

Section 5 – Implementation

Section 5, Implementation, describes the tools used to implement the policies of the Official Plan.

5.1 – Introduction

Implementation of the Official Plan is accomplished through a myriad of tools. They generally fall into the following categories. Only some examples have been identified for illustration purposes, but there are many more.

Financial Tools

- Use financial incentives to promote residential development within mixed-use projects;
- Exempt social housing projects from processing fees;
- Link the long-range financial plan and annual budget process to implementing the strategic directions of the Official Plan;
- Use financial incentives such as those approved in Community Improvement Plans to promote the intensification and growth management goals of the Official Plan. [Amendment 40, April 26, 2006]

Land Acquisition and Ownership

- Ensure that surplus lands are considered for affordable housing projects prior to considering other uses;
- Acquire important natural areas;
- Strategic acquisition of land for future snow disposal requirements, in advance of need;
- Strategic acquisition, preparation and disposal of land for purposes of achieving the goals of approved Community Improvement Plans. [Amendment 40, April 26, 2006]

Provision of Infrastructure

- Ensure the provision of parks and recreation areas throughout the city in the urban and rural areas;
- Provide, with developers, adequate water, wastewater, stormwater and transportation infrastructure to support the pattern and intensity of development;
- Support alternative servicing options where they provide a better solution in the rural area.

Guidelines and Terms of Reference

- Provide design guidelines to ensure compatibility of any intensification and infill proposals in a variety of circumstances and locations;
- Establish guidelines for land uses in the road right-of-way;
- Provide terms of reference for completing an Environmental Impact Statement;
- Establish noise control guidelines for road, rail, transit-corridor noise and noise from stationary sources.

Setting Targets and Monitoring Change

- Set targets for walking, cycling and transit use;
- Monitor decisions of the Ontario Municipal Board vis-à-vis policies in this Plan;
- Monitor trends that may impact on the population projection framing this Plan,
- Monitor the implementation of Community Improvement Plans. [Amendment 40, April 26, 2006]

Entering into Partnerships

- Establish and support a non-profit trust for acquiring and managing natural areas;
- Partner with the National Capital Commission to provide continuous recreational pathways;
- Establish of a rapid-transit station in concert with construction of a new building;

- Establish a working partnership with the Conservation Authorities to address environmental matters with special emphasis on watershed, subwatershed planning, stormwater management, fish habitat and Environmental Impact Assessments.

Approval of Regulations and By-laws

- Adopt a comprehensive zoning by-law to implement the Plan;
- Adopt a woodland preservation by-law.

Undertaking Area Plans

- Complete a community design plan;
- Prepare an integrated, resource-based plan for a subwatershed;
- Do a groundwater assessment for a whole Village and surrounding area;
- Prepare Community Improvement Plan for Community Improvement Project Areas designated by Council, and seek Ministerial approval of Community Improvement Plans, as required. [Amendment 40, April 26, 2006]

In addition, the City is guided by policies and guidelines of other levels of government and public agencies. Implementation may also depend on the culture of the city: the ability to negotiate, to comprehend challenges and to seek solutions. The City will be supportive of innovative directions that uphold the intent of the Plan and will establish an environment to foster creativity.

Many of the implementation tools appear in policies throughout the Official Plan. However, some of these tools are described in the following sections.

5.2 – Implementation Mechanisms, by Authority under the *Planning Act*

A municipality may pass many by-laws under the authority of the *Planning Act* without mentioning them in the Official Plan. These include interim control, demolition control, temporary use and others. Some implementation tools, however, must be included in this Plan, as required under the *Planning Act*, in order for the municipality to implement such measures.

5.2.1 – General Policies

Provincial Policy Statement

1. The City will have regard to all provincial policy statements and will ensure that the intent of any such policy statements are adequately reflected and implemented through this Plan.

Public Works

2. The City will not undertake any public work, nor pass any by-law, for any purpose that does not conform to the intent and policies of this Plan. The phasing of the public works projects will be coordinated through a capital works program that will be reviewed annually as part of the capital budget procedure.

Zoning By-law

3. As a priority measure, the City will prepare a new comprehensive zoning by-law that implements this Plan. The zoning by-laws of the former municipalities will remain in effect until the new zoning by-law takes effect.

Acquisition and Holding of Land

4. The City may acquire or hold land within its boundaries for the purposes of implementing any policy of the Plan. The City will secure lands to meet its objectives through such means as acquisition and conditions of development approval depending on the circumstances and relevant legislation. Any land so acquired or held may be sold, leased or otherwise disposed of by the City when no longer required. Before disposition of any surplus lands they will be considered in terms of such matters as their adequacy for the provision of affordable housing, their value as a natural area and the need for transportation corridors.
5. The City has a particular interest in ensuring that lands in the following designations are secured in a way that is consistent with their greenspace values: Natural Environment Areas, Significant Wetlands South and East of the Canadian Shield, Urban Natural Features, and Major Open Space. A similar interest may apply to any lands along waterways in a Village or Urban Area.
 - a. The City will consider methods other than acquisition to meet its objectives for the preservation of lands with greenspace values, including exchanging lands of similar value, negotiating conservation easements, entering into agreements with other public bodies concerning land management or maintenance, partnering with a land trust and other methods that may be proposed from time to time;
 - b. The City may initiate the purchase of lands in any of the above-noted designations where acquisition of the land is critical to the achievement of its objectives;
 - c. Where land that is designated Natural Environment Area or Urban Natural Feature is in private ownership, the City will acquire the land at the request of the landowner;
 - d. Where land that is designated Major Open Space is not otherwise identified as flood plain or steep or unstable slopes, the City will acquire the land at the request of the landowner;
 - e. When acquiring these lands:
 - i. The City will negotiate a purchase price based on an independent market value appraisal, but, if after six months, an agreement has not been reached, the City will offer to acquire the lands under Section 30 of the Expropriations Act and compensation may be determined in accordance with the provisions of the Act; or
 - ii. At the request of the landowner, the City will acquire the property through expropriation in accordance with the *Expropriations Act*.
 - iii. Improvements will not be acquired unless requested by the landowner,
 - iv. The acquisition may be limited to a part of a property, provided that the size of the part not acquired satisfies the requirements of this Plan; [OMB decision #952, March 30, 2006]
 - f. Where land in a Natural Environment Area, Urban Natural Feature, or Major Open Space designation is in the ownership of a public body or agency, such as the National Capital Commission or a Conservation Authority, and where this property is not required to achieve their interests as expressed in their plans, and where this public body seeks to have the City acquire these lands, the City will proceed in accordance with policies c) and d) above. [OMB decision #952, March 30, 2006; under appeal]
6. When the City receives an application for a zoning by-law amendment to permit development on lands that are in private ownership and where the land is currently zoned in an open space or leisure zone, the City will consider the need to acquire the land to secure its greenspace interests. [OMB decision #952, March 30, 2006]

Site Plan Control Area

7. The entire City of Ottawa is a Site Plan Control Area. However, in order to avoid undue restrictions, certain classes of development will be exempted from Site Plan Control, as defined through the Site Plan Control By-law. The City may request elevation drawings and other design-oriented studies for development applications within the urban area and Villages. The City will require the fulfilment of conditions and agreements respecting road widening, landscaping, parking and loading areas, pedestrian walkways, sewer and water easements, fire routes and other design elements.

8. In order to ensure that the design provisions of this Plan are addressed, building elevations provided to the City in support of applications submitted for approval under the provisions for Site Plan Control in the *Planning Act* may be required to show exterior architectural details and design features. Drawings and elevations will be of sufficient scope, quality, clarity and detail to ascertain detailed design, materials, and finishes and the treatment of the public realm. Drawings and elevations will serve to illustrate matters of compatibility with adjacent buildings or sensitivity to local area place, context and setting, to address the relationship between buildings and between buildings and the street, to incorporate sustainable design features, and to illustrate scale, transitions in form, massing, character and materials. To this end, submissions may need to include indication of any or all of the following:
 - a. Treatment of the public realm;
 - b. Views of the entire block, so that proposed buildings may be seen in their context;
 - c. Finish, texture, materials, patterns and colours of all building exteriors, including roofs;
 - d. Location, size, colour, and type of all building exterior signage and lighting;
 - e. Number, placement, type and finishing of all exterior doors and windows;
 - f. Finish, texture, materials patterns and colours of functional elements attached to or forming part of the exterior of buildings such as entrance elements, walls, stairs, gates, railings, balconies, planters, awnings, alcoves, canopies, bays, seating, parking decks and ramps;
 - g. Any sustainable design features to be incorporated, such as green roofs or walls, sun traps, reflective or permeable surfaces;
 - h. Placement, finish, colour, size of any exterior mechanical systems such as heating and air conditioning, electronic transmission / receiving devices, and all above ground utilities (whether stand-alone or attached to the building) including any screening materials associated with the foregoing;
 - i. Integration of elements such as mechanical equipment, elevator machine rooms, communication devices and visible temporary devices (window washing equipment), together with any building parapet that constitute the roofscape design;
 - j. Incorporation of adequate guarantees to maintain the original architectural and design quality as approved and to ensure that inferior details and materials are not substituted at a later date.
 - k. The Site Plan By-law will be amended accordingly.
9. In addition to the provisions of policy 3 above, the City may require the submission of drawings, elevations, and/or 3-D plans for the approval of high-rise buildings that will be of appropriate scope, quality, clarity and detail to assess:
 - a. Architectural quality;
 - b. Effect on the immediate and wider context;
 - c. Appearance of the building from significant near, middle and distant views, including the public realm and streets around the base of the building;
 - d. 360 degree views within the context of proposed and approved projects, where known, as well as the existing situation;
 - e. Appearance of the building in a range of weather and light conditions including night-time views;
 - f. Visual and microclimatic impacts (shadowing and wind);
 - g. The effect on the skyline of the design of the top of the building.
10. Notwithstanding the provisions of policy 7 above to the contrary, The Site Plan Control By-law may require elevation drawings and other design-oriented studies for development on any land that abuts the Rideau River and Rideau Canal UNESCO World Heritage Site, including development for residential purposes that involves one or more dwellings.

Increase in Height and Density By-law

11. Pursuant to Section 37 of the *Planning Act*, the City may authorize increases in the height and density of development above the levels otherwise permitted by the zoning by-law. Public consultation will be included in the development and approval of such a by-law. Limited increases will be permitted in

return for the provision of such facilities, services or matters as are set out in the by-law. Such provisions that may be authorized include, but are not limited to:

- a. Public cultural facilities;
- b. Building design and public art;
- c. Conservation of heritage resources;
- d. Conservation/replacement of rental housing;
- e. Provision of new affordable housing units; land for affordable housing, or, at the discretion of the owner, cash-in-lieu of affordable housing units or land; [Amendment 10, August 25, 2004]
- f. Child care facilities;
- g. Improvements to rapid-transit stations;
- h. Other local improvements identified in community design plans, community improvement plans, capital budgets, or other implementation plans or studies;
- i. Artist live-work studios.
- j. Energy conservation and environmental performance measures
- k. Conservation of existing greenspace or the creation of new greenspace.

Holding Zones

12. The City may utilize a holding symbol (H), in conjunction with any use designation in the zoning by-law to specify the use to which lands shall be put to in the future, but which are now considered premature or inappropriate for immediate development.

Temporary Use Zones

13. The City, in a zoning by-law, may authorize the temporary use of lands, buildings or structures for any purpose set out therein that is otherwise prohibited by the comprehensive zoning by-law. A by-law authorizing a temporary use shall prescribe a period of time for the temporary use, which shall not exceed ten years for a garden suite, and shall not exceed three years for all other uses. Council may grant further periods of not more than three years. [OMB decision #2649, September 21, 2006]

5.2.2 – Amendments to the Official Plan

Policies

1. When considering amendments to this Plan, the City will have regard to, among other things, the following criteria:
 - a. The impact of the proposed change on the achievement of the policies expressed in this Plan;
 - b. The effect of the proposed change on neighbouring communities;
 - c. The effect of the proposed change on the need for water, wastewater and transportation services.
2. When considering amendments that affect the use of specific site or sites, the City will also consider whether there is a need to add the site or sites to the lands already designated for the proposed use.

5.2.3 – Public Notification

The *Planning Act* contains provisions that allow municipalities to provide notice of the required public meetings for official plan and zoning by-law amendments and Community Improvement Plans in a different manner than those prescribed in the Act and its regulations, provided that an alternative method is spelled out in the municipality's official plan. [Amendment 40, April 26, 2006]

The City will use these provisions so as to ensure that notification and consultation regarding these types of amendments and plans occurs early in the review process, rather than relying only on the notice of the public meeting. This notification and consultation, well in advance of the required public meeting, will provide the public and public bodies with sufficient mechanisms and time to provide input and allow opportunities for issue resolution well before decisions are made by City Council. Notification and consultation will be provided in a bilingual environment in a cost-efficient, consistent and effective manner. [Amendment 40, April 26, 2006]

Policies**Notification and Consultation**

1. The measures for informing and obtaining the views of the public and public bodies on proposed official plan and zoning by-law amendments and Community Improvement Plans will be as follows:
 - a. A bilingual sign will be posted on the affected site and a notice will be sent to community organizations in the affected area as well as those public bodies that are considered to have an interest in the proposed amendment; or
 - b. If the proposed amendment or plan affects a large area or the posting of an on-site notice is, for whatever reason, not appropriate, notification in both official languages will either be given directly to targeted stakeholders or published in a city newspaper. [Amendment 40, April 26, 2006]

Notice of the Public Meeting

2. Notice of the public meeting at a Committee of Council will be:
 - a. Published in one English-language and one French-language daily newspaper having general circulation in the city, a minimum of five calendar days before the scheduled public meeting;
 - b. Sent to individuals and public bodies who provided written comments or requested notice of the public meeting, at least ten calendar days before the meeting by prepaid first class mail, facsimile or electronic-mail.

5.2.4 – Committee of Adjustment**Policy**

1. The Committee of Adjustment will have regard to the policies of the Plan in its decisions on applications for consents, non-conforming uses, and relief from the provisions of the zoning by-law implementing this Plan.

5.2.5 – Community Improvement

[Amendment 40, April 26, 2006]

The Community Improvement provisions of the *Planning Act* allow municipalities to prepare Community Improvement Plans for designated Community Improvement Project Areas that require community improvement as the result of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. Once a Community Improvement Plan has been adopted by a municipality, approved by the Province, and is in effect, the municipality may offer incentives to encourage private sector investment. The municipality may also undertake a wide range of actions for the purpose of carrying out the community improvement plan.

Policies**General**

1. The City will maintain and promote an attractive and safe living and working environment through community improvement. To this end, community improvement will be accomplished through the:
 - a. Designation by by-law of Community Improvement Project Area(s), the boundary of which may be part or all of the urban area of the City of Ottawa, and/or part or all of one or more Villages as defined in this Plan, and as amended from time to time;
 - b. Preparation, adoption and implementation of a Community Improvement Plan(s) within a designated Community Improvement Project Area(s), pursuant to the *Planning Act* and the community improvement policies set out in this Plan;

- c. Ongoing maintenance, rehabilitation, redevelopment and upgrading of areas characterized by deficient/obsolete/deteriorated buildings, deficient municipal recreational or hard services, and social, community, or economic instability; and,
- d. Establishment of programs to facilitate municipal and private sector rehabilitation and redevelopment that addresses identified economic development, land development, environmental, energy efficiency, housing, and/or social development issues/needs.

Community Improvement Project Areas

2. The designation of Community Improvement Project Areas shall be based on one or more of the following conditions being present:
 - a. Known or perceived environmental contamination;
 - b. Vacant lots and underutilized properties and buildings which have potential for infill, redevelopment or expansion to better utilize the land base or the public infrastructure;
 - c. Other barriers to the repair, rehabilitation or redevelopment of underutilized land and/or buildings;
 - d. Buildings, building facades, and/or property, including buildings, structures and lands of heritage and/or architectural significance, in need of preservation, restoration, repair, rehabilitation, energy efficiency or renewable energy improvements, or redevelopment;
 - e. Absence of an adequate mix of uses;
 - f. Deficiencies in physical infrastructure including but not limited to the sanitary sewer system, storm sewer system, and/or watermain system, streetscapes and/or street lighting, municipal parking facilities, sidewalks, curbs, or road state of repair;
 - g. Poor overall visual quality, including but not limited to, streetscapes and urban design and/or overhead wiring;
 - h. A concentration of obsolete or aging low-density land uses, vacant lots, surface parking lots and/or abandoned buildings;
 - i. High commercial vacancy rates;
 - j. Deficiencies in community and social services including but not limited to public open space, parks, indoor/outdoor recreational facilities, and public social facilities and support services;
 - k. Opportunities to improve the mix of housing types;
 - l. High commercial vacancy rates;
 - m. Any other environmental, energy efficiency, social or community economic development reasons.
3. Priority for the designation of Community Improvement Project Areas and the preparation and adoption of Community Improvement Plans shall be given to those areas:
 - a. Targeted for growth and intensification in Section 2.2.3 Managing Growth Within the Urban Area, in particular, the Central Area, Traditional and Arterial Mainstreets, Mixed-Use Centres and the vicinity (within 600 metres) of existing or planned rapid transit stations; and/or
 - b. Where the greatest number of conditions (as established in Policy 2) are present; and/or,
 - c. Where one or more of the conditions (as established in policy 2) is particularly acute; and/or,
 - d. Where one or more of the conditions (as established in policy 2) exists across the urban area of the city.

Community Improvement Plans

4. Community Improvement Plans may be prepared and adopted to:
 - a. Facilitate the renovation, repair, rehabilitation, remediation, redevelopment or other improvement of lands and/or buildings;
 - b. Facilitate the preservation, restoration, adaptive reuse and improvement of buildings with historical, architectural or other heritage significance;
 - c. Facilitate the development of mixed-use buildings, or the introduction of a wider mix of uses in areas that are deficient in mixed uses;
 - d. Facilitate the restoration, maintenance, improvement and protection of natural habitat, parks, open space and recreational amenities;
 - e. Facilitate residential and other types of infill and intensification;

- f. Facilitate the construction of a range of housing types and the construction of affordable housing;
 - g. Upgrade and improve municipal services and public utilities such as sanitary sewers, storm sewers, watermains, roads and sidewalks;
 - h. Improve pedestrian and bicycle circulation;
 - i. Facilitate public transit supportive land uses and improve the quality of, and accessibility to, transit facilities;
 - j. Contribute to the ongoing viability and revitalization of the Central Area, Mainstreets, and other areas that may require community improvement;
 - k. Improve environmental and energy consumption conditions;
 - l. Improve social conditions and support services;
 - m. Promote cultural development;
 - n. Facilitate and promote community economic development; and,
 - o. Improve community quality, safety and stability.
5. During the preparation of a Community Improvement Plan and any subsequent amendments, the public will be informed and public input will be obtained in keeping with the policies for Public Notification contained in this Plan.

Implementation

6. In order to implement a Community Improvement Plan in effect within a designated Community Improvement Project Area, the City of Ottawa may undertake a range of actions as described in the Community Improvement Plan, including:
- a. The municipal acquisition of land and/or buildings within the Community Improvement Project Areas where a Community Improvement Plan has been adopted, approved and is in effect, and the subsequent:
 - i. Clearance, grading, or environmental remediation of these properties,
 - ii. Repair, rehabilitation, construction or improvement of these properties,
 - iii. Sale, lease, or other disposition of these properties to any person or governmental authority,
 - iv. Other preparation of land or buildings for community improvement.
 - b. Provision of public funds such as grants, loans and other financial instruments;
 - c. Application for financial assistance from senior level government programs;
 - d. Participation in senior level government programs that provide assistance to private landowners for the purposes of community improvement;
 - e. Provision of information on municipal initiatives, financial assistance programs, and other government assistance programs;
 - f. Support of heritage conservation through the *Ontario Heritage Act*.
7. All developments participating in programs and activities contained within Community Improvement Plans shall conform with the policies contained in this Plan, applicable community design plans, the zoning by-law, maintenance and occupancy by-laws, and all other related municipal policies and by-laws.
8. The City shall be satisfied that its participation in community improvement activities will be within the financial capabilities of the City.

5.2.6 – Design Review and Approval

[Amendment 17, November 24, 2004]

Policy

1. Those areas identified on Schedule L are designated design control areas wherein all roads are designated as design control highways.
2. A Design Review Panel shall be established under the provisions of a by-law enacted pursuant to the former City of Ottawa Act RSO 1959 and the Panel shall apply the provisions of this by-law to buildings and structures, any part of which fronts onto a design control highway. No new

development or alteration/addition to existing development shall be constructed without first having obtained:

- a. Acceptance of the design drawings for the development from the Design Review Panel; and
 - b. Approval of the accepted design drawings from the approval authority set out in the by-law.
3. The Design Review Panel in its review of development proposals and prior to giving its acceptance to the design for developments subject to design review and approval shall ensure that the development is consistent with the urban design framework established by any area design strategies approved by Council and shall ensure that all relevant policies and objectives included in this Plan that deal with design matters have been addressed.
 4. The Design Review Panel shall be constituted and shall conduct itself in accordance with Terms of Reference approved by City Council.
 5. Extension to other areas of the city of design review and approval shall be undertaken through amendment to Schedule L to include any other areas where design review and approval shall apply as design control areas wherein all highways are designated design control highways. [Amendment 17, November 24, 2004]

5.3 – Other Implementation Policies

The following implementation policies describe other situations that may affect development.

Policies

Property Standards

1. All properties and buildings in the City of Ottawa will be kept in a state of good repair and safe for occupancy and use. The safety and maintenance of all properties and buildings in the City will be protected through the enactment of property standards by-laws under the Building Code Act.

Dwellings on existing lots

2. Irrespective of any other policy in this Plan, an individual has a right to develop a single-detached dwelling on a lot of record fronting on a public road that is maintained year round, if the lot was created under the *Planning Act* prior to the date of adoption of this Plan, if the zoning permits the use and if the use can meet all the requirements for private or central servicing.

Boundary Adjustments

3. ~~[Former Section 3.7.3 policy 9 modified]~~ The City will permit lot adjustments in any land-use designation for legal or technical reasons. For the purposes of this section, legal or technical reasons include severances for purposes such as easements, corrections of deeds, quit claims and minor boundary adjustments, which do not result in the creation of a new lot or render an existing lot as non-conforming. ~~Subject to proper planning considerations, minor boundary adjustments may occur between farms, between a farm and a non-farm lot, or between two non-farm lots.~~

Surplus Dwellings

4. In all designations but Agricultural Resource, where at least two detached residential dwellings existed on a property prior to adoption of this Plan, one surplus dwelling may be severed on a new lot provided that all other relevant policies of this Plan are respected. Both dwellings must be occupied on an on-going basis for the use of this provision. [Amendment #58, December 07, 2007]

Cost Sharing Agreements

5. Subject to City Council approval, the City may consider the use of private agreements among landowners to cost-share roads, piped services, and other infrastructure identified in community design plans or comprehensive servicing studies approved by Council. Such agreements are initiated by landowners within a defined area and provide for the fair sharing of infrastructure costs among the benefiting parties, to complement or replace the provisions of a Development Charges By-

law. Where such agreements are in place, the City will require evidence of paid-up membership in the agreement as a condition of approval for plans of subdivision and condominium, site plan or severance applications. [Amendment 13, September 8, 2004]

6. Landowners within Area 1 (Kanata West) shown on Annex 5 Urban - Areas Subject to a Community Design or Policy Plan approved by Ottawa City Council - shall enter into private agreements to share the costs of the major infrastructure projects and associated studies and plans (including but not limited to Infrastructure Planning, Environmental Assessments and Restoration Plans) required for the development of Kanata West, and the costs shall be distributed fairly among the benefiting landowners. Each agreement shall contain a financial schedule describing the estimated costs of the major infrastructure projects and associated studies and plans, as well as the proportionate share of the costs for each landowner. The City shall include a condition of approval for all plan of subdivision and condominium, site plan and severance applications in Kanata West requiring notification from the Trustee of the Kanata West Owners Group Inc. that the owner is party to the agreements and has paid its share of any costs pursuant to the agreements. [Amendment 39, April 12, 2006]

5.4 – Interpretation

The following policies provide guidance for the understanding and interpretation of the text, maps, schedules, figures and images of the Plan.

Policies

1. The Plan should be read as a whole to understand its comprehensive and integrative intent as a policy framework for priority-setting and decision-making.
2. Sections 1 to 5, Schedules A to K, Annex 1 and Annexes 6A to 6D and Volume 2 constitute the Official Plan. Both the numbered policies and the preambles are policy. All other text and maps are provided for information only and are not part of this Plan. [Ministerial Modification 52, November 10, 2003] [OMB decision #437, March 1, 2005]
3. Illustrations, sidebars and photos are included for the purpose of illustration only and are not part of the Plan.
4. Where the Plan refers to studies, guidelines, and other policy documents, such as watershed plans, the Transportation Master Plan, community design plans or arterial road design guidelines, such policy documents are not part of the Plan unless the Plan has been specifically amended to include the document in whole or in part. These documents express Council's policy and may be used to guide Council decisions on development applications, public works, and other matters and do not have the status of policies in this Plan adopted under the *Planning Act*. [OMB decision #437, March 1, 2005]
5. The boundary of the urban area is defined on Schedule A of this Plan. The boundaries of the Greenbelt are defined on Schedule B. The boundary of the Central Area is defined on Schedule B. These boundaries may only be changed through an amendment to this Plan.
6. Boundaries of land-use designations in this Plan are identified on the schedules to this Plan. The boundaries of these policy areas are approximate and, unless otherwise noted, will be considered as general except where they coincide with major roads, railways, hydro transmission lines, rivers and other clearly recognizable physical features. Major roads are defined as Provincial highways, city freeways and arterial roads. When other sources of information have been used to establish boundaries of designations, these will be clearly stated within the policies associated with that designation. Unless otherwise stated in the policies, when the general intent of the Plan is maintained, minor adjustments to boundaries will not require amendment to this Plan.
7. The implementation of this Plan will take place over time and the use of the word "will" to indicate a commitment to action on the part of the City should not be construed as a commitment to proceed with all of these undertakings immediately. These commitments will be undertaken in a phased manner, as determined by City Council, and subject to budgeting and program availability.

8. The indication of any proposed roads, bridges, parks, municipal services or infrastructure in policy text or on Plan schedules, including secondary plan maps or schedules, will not be interpreted as a commitment by the City to provide such services within a specific timeframe. Minor adjustments to the location of these facilities do not require an amendment to the Plan provided they are consistent with the objectives and policy directions of the Plan.
9. The indication of any proposed roads, bridges, parks, services or infrastructure in policy text or on Plan maps or schedules, including secondary plan maps or schedules, will not be interpreted as necessarily being specifically or solely the responsibility of the City to provide, finance or otherwise implement.
10. Technical revisions to the Official Plan are permitted without amending the Official Plan provided they do not change the intent of the Plan. Technical revisions include:
 - a. Changing the numbering, cross-referencing and arrangement of the text, tables, schedules and maps;
 - b. Altering punctuation or language for consistency
 - c. Correcting grammatical, dimensional and boundary, mathematical or typographical errors,
 - d. Inserting historical footnotes or similar annotations;
 - e. Changing the number and arrangement of the text, tables, schedules and maps.
11. Where reference is made in the Official Plan to documents that rest outside the Plan, such as provincial or federal Acts or other legislation, or to other documents that are not part of the Plan, it is understood that it is the latest approved version of the document that is being referenced, unless otherwise specified.

5.5 – Monitoring and Measuring Performance

The Ottawa 20/20 initiative is based on the implementation of five major growth management plans (see Section 1). Implementation of these plans can be strengthened through an integrated program of monitoring and reporting on performance through an annual Report Card. The Report Card will be based on a set of indicators that best reflect our successes and failures. With regard to the Official Plan, implementation success is dependent upon whether:

- The assumptions underpinning the Plan continue to be valid;
- Policy priorities remain constant or undergo significant change;
- The policies contained in the Plan are being carried out;
- The policies being carried out are having the desired outcomes.

These four success factors provide a convenient framework for selecting and organizing monitoring indicators. However, it is not the intent to establish a complex monitoring program within the Official Plan itself. Many of the specific targets are housed in supporting plans and documents and monitoring of the Official Plan policies will be co-ordinated with monitoring of other plans.

Monitoring of indicators over time will allow us to respond to changing circumstances and continuously improve on the effectiveness of the Official Plan. Quantitative targets will be adopted for those indicators that lend themselves to such treatment. However, the evaluation of trends, outcomes, and changing community values is a very complex, interwoven science. To fully understand these indicators, and their implications for policy, requires on-going research, monitoring and evaluation in each and every discipline.

Policy

1. The City will implement an official plan monitoring program consisting of targets, indicators, surveys and research to assess changing conditions and performance on matters related to the Official Plan.

5.6 – Summary of Studies Referred to in the Official Plan

The following studies have been referred to in this Plan as work that will enhance or complement policies. The completion of some of these may result in amendments to the Plan.

Section and Study	Section of Plan	Expected Completion Date
Five-Year Comprehensive Review of Land	2.2.1	Every five years
Transportation Master Plan	2.3.1	June 2003
Pedestrian Plan	2.3.1	December 2004
Cycling Plan	2.3.1	December 2004
Parking Management Strategy	2.3.1	2006
Infrastructure Master Plan	2.3.2	June 2003
Groundwater Management Strategy	2.4.4	2004
Forest Strategy	2.4.5	2007 [Amendment 45, September 27, 2006; in appeal period]
Municipal Housing Statement	2.5.2	February 2004
Inventory of Cultural Landscapes	2.5.5	2005
Design Strategy for Ottawa including Design Guidelines for Infill and Intensification	2.5.6	December 2003
Downtown Urban Design Strategy	3.6.6	December 2003
Central Area Leisure Resource Needs and Opportunities	3.6.6	Before the five-year review of the Plan
Central Area Transportation Strategy	3.6.6	Before the five-year review of the Plan
Guidelines for Scenic Entry Routes	4.6.4	2004
Wellhead Protection Study	4.8.2	December 2003