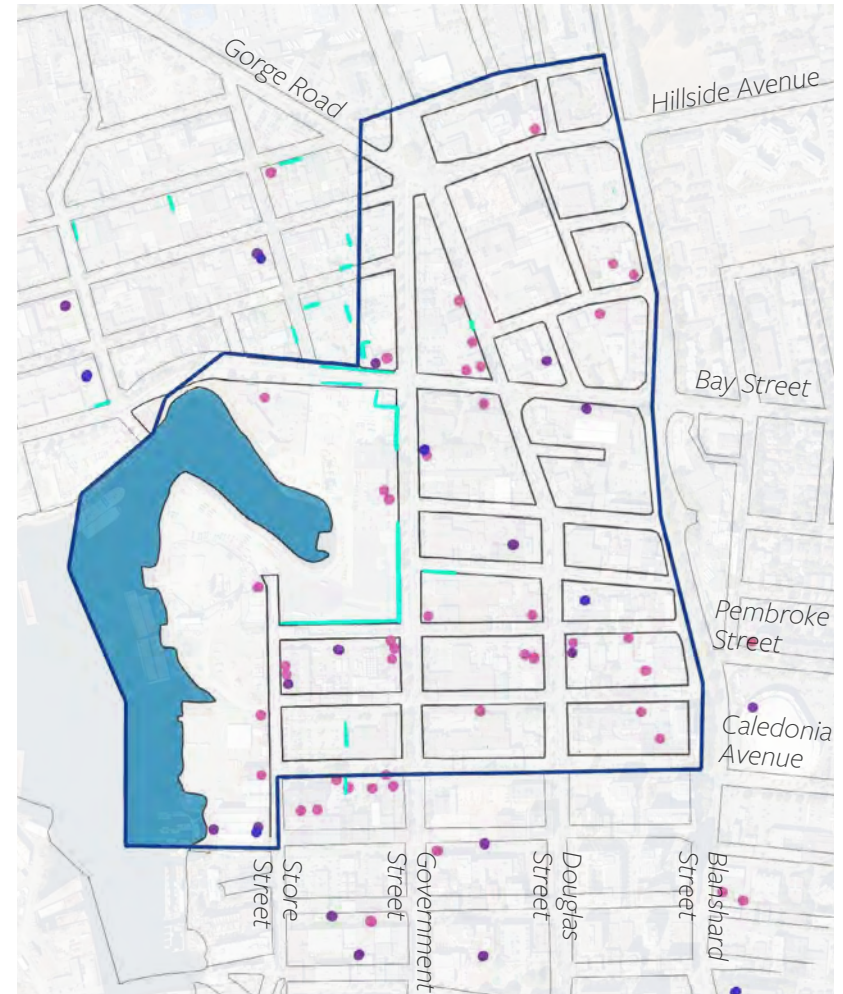
Rock Bay Murals have popped up in and around the neighbourhood as a result of two initiatives; the 2015 Rock Bay Mural Project, and the 2018 Concrete Canvas Project.

Artist Studios Artist-run centres, co-lab, studios and galleries are a core part of the area's culture and history, and will continue to thrive in the District.

Creative Economy Includes co-working spaces, creative offices, digital design, production and fabrication and local stores that contribute to the District's economic success.

Cultural Asset Arts organizations, cultural centres, event spaces, galleries and museums are cultural assets to the District and key in transforming the area into a go-to place.

Where possible, in new development, these features will be encouraged and supported.



Legend

Mural Locations



Artist Studio



Creative Economy



Cultural Asset



STRATEGIES & ACTIONS

This Action Plan presents a series of strategies and actions to realize and support the five Plan Goals over the short, medium, and long term. Building upon the emerging principles, this Plan considers development dependent factors and paves the way for the Industry, Arts and Innovation District to become reality.

There are 22 strategies and 90 actions in total. The goal that each strategy responds to is depicted in icons (below).



Strengthen
Economic Health



Foster Arts
& Culture



Realize Sustainable
Development



Improve
Mobility Networks



Enhance Public Realm
& Public Spaces



ACTION PLAN

This Action Plan presents a series of strategies and actions to realize and support the five Plan Goals over the short (up to 3 years), medium (3-5 years) and long-term (5-10 years). Building upon the Guiding Principles, this Plan considers development dependent factors and paves the way for the Industry, Arts and Innovation District to become reality.

	STRATEGIES		ACTIONS	GOALS	TIMING
1.0	Support, protect and expand industrial and employment uses and activities through policy, regulation and other mechanisms.	1.1	Develop new industrial zones to create greater flexibility, improve certainty and align with the Land Use Framework outlined in this plan and consolidate existing industrial zones. For Light Industrial Employment Areas in the Land Use Framework that allow for employment uses only: • Permit a vertical mix of industrial and commercial employment uses (e.g. light industrial use on the ground floor and inclusion of light industrial and/or commercial uses on upper floors). For Rock Bay Slope and Humber Green in the Land Use Framework that allow for residential uses on upper floors: • Develop new zones that require employment use (industrial or commercial, depending on land use area) on the ground floor. • Develop new zones to provide opportunities for increased density where light industrial and employment uses are provided as part of a mixed-use multi-residential development. For all zones: • Permit a range of manufacturing and production activities appropriate for each sub area. • Consider the provision of outdoor manufacturing and production that is appropriate to the needs and function of each land use area. • Consider loading and access needs for businesses. • To ensure this plan remains adaptive to the changing nature of employment and industrial spaces, ensure the land use policies and zoning regulations provide flexibility for new forms of development that are appropriate for the District and align with the plan goals.		Completed (To be presented to Council in 2025)
		1.2	Explore the potential economic impacts and benefits of reducing the mill rate for heavy and light industrial businesses.		

 Strengthen Economic Health
  Foster Arts & Culture
  Realize Sustainable Development
  Improve Mobility Networks
  Enhance Public Realm & Public Spaces

	STRATEGIES		ACTIONS	GOALS	TIMING
1.0		1.3	Develop design guidelines for industrial and employment buildings. Guidelines should address key issues for the District, including activation of the public realm through elements such as large ground floor windows, shutter roller doors, and outdoor activity; loading and access; and mitigation of conflicts between industrial and other uses.	 	Completed (To be presented to Council in 2025)
		1.4	Explore municipal financial incentives to encourage intensified industrial or employment-focused development within the District including through a potential Revitalization Tax exemption program and bylaw that identifies the purpose, geographic extent, intended outcomes and timing.		Completed
		1.5	Amend the City of Victoria Noise Bylaw to better recognize and accommodate the operational and functional needs industrial business that generate external noise.		
2.0	Implement land use and zoning that enables appropriate services and amenities to better support businesses, employees and visitors.	2.1	Allow a percentage of floor space in buildings in certain locations for the provision of retail, restaurants, cafes and convenience grocery.		Completed (Zoning regulations and Design Guidelines to be presented to Council in 2025)
		2.2	Create design guidelines that encourage the provision of spaces for gathering, connection, amenities and services for employees.	 	
		2.3	Explore opportunities and strategies to support the provision of new workforce housing, artist housing and studio spaces in the Rock Bay Slope and Humber Green areas.	 	Development Dependent
3.0	Create opportunities for public and private bicycle parking that is secure and convenient.	3.1	Explore the opportunity and viability for a permanent, secure and strategically located bicycle parking valet service to support employees, visitors and special events.	   	Short-Term
4.0	Advance multi-modal corridor projects that coordinate circulation improvements for truck routes and enhance safety for vulnerable road users.	4.1	Improve truck route circulation through intersection improvements and vehicle travel lane design changes including: - Consideration of truck movements as part of new intersection improvements at Bay and Blanshard Streets. - New left turn opportunities from Bay Street onto Douglas Street where currently restricted. - Extending truck route on Pembroke Street with improved access to and from Blanshard Street.	  	Short-Term
		4.2	Ensure multi-modal corridor designs accommodate truck routing needs while advancing active transportation safety improvements.	 	
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
4.0		4.3	Explore design opportunities to improve truck turning movements, remove barriers and add new circulation opportunities including dedicated left turn bays and new road network access points.	 	Short-Term
		4.4	Mitigate conflict between road users through appropriate physical separation and innovative traffic signal operations.	 	
		4.5	Provide a safe and functional design that supports all road user groups and continues to accommodate the needs of key industries and key truck routes with iterative improvements over time.	  	
		4.6	Continue to advance the northern extension of the Harbour Pathway to provide multi-use access and connections to Barclay Point. Develop a funding and partnership strategy for an active transportation connection along Bridge Street.	 	Development Dependent
		4.7	Update the Harbour Pathway Plan and other City plans to reinforce a multi-use design for the north portion of the Harbour Pathway between the Johnson Street Bridge and Barclay Point.	 	Medium- Term
		4.8	Implement transportation improvements on Bay Street from Rock Bay Avenue to Vancouver Street ensuring the design continues to support the needs of local businesses including the movement of goods, freight and materials.	 	Short-Term
		4.9	Design and implement enhanced cycling facilities on Blanshard Street north of Caledonia Avenue and on Bay Street east of Government Street.	 	
		4.10	Implement active transportation improvements on Store Street and along Chatham/Caledonia Street from Store Street to Blanshard Street with improved and enhanced cycling network infrastructure over time through development frontage improvements.	 	
		4.11	Plan and implement circulatory changes and cycling and pedestrian upgrades on Ross Lane between Kings Road and Hill Street.	 	Medium- Term
		4.12	Establish a transportation and industry working group to provide feedback into the design and operation of the transportation network to ensure the efficient and safe access for all users including heavy industry and associated vehicles.	 	Short-Term
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
5.0	Consider optional through-block laneways on larger development sites where feasible and appropriate to optimize delivery and access of goods/services and bolster pedestrian activity within larger comprehensive redevelopment of private property.	5.1	Update related design guidelines to reflect the laneway, flex-street and employment street cross sections, developed in this Plan. Support vehicle access, servicing and loading needs of adjacent land uses and offer new pedestrian and vehicle connections (considering opportunities for through-block laneways to support adjacent Flex Streets where applicable).	   	Short-Term
		5.2	Amend the Downtown Core Area Plan with revised policies to guide optional through-block laneways where appropriate and feasible in Rock Bay Slope and Humber Green areas. Where through-block laneways are provided, plan for clear sight lines for pedestrians and vehicles, in addition to general design guidance in sample cross-sections and Design Guidelines, to ensure appropriate width, location and functions.	  	
6.0	Update on- and off-street parking requirements to address existing and future needs and provide greater flexibility of businesses and activities.	6.1	Develop supporting policy direction to be integrated into a City-wide parking strategy, that recognizes differences in land use, function and context between the District's sub areas: - Exploration of shared parking opportunities. - Exploration of flexible parking to accommodate daytime and evening activities. - Exploration of a feasibility case study for a potential 'Parking Benefit District' to generate on-street parking revenue and use revenue to fund public realm enhancements directly within the area.	    	Short-Term
7.0	Design streets to support greater flexibility of uses and activities aligned with desired land uses.	7.1	Update the Subdivision and Development Servicing Bylaw, related street design guidelines and other regulations and guidelines to reflect the typical employment street cross-section developed for the District. As part of those updates, illustrate the placement and function of key components such as parking, loading, urban forest, sidewalks, street furnishing and rainwater infrastructure as applicable.	   	To be presented to Council in 2025
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES	ACTIONS		GOALS	TIMING
8.0	Ensure the design and infrastructure of the District creates a safe and enjoyable area for all users and visitors.	Consider the following improvements as part of the annual capital budgeting process			
		8.1	Plan and implement intersection safety improvements at Bay and Government streets with the intention of reducing conflict between commercial vehicles and active transportation users and accommodating better turning movements.	  	Medium-Term
		8.2	Plan and implement intersection improvements at Queens Avenue and Douglas Street through the Douglas Street Rapid Transit improvements, including the exploration of a new traffic signal and crosswalk.	 	
		8.3	Plan and implement an active transportation connection across Douglas Street between Kings Road and Hill Street, to facilitate a better connection to the AAA network on Government Street.	 	
		8.4	Add a new traffic signal at Pembroke and Blanshard Streets to provide a safe pedestrian and cyclist crossing and facilitate better truck access into the District by providing northbound and southbound access onto Blanshard Street at Pembroke Street.	 	Short-Term
		8.5	Improve cyclist and pedestrian safety at Blanshard and Bay Streets by re-designing the intersection to remove slip lanes and implement a Dutch-style protected intersection.	 	
		8.6	Explore alternate access to Island Asphalt site at Pembroke Street to provide direct connection to the truck network. Consider a four-way stop or alternate.	 	Development Dependent
		8.7	Design and implement a pedestrian crosswalk at Government Street between Pembroke and Bay Streets to improve connectivity from Government Street to the Matullia lands.	 	
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
9.0	Retain and enhance existing arts and culture facilities within the District.	9.1	Consider amending the City of Victoria Permissive Tax Exemption policy to include arts and cultural facilities that are either owned or leased and operated by non-profit organizations and located within the District.	 	Short-Term
		9.2	Explore amending the Development Potential Property Tax Relief program to include properties located within the Industry, Arts and Innovation District to provide short-term tax relief for the portion of a property that is used as an arts and cultural facility.	 	Short-Term
10.0	Expand art opportunities, festivals, and public performances.	10.1	Invest development cost charges generated from development for infrastructure improvements (such as power and water access within the public realm, etc.) that support arts and culture and special events	  	Short-Term
		10.2	Create development permit area design guidelines that encourage privately owned public spaces (POPs) to create opportunities for temporary public art installations and events.	 	Completed (Design guidelines to be presented to Council in 2025)
		10.3	Explore amending the City of Victoria Noise Bylaw to allow higher decibels and/or longer hours for festivals and special events in public spaces.	 	Short-Term
		10.4	Explore the potential to fund and support the creation of new public art installations through Amenity Cost Charges, where applicable.	 	Medium-Term
		10.5	Consider increasing City funding for murals and temporary public art installations in the District.	 	Short-Term
		10.6	Invite artists to collaborate and participate in public realm capital projects to create placemaking infrastructure, where appropriate.	 	
		10.7	Review permitting processes to better support the temporary activation of vacant and underutilized public and private spaces to host arts and culture events and programming (e.g. food trucks, large tents, indoor events, festivals, etc.).	  	Medium-Term
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
11.O	Grow and integrate the inventory of affordable arts and culture facilities that support a vibrant ecosystem of creatives and makers.	11.1	Prepare a needs assessment identifying space and functional requirements for different arts and culture production facilities.	 	Short-Term
		11.2	Support the provision of cultural spaces within development, especially for larger projects involving consolidated lots.	 	
		11.3	In areas that permit residential uses, explore incentives that can be directed towards the following desired amenity spaces operated by not-for-profit organizations: • Artist studio space, music recording and rehearsal studios, and production facilities. • Below market work-live artist studios and artist housing. • Shared maker spaces. • Incubator spaces facilitating collaboration between artists and high tech sectors.	  	
		11.4	Explore the use of the City of Victoria Property Tax Exemption Policy for arts and cultural facilities and production space provided as part of new development that is owned or leased and operated by a non-profit organization.	 	Medium-Term
		11.5	Explore real estate acquisition funding, or alternative strategies, to preserve affordable arts and culture facilities in the District.	 	
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
12.0	Increase the urban tree canopy to enhance the environmental resilience and quality of life within the District.	12.1	Include direction for urban tree canopy and stormwater management within design guidelines for Development Permit Area, as well as street and public realm design guidelines.		Completed (To be presented to Council in 2025)
		12.2	Ensure appropriate tree species and placement to avoid conflict with truck and commercial vehicle movement and underground utilities.	 	Short-Term
		12.3	Explore opportunities for new street trees in curb bulges and center median islands (e.g. Government Street/ Blanshard Street).	  	Medium-Term/ Development Dependent
		12.4	Encourage measures that support climate resilience and mitigate the urban heat island effect via updated design guidelines (e.g. planted setbacks, vegetated or high-albedo roofs in new development, etc.).		Completed (To be presented to Council in 2025)
13.0	Improve opportunities for climate resilience through urban development.	13.1	Continue to evaluate Tsunami and Sea Level Rise projections developed by the Capital Region District and consider approaches to flood construction levels for new developments in the District.		Short-Term
		13.2	Continue to collaborate with Matullia Holdings on coastal resilience strategies.		
		13.3	Enable and encourage the use of innovative commercial delivery modes such as electric vehicles and cargo bikes, where appropriate.	 	
		13.4	Work with Industrial operators in the area to maintain the stability of the coastal zone, and mitigate sea level rise impacts.		Medium-Term
		13.5	Restore coastal forest and ecosystems as feasible with continued industrial operations.	 	Long-Term
14.0	Restore Rock Bay waterway and revitalize the shoreline environment.	14.1	Identify key opportunities for daylighting buried creeks and streams along Queens Avenue between the waterfront and Douglas Street. Consider right-of-way and frontage works to support either daylighting or green infrastructure east of Government Street, and additional daylighting aligned with Queens Avenue west of Government Street.		Short-Term
		14.2	Coordinate daylighting efforts with Matullia Holdings and other property owners.		
		14.3	Explore high-level costing for daylighting along Queens Avenue to help determine the need for other potential funding sources.		Medium-Term
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
15.0	Support a dynamic and diverse program of unique festivals within a ‘Festival and Cultural Zone’ along Pembroke, Discovery, and Store Streets.	15.1	Consult with Matullia Holdings to coordinate development and enhancement of Pembroke Street considering truck access, pedestrian-friendly frontage, and potential for Flex Street design.	 	Short-Term
		15.2	Refer to the Flex Street cross sections contained in this Plan to inform the detailed design and construction of any streetscape improvements including infrastructure upgrades as part of any proposed redevelopment sites adjacent to a Flex Street.	 	Development Dependent
		15.3	Identify Flex Streets and their intents in the Subdivison Development Servicing Bylaw update including associated Streetscape Design Standards and frontage improvements.	 	To be presented to Council in 2025
		15.4	Prepare capital improvement cost estimates for developing key streets.	 	Medium-Term
16.0	Improve and activate frontages along key streets to create aesthetically interesting, walkable spaces that promote cultural expression, connectivity, activity and urban vitality, including enhancing sense of connection between areas north and south of Bay Street.	16.1	Update design guidelines for industrial buildings, land use policies, the Subdivision and Development Servicing bylaw and street and public realm design guidelines to improve interface between buildings and streetscapes and to guide public realm improvements, especially along key streets and on corner locations.	    	Completed (Design Guidelines to be presented to Council in 2025)
		16.2	Provide continuous, pedestrian-friendly frontages along Government and Douglas Streets, activated by commercial and employment uses.	  	Development Dependent
		16.3	Consider extending the Government Street Refresh project northward from Pandora Avenue to the Matullia site at Rock Bay, including the integration of Lekwungen cultural identity and design.	  	
		16.4	Consider opportunities to integrate traditional and contemporary Lekwungen culture, identity and language into public art, placemaking and programming within the District.	 	
		16.5	Integrate Lekwungen place names within public realm elements such as street signs, wayfinding signage, and interpretive signs and displays located near the Matullia site at Rock Bay.	 	
		 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces			

	STRATEGIES		ACTIONS	GOALS	TIMING
17.0	Improve pedestrian comfort and accessibility in the District to create a welcoming environment that encourages walking, fosters community interaction and ensures inclusive access for all.	17.1	Identify and analyze key strategic locations that should be the focus of investment. This data will inform capital projects to improve pedestrian facilities to meet changing demand.	 	Timing Unknown
		17.2	Update the Subdivision and Development Servicing Bylaw and related street design guidelines considering appropriate sidewalk widths and opportunities for street trees in boulevards and green infrastructure within the context of the road classification, existing road right of way width, and future mobility needs and demand.	 	To be presented to Council in 2025
		17.3	Ensure consideration is given to the needs and safety of people with different abilities when finalizing designs for shared spaces and Flex Streets.	  	Timing Unknown
18.0	Plan and design a safe, functional and welcoming open space network that meets the needs of businesses and visitors in the District.	18.1	Update the Downtown Core Area Plan and other relevant plans and policies that identify location, types and extent of open spaces desired in the District to support the District informed by the Public Realm Framework.		Short-Term
		18.2	Explore public and private opportunities and partnerships to implement open spaces.		Ongoing
		18.3	Develop design guidelines for privately owned public spaces (POPS) to address key topics such as sun light access, visibility and access, activation and interface with public realm.		Completed (Design Guidelines to be presented to Council in 2025)
		18.4	Consider the use of Flex Streets and privately owned public spaces (POPS) as key components to enhance the overall public space system for the District		Timing Unknown
		18.5	Consider opportunities to better connect existing open spaces (e.g. Central Park) to the District.		
19.0	Blend, connect and safely integrate leisure and industrial uses along the waterfront.	19.1	Ensure design guidelines account for the sensitive integration between adjacent Marine Industrial and other shoreline uses and activities and the rest of the District.	  	Development Dependent (On-going)
		19.2	Continue implementing the Harbour Pathway through private development opportunities, but in the near term negotiate points of access maintaining strategic access and sightlines.	 	
		19.3	Support planning work and partnerships to establish a multi-use Rock Bay Bridge from Barclay Point, extending north across Rock Bay harbour, in association with future development.	 	Medium-Term
20.0	Expand wayfinding system northward from Downtown to Rock Bay.	20.1	Develop a costing and implementation plan for expansion of the wayfinding system for consideration through the annual Capital Budget process.	 	Medium-Term
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
21.0	Attract key sectors to the District and promote success.	21.1	Utilize the 'Industry, Arts & Innovation District' brand and continue to market the District in partnership with stakeholders using marketing materials such as: - Messaging strategies and initial marketing materials. - Key value proposition statements to highlight initiatives in the District such as types of new businesses, new employees, services and amenities to signal the benefits of locating and doing business in the District. - Digital and print materials to define incentives and direct investment opportunities for key sectors in the District to target marketing to prospective sectors and investors.		Short-Term
		21.2	Target key sectors to promote, attract and encourage investment to the District in collaboration with stakeholders.		
		21.3	Support the Indigenous Prosperity Centre to develop programs and activities that provide benefits to Indigenous entrepreneurs and businesses in the District.	 	
		21.4	Consider City of Victoria resource requirements to: - Support business attraction and retention strategies. - Coordinate and build capacity for new arts partnerships. - Strengthen the role of key collaborators within the District. - Explore grant funding sources to support business incubation, public realm improvements, arts and culture and programming and activation.	 	
		21.5	Collaborate with stakeholders to produce a small, highly visible and temporary Micro Pop-Up Innovation District pilot project to test economic viability for business incubation and growth or expansion opportunities such as business start-ups, technology accelerators, commercial/retail pop-ups and temporary performance venues.	  	Medium-Term
		21.6	Develop a Tool Kit for businesses, leveraging momentum behind other City programs and initiatives to help them learn how to become active leaders and foster engaged business districts.		
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

	STRATEGIES		ACTIONS	GOALS	TIMING
22.0	Nurture and celebrate existing businesses and sectors.	22.1	Partner with local businesses and stakeholders to host and facilitate up to three District Information sessions annually to provide updates to community and stakeholders on the health of the District, emerging initiatives, discuss needs and to provide networking opportunities and information sharing. Opportunities to target session focus and partnerships/collaborations can be identified as appropriate.	 	Short-Term
		22.2	Develop an online dashboard with Key Performance Indicators (KPI) for tracking, monitoring and reporting on the economic health and progress of the District.		
		22.3	Explore projects with post-secondary institutions to create collaboration between educational institutions, public and private sectors.	 	Medium-Term
		22.4	Support the local Business Improvement Associations (BIAs) or equivalent to highlight and promote businesses, amenities and activities in the District through: • Directory and map of businesses (by category). • Local business district features and amenities. • Member resource pages (marketing support, city resources, events).	 	
		22.5	Facilitate opportunities such as workshops and networking events to foster partnerships and synergies across sectors (e.g. arts, tech, industrial, etc.) to enable innovation and collaboration.	 	
 Strengthen Economic Health  Foster Arts & Culture  Realize Sustainable Development  Improve Mobility Networks  Enhance Public Realm & Public Spaces					

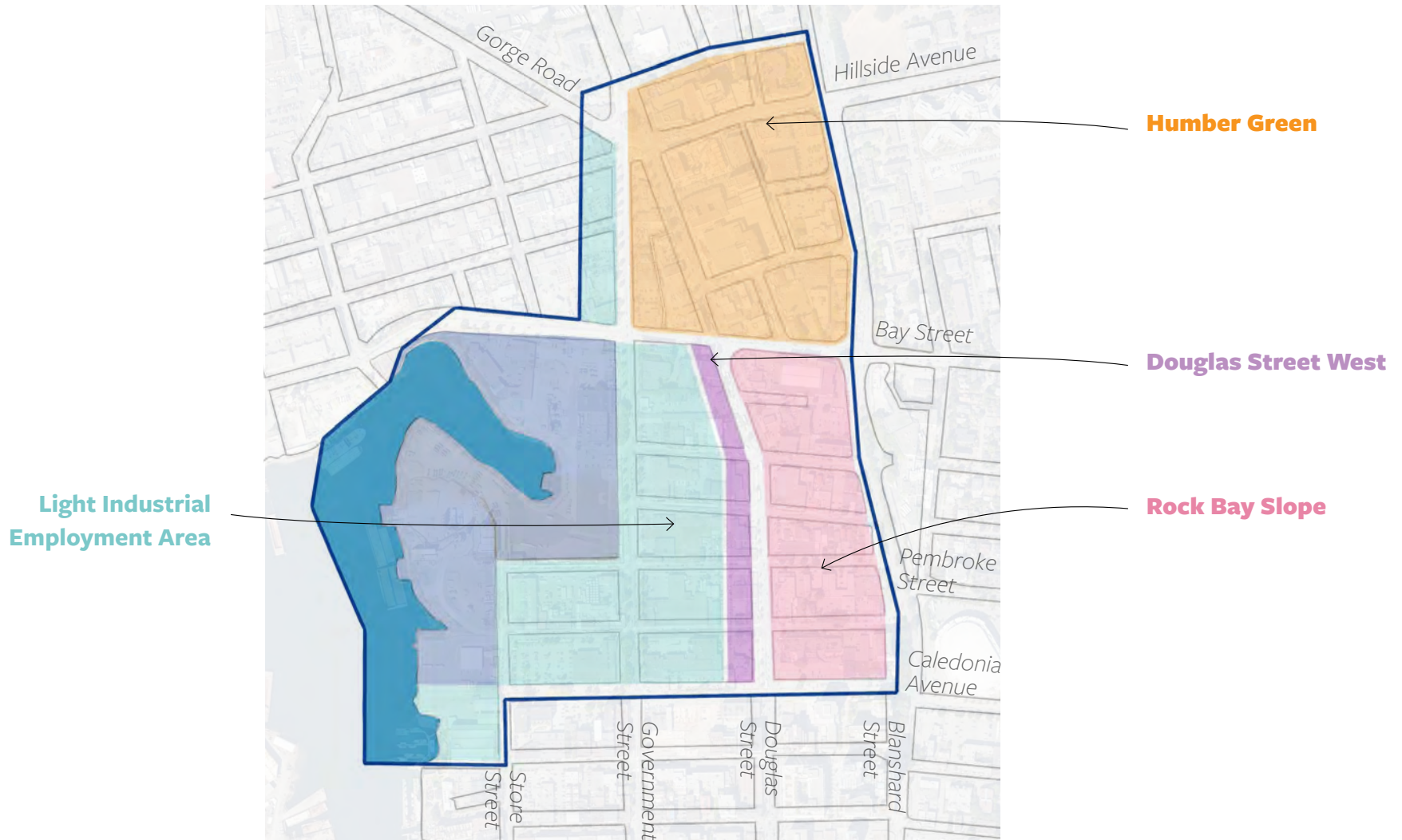
APPENDIX

A

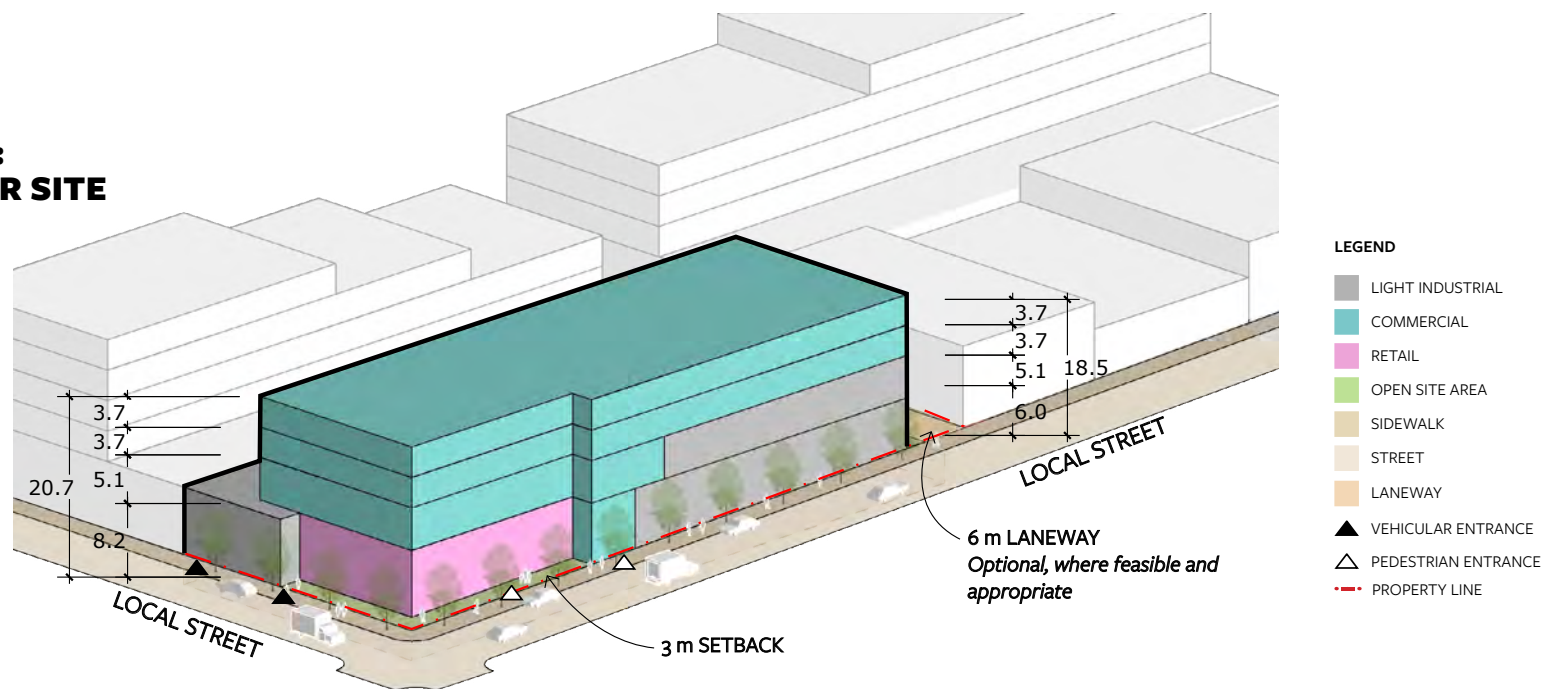
LAND USE - BUILDING TYPOLOGIES

The following building typologies were developed to explore built form within four subareas to inform zoning regulations. These regulations will support the continued evolution of the District by accommodating a range of updated uses and activities appropriate for the context and function of each sub area and that support the overall vision and goals for the District.

The building typologies were informed by market analysis of viable development scenarios and are supplemented by tables containing achieved development data.



LIGHT INDUSTRIAL EMPLOYMENT AREA: SCENARIO 1 - CORNER SITE



Achieved Development Data*

Lot Size (HA) / (M ²)	0.28 / 2,832
Lot Coverage (%)	90%
Overall Height (M)	20.7

USES

Light Industrial	GSM	3,247
	FSR	1.1
Retail	GSM	462
	FSR	0.2
Commercial	GSM	5,075
	FSR	1.8
Employment (Retail + Commercial)	GSM	5,537
	FSR	2.0
TOTAL	GSM	8,784
	FSR	3.1
Parking	GSM	3,122
TOTAL (incl. Parking)	GSM	11,906

SETBACKS (M)

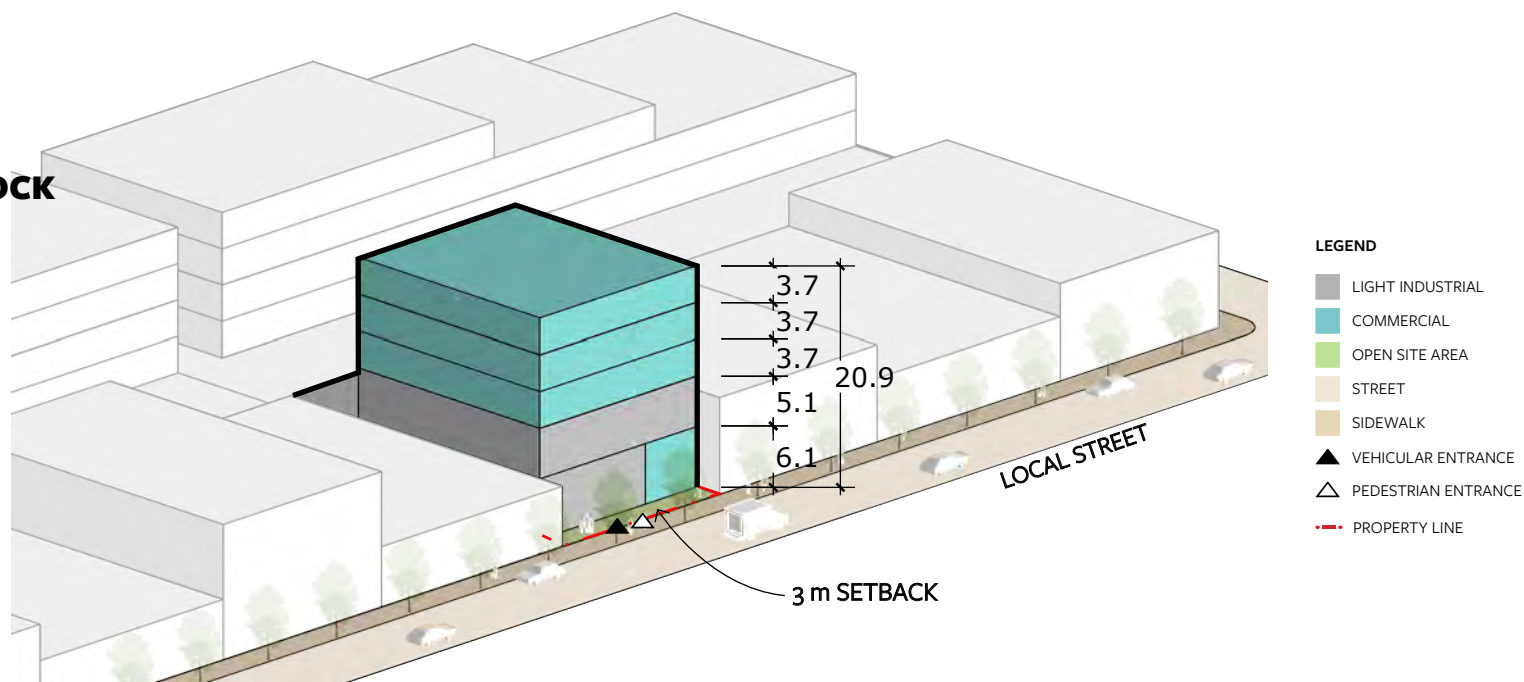
Street / Front	3
Side	0
Laneway	3
Rear	0

STEPBACKS (M)

Street / Front	0
Side	0
Laneway	0
Rear	9.1 above L1

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

LIGHT INDUSTRIAL EMPLOYMENT AREA: SCENARIO 2 - MID BLOCK



Achieved Development Data*

Lot Size (HA) / (M2)	0.0.7 / 776
Lot Coverage (%)	90%
Overall Height (M)	22.3

USES

Light Industrial	GSM	1,124
	FSR	1.4
Commercial (Employment)	GSM	1,664
	FSR	2.1
TOTAL	GSM	2,788
	FSR	3.5
Parking	GSM	308
TOTAL (incl. Parking)	GSM	3,096

SETBACKS (M)

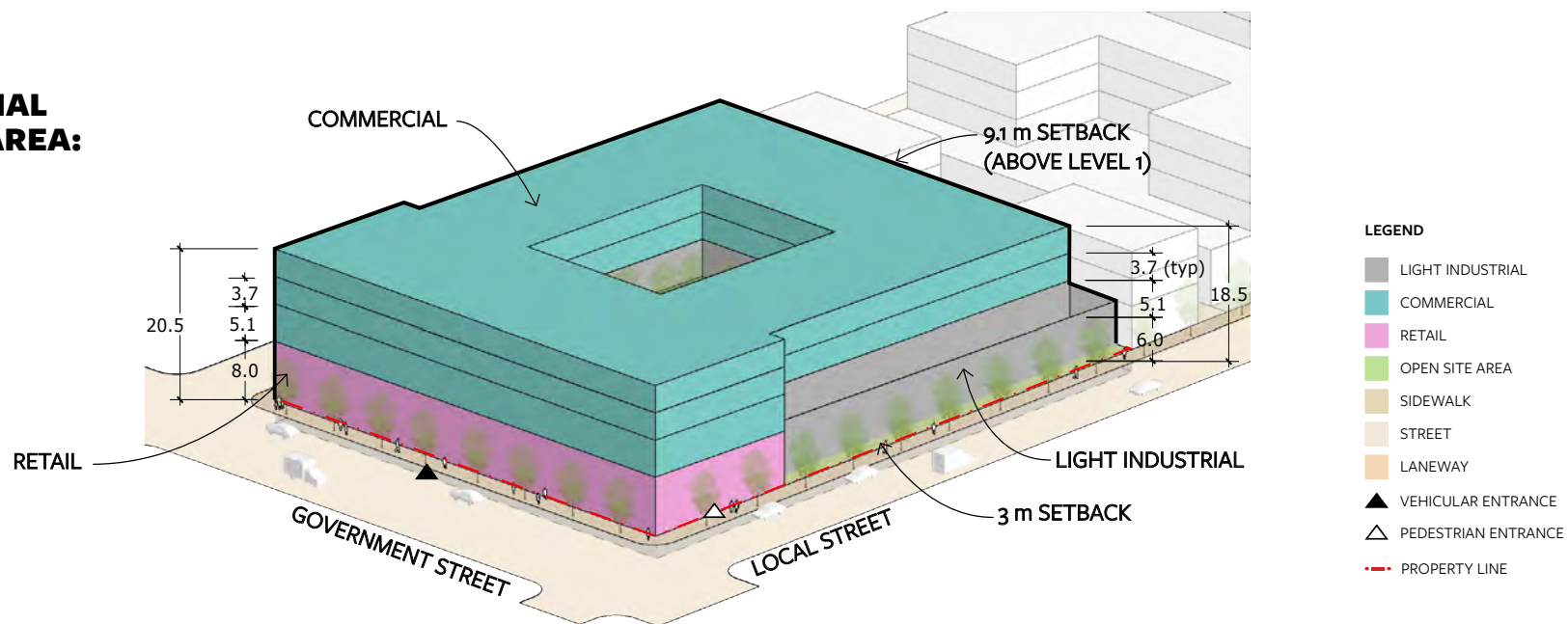
Street / Front	3
Side	0
Laneway	0
Rear	0

STEPBACKS (M)

Street / Front	0
Side	0
Laneway	0
Rear	9.1 above L1

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

LIGHT INDUSTRIAL EMPLOYMENT AREA: SCENARIO 3



Achieved Development Data*

Lot Size (HA) / (M ²)	0.67 / 6,770
Lot Coverage (%)	92%
Overall Height (M)	20.5

USES

Light Industrial	GSM	6,734
	FSR	1.0
Retail	GSM	1,839
	FSR	0.3
Commercial	GSM	11,643
	FSR	1.7
Employment (Retail + Commercial)	GSM	13,482
	FSR	2.0
TOTAL	GSM	20,216
	FSR	3.0
Parking	GSM	6,765
TOTAL (incl. Parking)	GSM	26,981

SETBACKS (M)

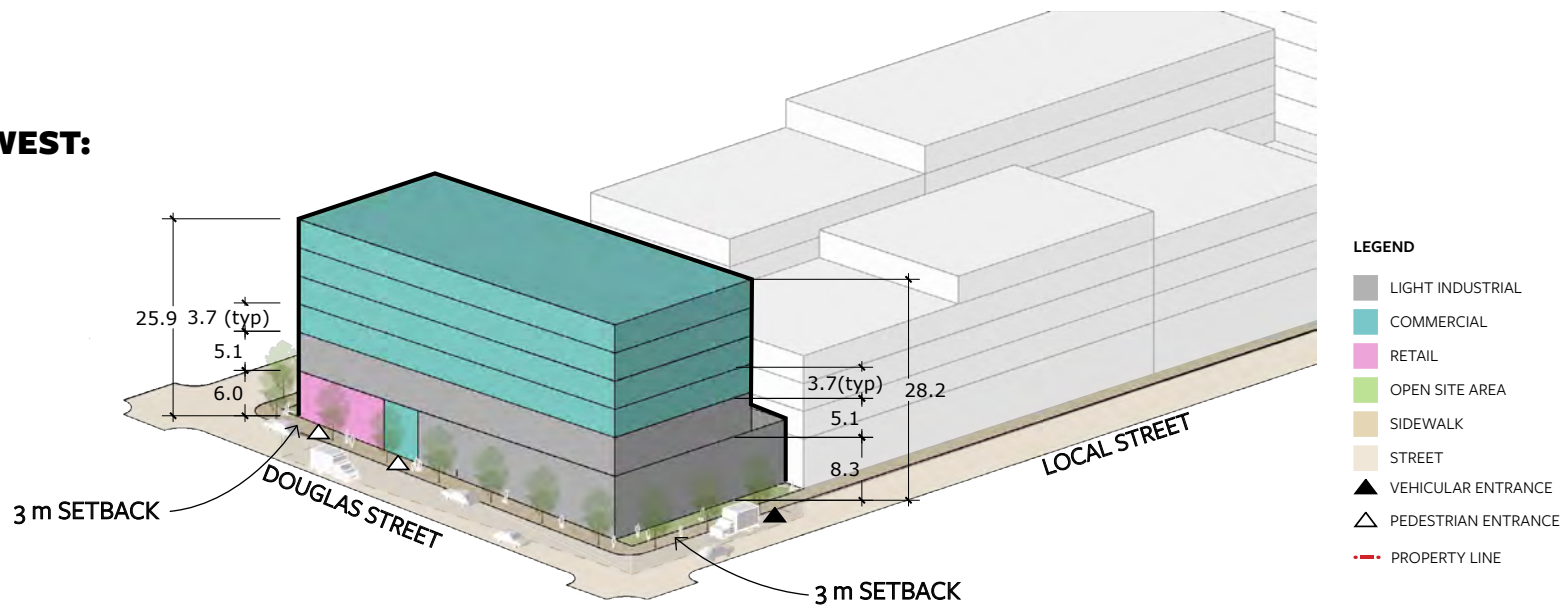
Street / Front	3
Side	0
Laneway	0
Rear	0

STEPBACKS (M)

Street / Front	0
Side	9.1 above L1
Laneway	0
Rear	0

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

DOUGLAS STREET WEST: SCENARIO 1



Achieved Development Data*

Lot Size (HA) / (M2)	0.18 / 1,780
Lot Coverage (%)	90%
Overall Height (M)	28.2

USES

Light Industrial	GSM	2,541
	FSR	1.43
Retail	GSM	450
	FSR	0.3
Commercial	GSM	5,396
	FSR	3.0
Employment (Retail + Commercial)	GSM	5,846
	FSR	3.3
TOTAL	GSM	8,387
	FSR	4.7
Parking	GSM	1,844
TOTAL (incl. Parking)	GSM	10,231

SETBACKS (M)

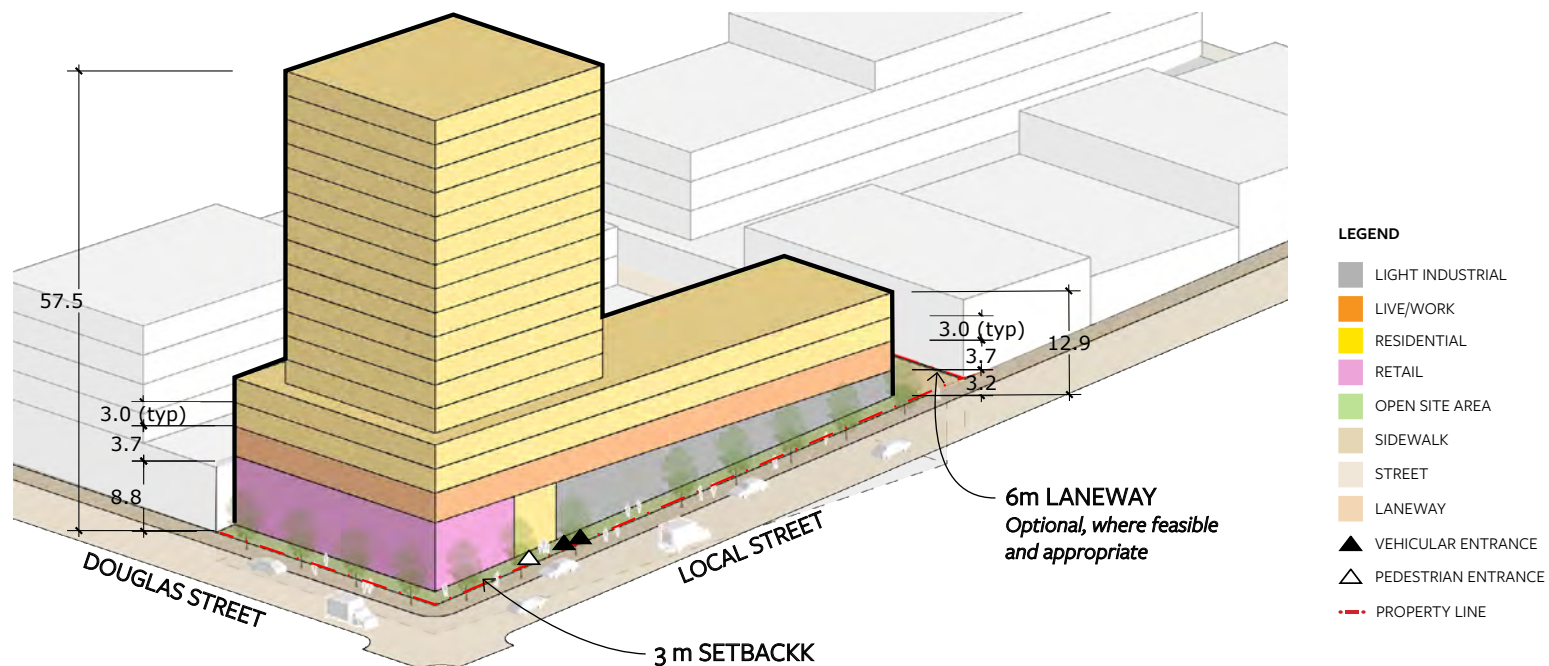
Street / Front	0
Side	3
Laneway	0
Rear	0

STEPBACKS (M)

Street / Front	0
Side	0
Laneway	0
Rear	6.1 above L1

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

ROCK BAY SLOPE: SCENARIO 1



Achieved Development Data*

Lot Size (HA) / (M ²)	0.28 / 2,832
Lot Coverage (%)	81%
Overall Height (M)	57.5

USES

Light Industrial	GSM	1,878
	FSR	0.66
Retail (Employment)	GSM	569
	FSR	0.2
Live / Work	GSM	1,784
	FSR	0.6
Residential (incl. Live / Work)	GSM	15,152
	FSR	5.3
TOTAL	GSM	17,599
	FSR	6.2
Parking	GSM	-
TOTAL (incl. Parking)	GSM	-

SETBACKS (M)

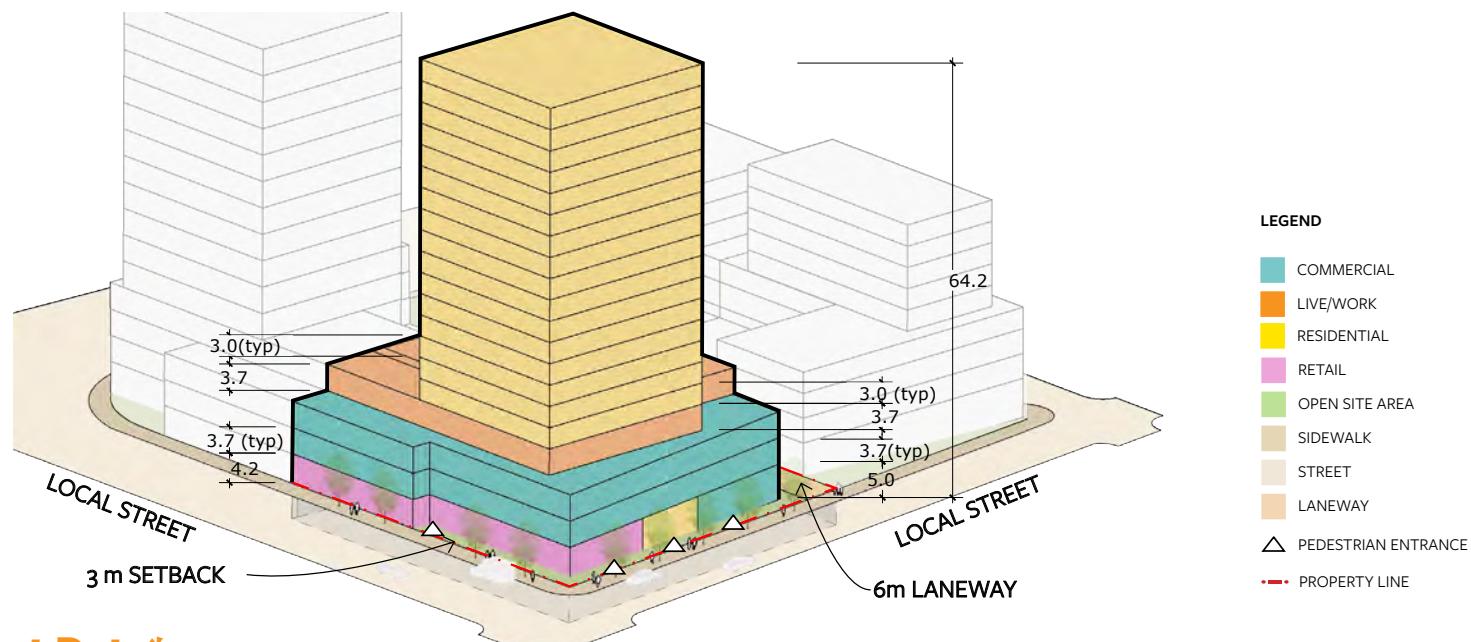
Street / Front	3
Side	0
Laneway	3
Rear	0

STEPBACKS (M)

Street / Front	0
Side	0
Laneway	0
Rear	-

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

HUMBER GREEN: SCENARIO 1



Achieved Development Data*

Lot Size (HA) / (M2)	0.28 / 2,832
Lot Coverage (%)	80%
Overall Height (M)	64.2

USES

Commercial	GSM	3,841
	FSR	1.4
Retail	GSM	835
	FSR	0.3
Employment (Retail + Commercial)	GSM	4,676
	FSR	1.65
Live / Work	GSM	1,306
	FSR	0.5
Residential (incl. Live / Work)	GSM	11,350
	FSR	4.01
TOTAL	GSM	16,206
	FSR	5.66
Parking	GSM	3,080
TOTAL (incl. Parking)	GSM	19,106

SETBACKS (M)

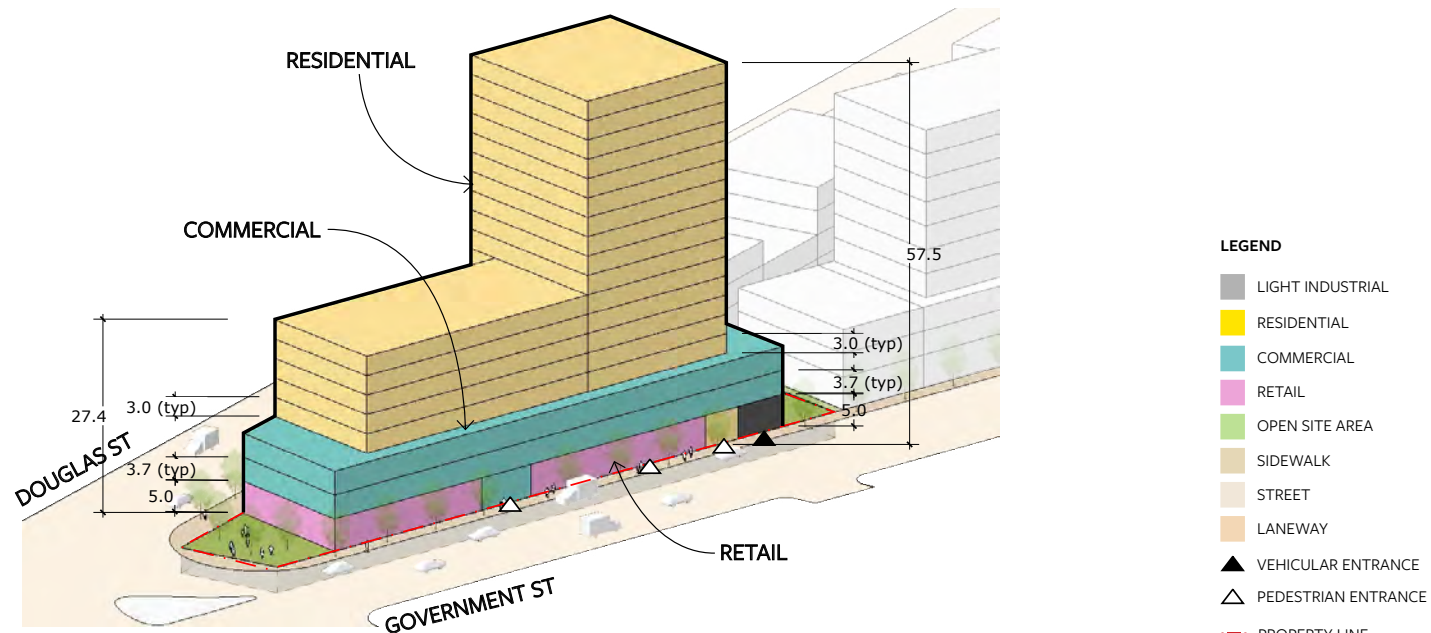
Street / Front	3
Side	0
Laneway	3
Rear	0

STEPBACKS (M)

Street / Front	0
Side	0
Laneway	0
Rear	-

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

HUMBER GREEN: SCENARIO 2



Achieved Development Data*

Lot Size (HA) / (M2)	0.36 / 3,678
Lot Coverage (%)	80%
Overall Height (M)	57.5

USES

Retail	GSM FSR	2,397 0.7
Commercial	GSM FSR	4,348 1.2
Residential	GSM FSR	14,905 4.05
Employment (Retail + Commercial)	GSM FSR	6,745 1.83
TOTAL	GSM FSR	21,650 5.89
Parking	GSM	4,031
TOTAL (incl. Parking)	GSM	25,681

SETBACKS (M)

Street / Front (at corner)	10.8 - 17.5
Street / Front (at Douglas St)	0
Street/ Front (at Government St)	0
Side	0
Laneway	9.9
Rear	0

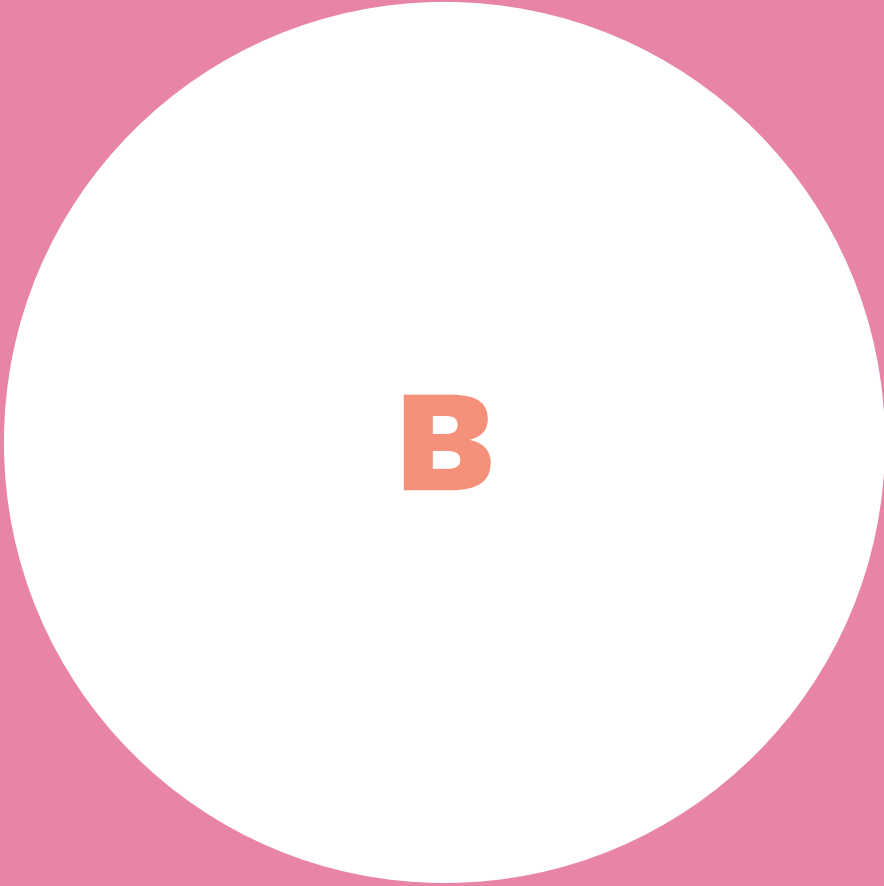
STEPBACKS (M)

Street / Front (at corner)	8.6 above L3
Street / Front (at Douglas St)	0 - 24.3 above L1
Street/ Front (at Government St)	3 above L3
Side	0
Laneway	7.5 - 8.2 above L3
Rear	0

*FSR area as defined in zoning by-law excludes parking, elevators, required bicycle parking, and exterior wall thicknesses. FSR calculations in program summary include all interior spaces and wall thicknesses (approximately 5-10 per cent of total building area).

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APPENDIX

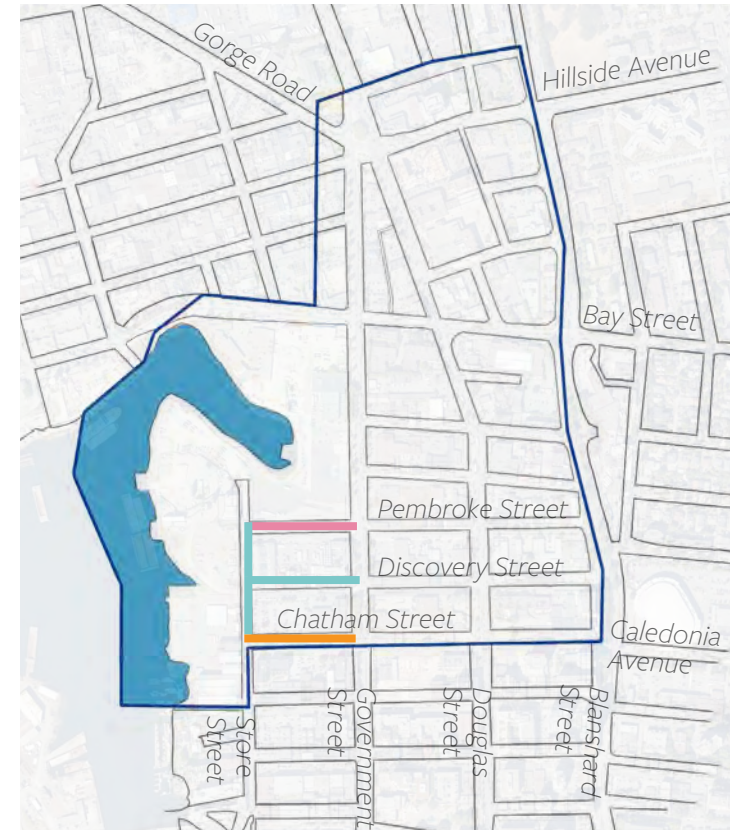
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B

STREET CROSS-SECTIONS

The following street cross-sections are conceptual in nature and intended to illustrate integration of multiple functions and objectives envisioned for streetscapes within the District. This includes streetscape design to support the employment focus of the District, access and circulation for multiple modes, incorporation of urban forest and green infrastructure and flexibility to support festivals and events within the envisioned 'Flex Street Network'.

The street cross-sections will inform design and implementation of streetscape renewal within the district occurring as part of developer-initiated frontage improvements, City delivered capital projects, or a combination of both.



TYPE A - FLEX STREET (LOW VOLUME)

TYPE B - FLEX STREET (HIGH VOLUME)

TYPE C - FLEX STREET (HIGH VOLUME) AAA

EMPLOYMENT STREETS

Legend

Type A - Flex Street
(low volume)

Type B - Flex Street
(high volume)

Type C - Flex Street
(high volume) AAA

TYPE A - FLEX STREET (LOW VOLUME)

During non event times, low volume flex streets have less traffic volumes and lower vehicle speeds and can support a yield street design approach for two-way vehicle traffic with advisory bike lanes to support bicycles and other mobility devices. Wider sidewalks with street trees and parking bays support an active street frontage and ground floor businesses. During events and festivals, the grade raised street provides a continuous pedestrian area that can support a diversity of activities and events.

Design elements include a curbless or bevelled curb to mitigate accessibility issues, flex zones on each side of the street including street trees, rain gardens and parking bays adjacent to wide sidewalks.

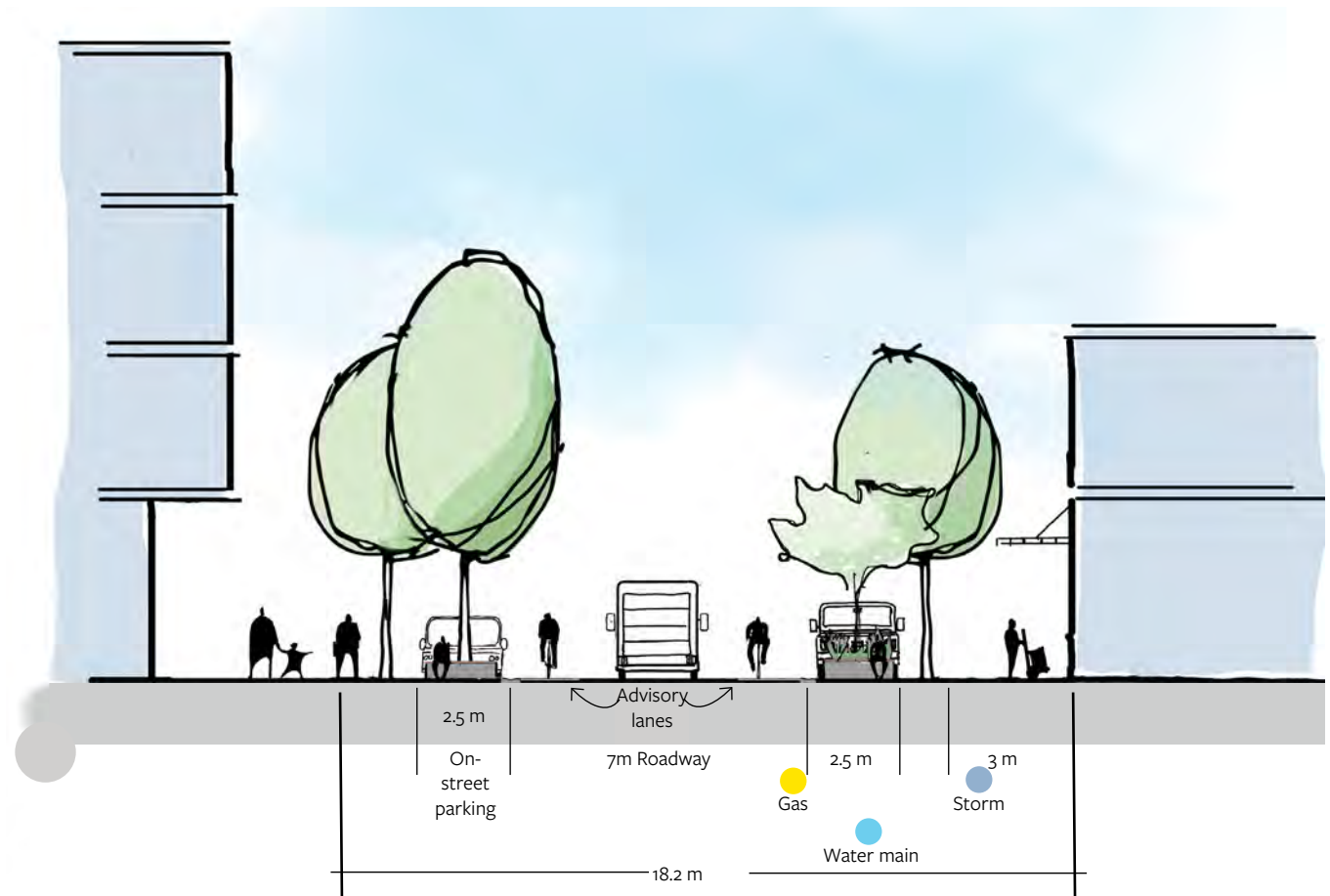


Figure 10.0 Conceptual cross-section of Discovery St.

TYPE B - FLEX STREET (HIGH VOLUME)

High volume flex streets provide a safe space for different mobility uses, support business needs, enhance the movement of goods and services including on designated Truck Routes and include opportunities for on-street parking and commercial loading.

During events and festivals, the curbless environment provides flexibility to support vendors, food trucks and activities and support higher volumes of pedestrian activity.

Design elements may include a curbless or bevelled curb to mitigate accessibility issues, a flex zone that incorporates on-street parking bays, street trees, plantings and stormwater

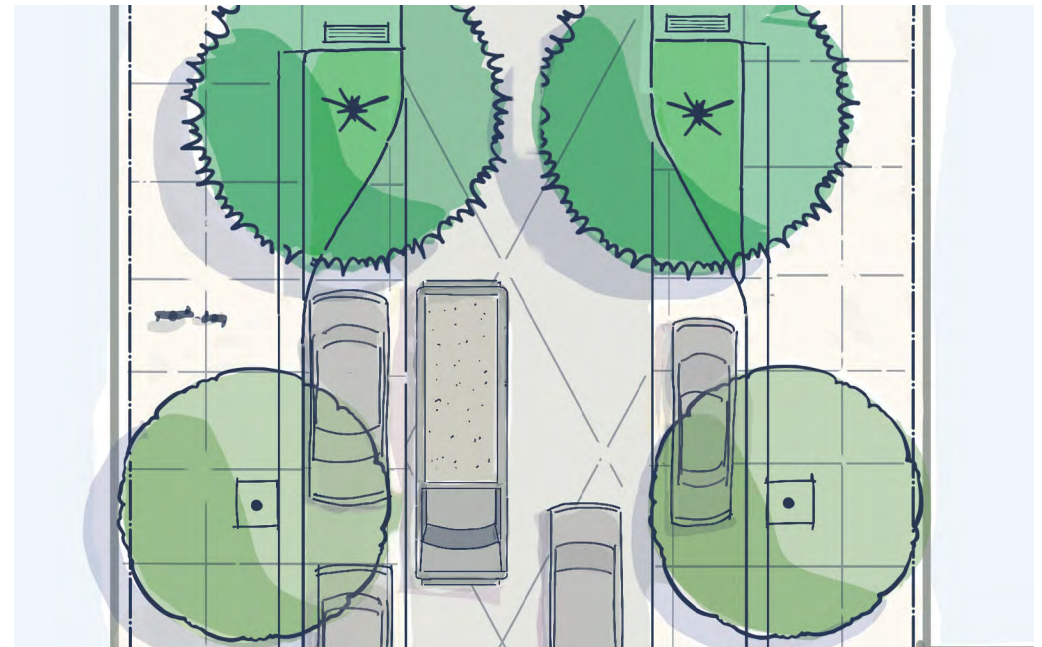
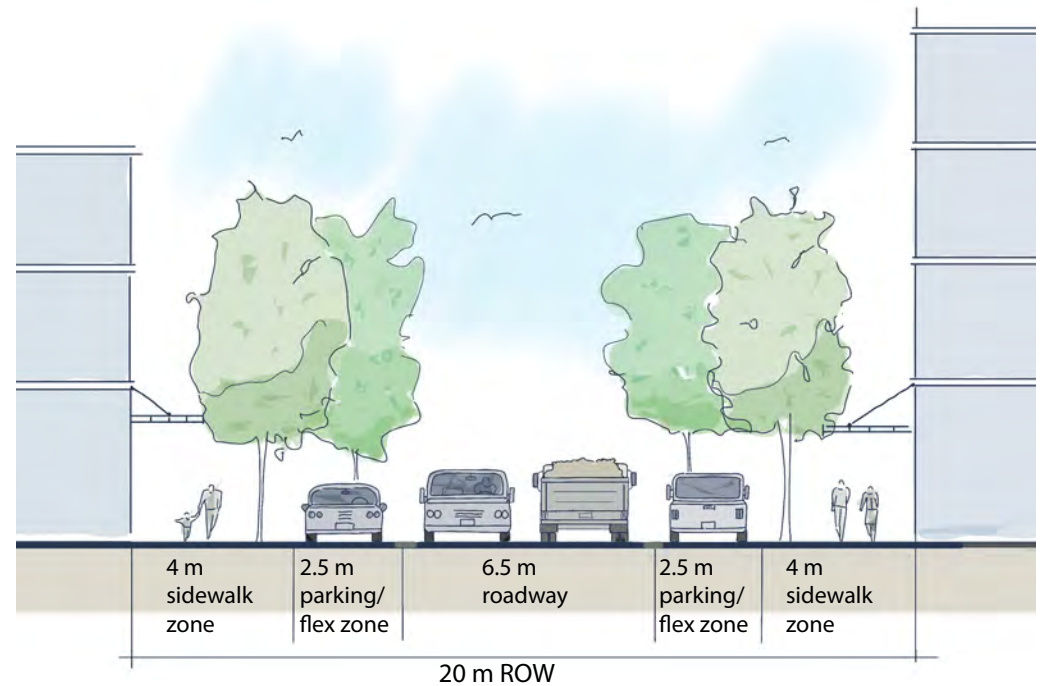
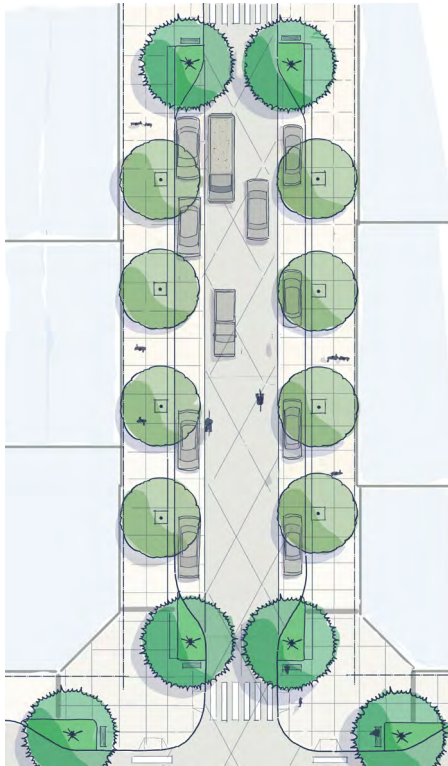


Figure 11.0 Conceptual cross-section of Type B - Flex St.

TYPE C - FLEX STREET (HIGH VOLUME) AAA

During non event and festival times, high volume flex streets provide a safe space for different mobility uses, support business needs, enhance the movement of goods and services and include opportunities for on-street parking and commercial loading.

During events and festivals, more space is required to support vendors, food trucks and activities which may utilize the grade raised bike lanes and parking bays while supporting higher volumes of pedestrian activity.

Design elements may include a curbless or bevelled curb to mitigate accessibility issues, a flex zone that incorporates on-street parking bays, street trees, plantings and stormwater infiltration and grade raised bicycle lanes.

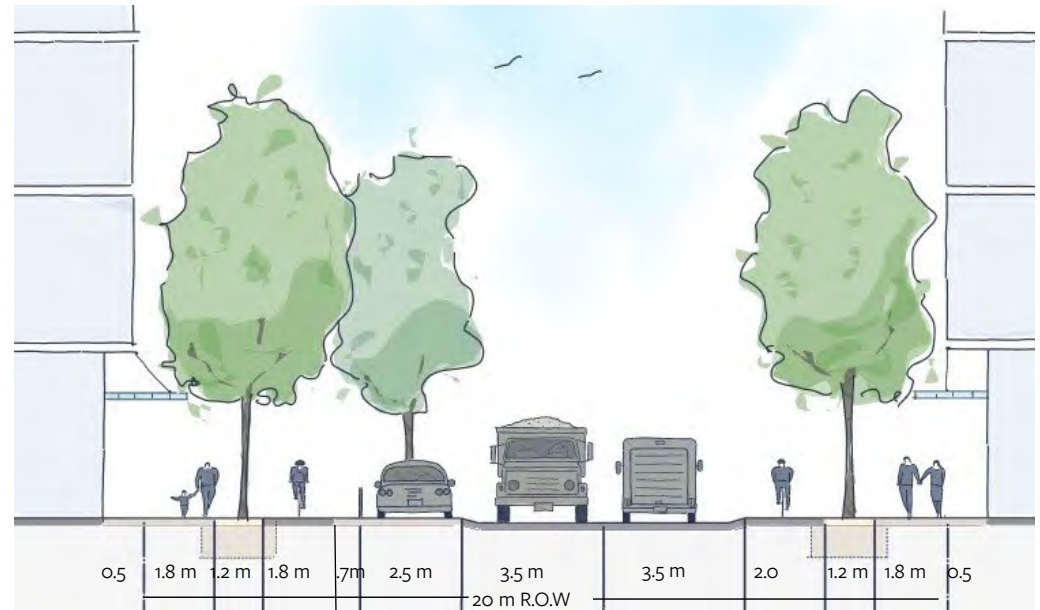
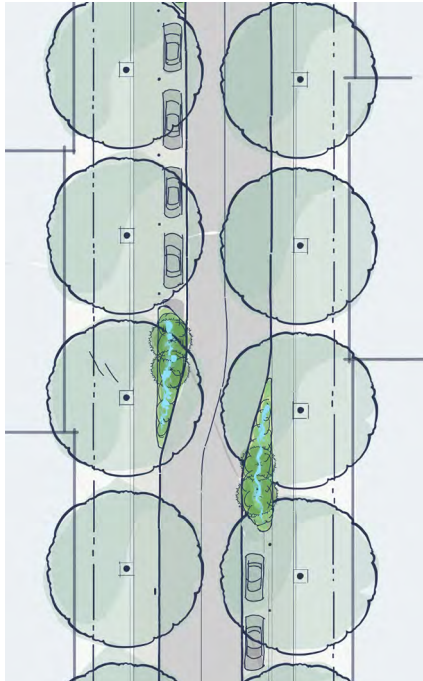


Figure 11.0 Conceptual cross-section of Type C - Flex St.

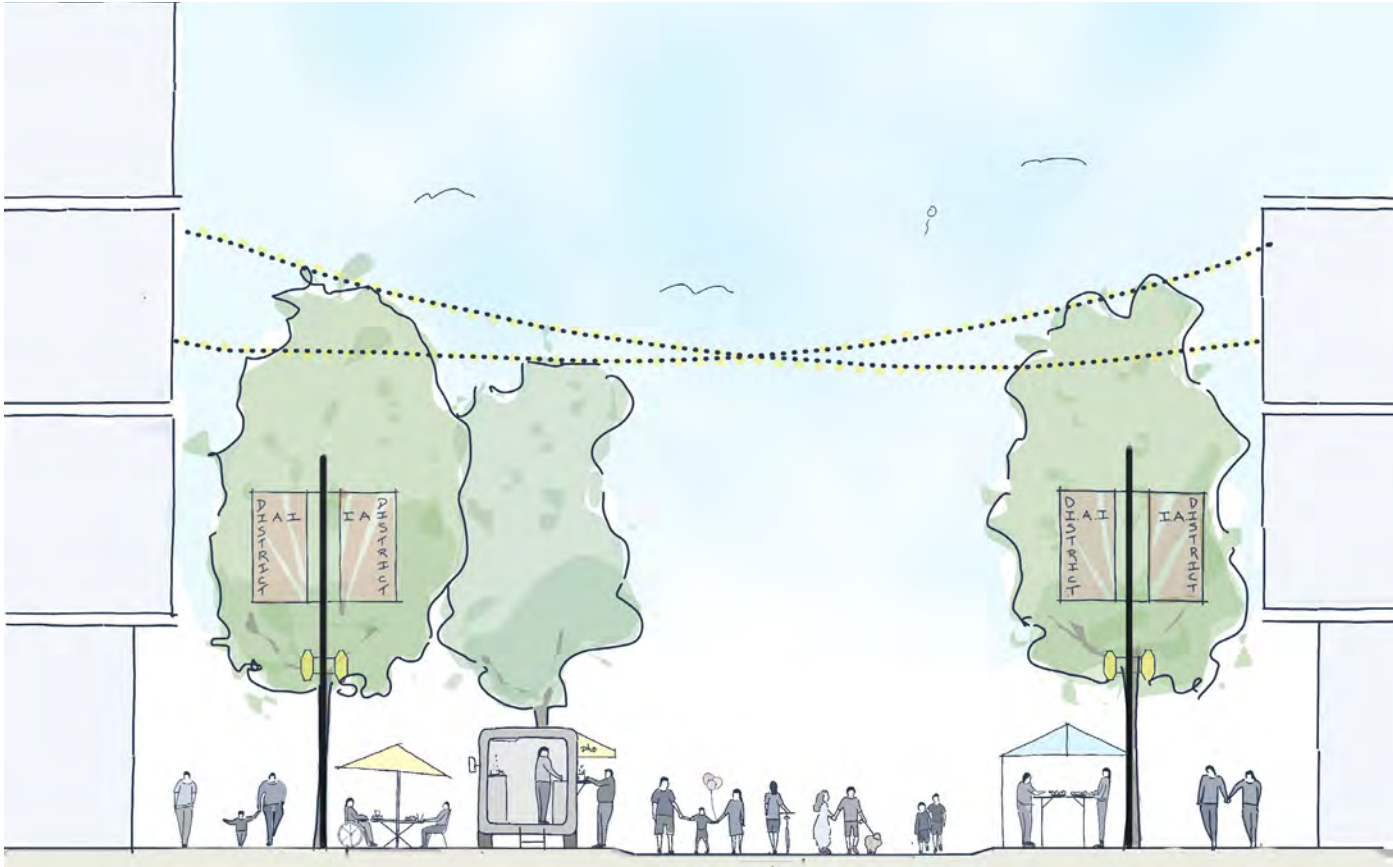
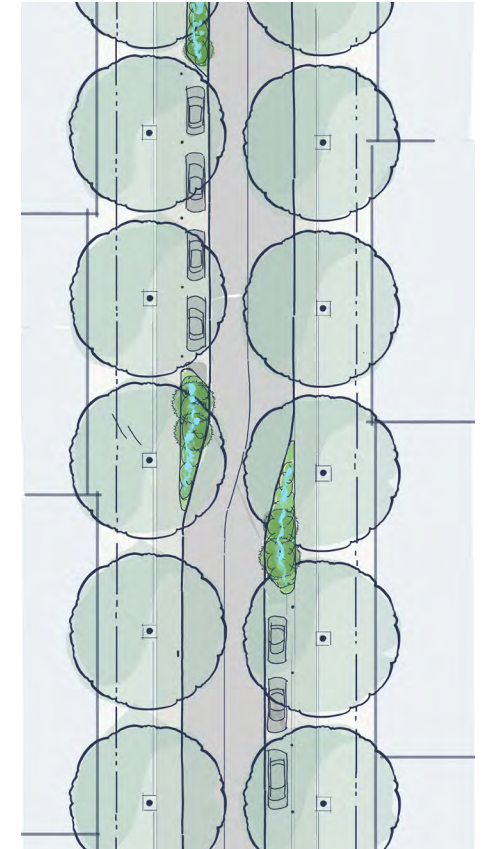


Figure 12.0 Conceptual cross-section of Type C - Flex St.



PRECEDENTS

Argyle Street, Halifax



Place Des Arts, Montreal



EMPLOYMENT STREETS

Employment Streets support connectivity and access to a diversity of employment types and needs including curbside parking, commercial loading and wide sidewalks with street trees. Employment streets include bulb-outs at block ends and mid-block to support opportunities for green stormwater infrastructure, larger trees and improved street crossings for pedestrians. Cycling activity will be mixed with general traffic and accommodated with advisory bike lanes conditional on cycling demand and traffic volumes and speeds.

Design elements include raised sidewalks, trees in grates with soil cells, curbside parking and sidewalk bulb-outs at block ends and mid-block including marked pedestrian crossings, with consideration for beveled or rolled curbs to support loading, accessibility and flexibility.

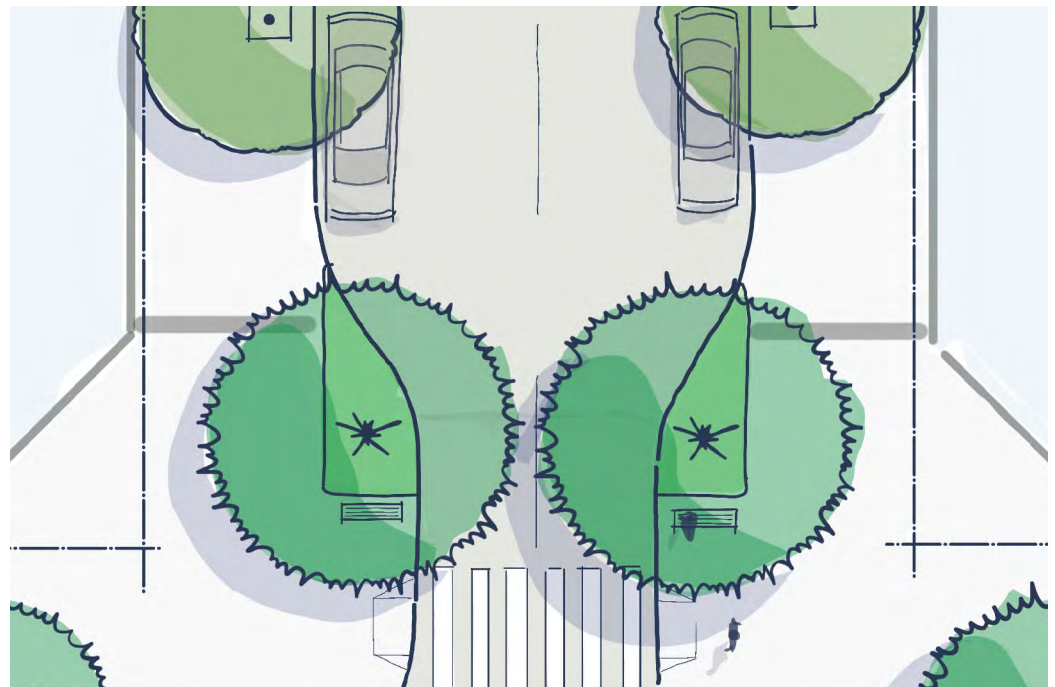
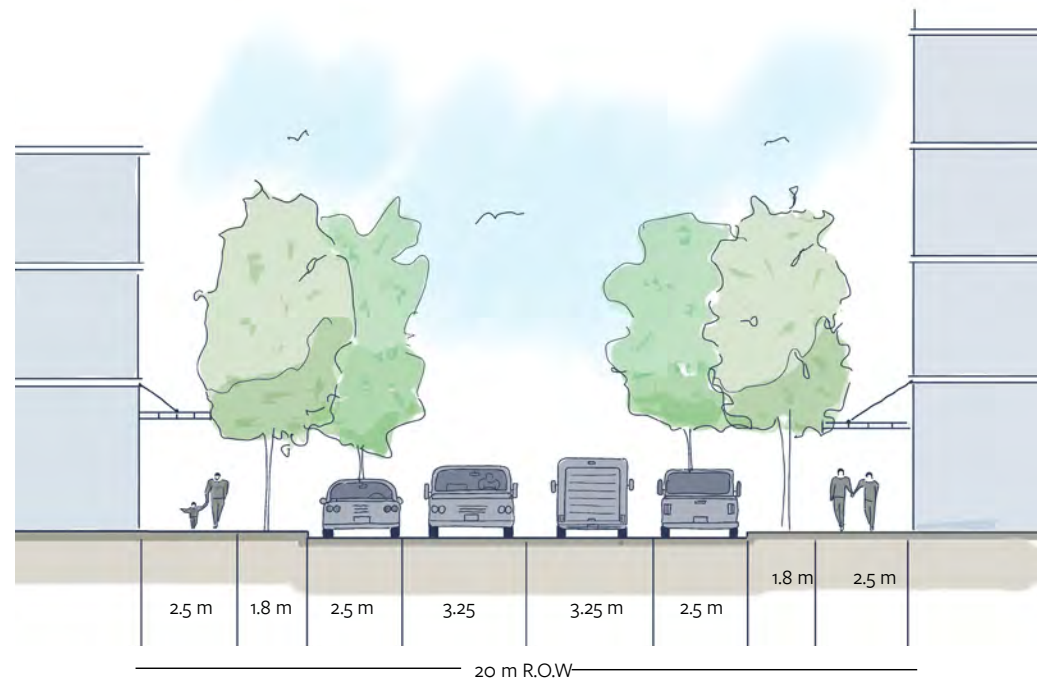
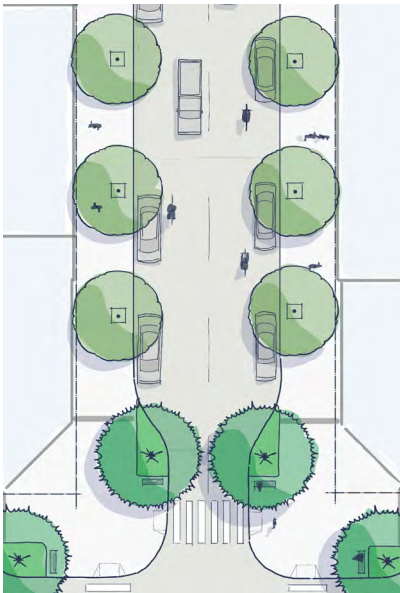


Figure 13.0 Conceptual cross-section of Employment St.

THROUGH-BLOCK LANEWAYS

Through-block laneways provide strategic north-south connections through longer blocks and are intended to support off-street loading and 'back of house' access, pedestrian network connections and, where possible, opportunities for businesses to front onto the laneways to provide services and add interest and activation of the public realm. Vehicle access will be limited to select uses and restricted to loading only. Higher quality materials and finishes including scored concrete, pavers or stamped asphalt, along with architectural and overhead lighting, will be encouraged to emphasize these areas as pedestrian friendly spaces.

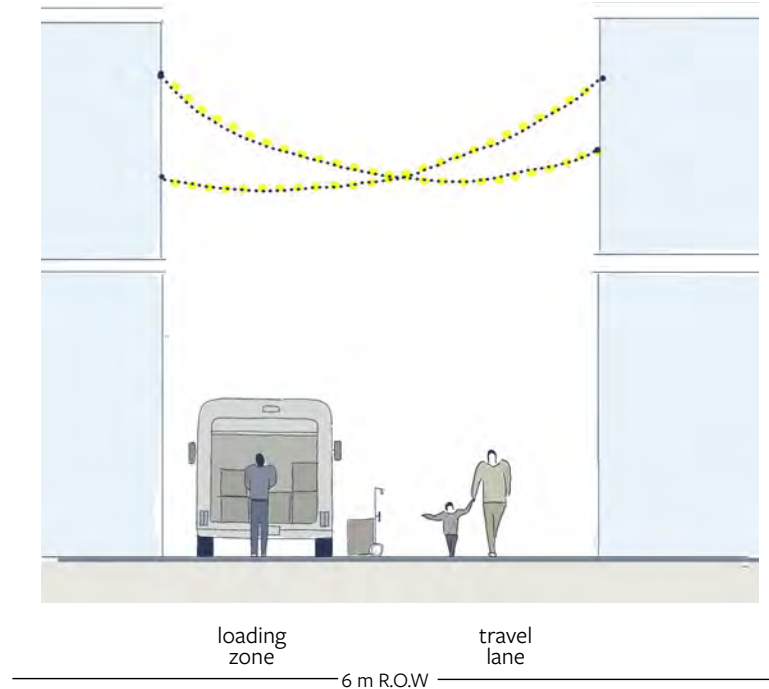


Figure 14.0 Conceptual cross-section of Through-Block Laneway.

PRECEDENTS

Waddington Alley, Victoria



Tammy Robinson, Black Press Media

Commercial Alley, Victoria



Alex Costin

Blood Alley, Vancouver



Payton Chung

APPENDIX

C



POTENTIAL FUNDING SOURCES

The public sector resources outlined here could be sourced by anchor organizations, institutions, over-arching not-for-profit societies set up for the purpose of advancing the Industry, Arts and Innovation District, private businesses, developers and the City of Victoria.

INDUSTRY

Industry Canada

Agriculture & Agri-Food Canada

Fisheries & Oceans Canada

Clean BC Communities Fund

ARTS

BC Arts Council (Programming)

Canadian Heritage (Programming & Infrastructure Development)

Canada Council for the Arts (Programming)

INNOVATION

Immigration Canada (workforce development)

Federal Technology Supercluster Resources

Innovate BC

MUNICIPAL

Green & Inclusive Community Buildings Fund

Federation of Canadian Municipalities

PRIVATE

Canada Infrastructure Bank

APPENDIX

D

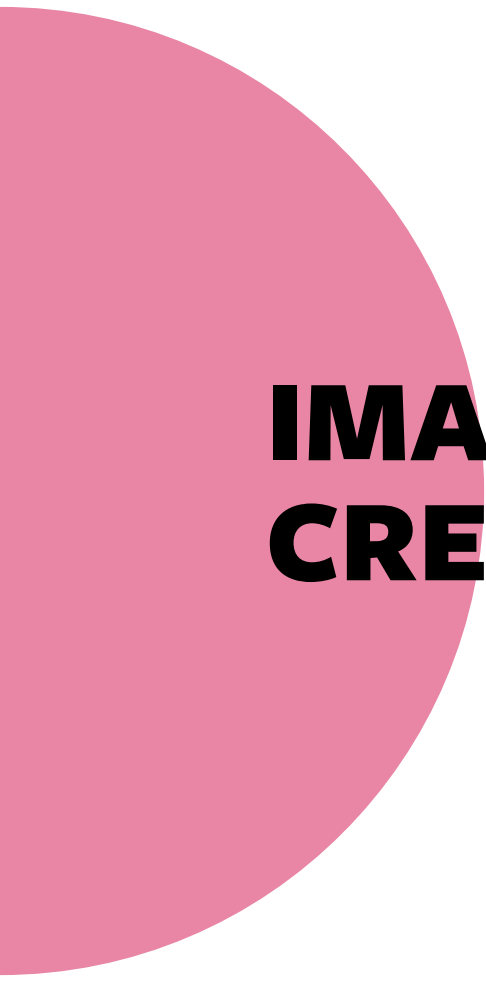


IMAGE CREDITS

COVER OK Industries, Kevin Light Photo,
Winter Arts Festival,
Autonomous Furniture

ii Rock Bay Business Community

2 Phillips Brewing & Malt Co.

6 City of Victoria Archives

7 KWENCH

9 Rifflandia

Phillips Brewing & Malt Co.

14 Kevin Light Photography

18 The Vision for Matullia Innova-
tion District

Kevin Light Photography

27 Tyson Elder

54 Steer

56 Tammy Robinson, Black Press
Media

Alex Costin

Payton Chung

INDUSTRY
ARTS
& INNOVATION