



Council Report

For the meeting of February 23, 2017

To: Council
Chris Coates, City Clerk
From: Susanne Thompson Director of Finance
Date: February 17, 2017
Subject: Development Cost Charges Bylaw No. 17-020
Development Cost Charges Review Policy

RECOMMENDATION

That Council:

1. Give three reading to Development Cost Charges Bylaw No. 17-020 and submit to the Inspector of Municipalities for approval.
2. That Council Adopt the Development Cost Charges Review Policy.

EXECUTIVE SUMMARY

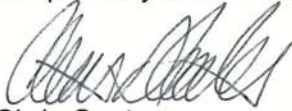
At the February 16, 2017 Committee of the Whole meeting, a motion was passed to bring forward a bylaw to implement the new development cost charges for the city to the February 23, 2017 Council meeting, as well as direction to staff to bring forward a policy to establish a review of project costs for development cost charges on an annual basis.

Attached for Council's consideration is both the Bylaw, as Appendix A, as well as the proposed Policy, as Appendix B. A detailed analysis of, and justification for the development cost charges proposed to be implemented under the new bylaw, is outlined in the background report by Urban Systems attached as Appendix C. Council reviewed this report at the Committee of the Whole meeting on February 16, 2017.

The proposed Policy for Council's consideration, provides for an annual review of project costs in order to keep these estimates current to market conditions, and as well, to enable an annual update of the development cost charges should that be required. Development Cost Charges Bylaws require approval of the Inspector of Municipalities. The proposed Policy makes reference to the Community Charter *Development Cost Charge Amendment Bylaw Approval Exemption Regulation*, which is attached to the Policy for convenience. This Regulation allows bylaw amendments to the development cost charges up to the Consumer Price Index for Victoria, to occur without approval of the Inspector of Municipalities.

The Policy also establishes full review of Development Cost Charges as a best practice every five years, in order to ensure that costing, projects and related information remains current.


Respectfully submitted.


Chris Coates
City Clerk


Susanne Thompson
Director of Finance

Report accepted and recommended by the City Manager: _____

Date: _____


Feb. 17, 2017

List of Attachments:

Appendix A: Development Cost Charges Bylaw No. 17-020
Appendix B: Development Cost Charges Review Policy
Appendix C: Background report form Urban Systems

NO. 17-020

**DEVELOPMENT COST CHARGES
BYLAW**

A BYLAW OF THE CITY OF VICTORIA

The purpose of this Bylaw is

- (a) to update the Development Cost Charges Bylaw by repealing and replacing the City's Development Cost Charges Bylaw No. 06-065; and
- (b) to provide funds to assist the City to pay the capital costs of providing, constructing, altering, or expanding transportation, water, drainage, and sewage facilities, and of providing and improving parkland.

In setting the development cost charges in this Bylaw, Council has taken into consideration

- (a) future land use patterns and development, and the phasing of works and services within the City; and
- (b) whether the charges are excessive in relation to the capital cost of prevailing standards of service, will deter development or will discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land in the City.

Contents

- 1 Title
- 2 Definitions
- 3 Severability
- 4 Payment of development cost charges
- 5 Exemptions from payment
- 6 Effective Date
- 7 Repeal

Schedule A – Development Cost Charges

Under its statutory powers, including sections 558-570 of the *Local Government Act*, the Council of the City of Victoria enacts the following provisions:

Title

- 1 This Bylaw may be cited as the "Development Cost Charges Bylaw No. 17-020 "

Definitions

2 In this Bylaw, unless the context otherwise requires:

“attached dwelling” means a building that:

- (a) is used or designed as 3 or more self-contained dwelling units, and
- (b) does not contain a self-contained dwelling unit wholly or partly above another self-contained dwelling unit;

“building permit”

means a building permit, issued under the City’s Building Bylaw, authorizing the construction, alteration, or extension of a building or structure;

“commercial”

means a building or structure used or intended to be used to carry on one or more businesses,

- (a) including but not limited to, the sale or provision of goods, meals, transient accommodation, entertainment or services,
- (b) and excluding industrial, institutional, or residential uses;

“comprehensive development”

means a development that is comprised of 2 or more of the following uses: detached dwelling, two family dwelling, attached dwelling, multiple dwelling, commercial, institutional or industrial;

“detached dwelling”

means a building having independent exterior walls and containing only one self-contained dwelling unit;

“development cost charges” or “DCC”

means the applicable DCC Rates prescribed in Schedule A;

“family”

means one person or a group of persons who through marriage, blood relationship or other circumstances normally live together;

“industrial”

means a building or structure used or intended to be used for industrial uses, including but not limited to warehousing, wholesale, manufacturing, processing, assembly, testing, distribution, servicing and repairing of products or materials;

"institutional"

means a building or structure used or intended to be used for cultural, recreational, religious, social, library, school, government, hospital, nursing home, rest home, or educational purposes;

"multiple dwelling"

means a building or portion of building containing 3 or more self-contained dwelling units, one or more of which are wholly or partly above another self-contained dwelling unit;

"secondary suite"

has the same meaning as under the *British Columbia Building Code*, and does not include a strata lot;

"self-contained dwelling unit"

means a suite of rooms in a building designed for occupancy of one family, and which includes kitchen, toilet and bathroom facilities, but does not mean a secondary suite;

"total floor area"

means the total area of all floors in a building measured to the inside surface of the exterior walls, excluding areas required by the City to be provided for parking motor vehicles and storing bicycles;

"two family dwelling"

means a building comprising two self-contained dwelling units.

Severability

- 3 Each portion of this Bylaw is intended to be independent to the extent that its invalidation by a court does not affect the validity of any other portion.

Payment of development cost charges

- 4 (1) Every person who obtains:
- (a) Approval of a subdivision of a parcel of land under the *Land Title Act* or the *Strata Property Act*; or
 - (b) A building permit authorizing the construction or alteration of buildings or structures;

shall pay to the City, prior to the approval of the subdivision or the issuance of the building permit, as the case may be, the applicable development cost charges in accordance with Schedule A.

- (2) For a comprehensive development
 - (a) development cost charges must be calculated separately for each use that is part of that comprehensive development, in accordance with Schedule A, and
 - (b) the development cost charge payable equals the sum total of the development cost charges calculated for each separate use.
- (3) For a type of development not identified in this Bylaw and in Schedule A, the development cost charges for the most comparable type of development will be used to determine the amount payable.

5 Section 4 [payment of development cost charges] does not apply in any of the circumstances exempted from payment by section 561 of the *Local Government Act* or successor legislation.


6 This Bylaw comes into force and effect on adoption.

7 Bylaw No. 06-065, the Development Cost Charges Bylaw, is repealed.

CITY CLERK

Schedule A
Development Cost Charges
(All amounts in dollars)

	Transportation	Water	Drainage	Sewage	Parkland Acquisition	Parkland Development	Total Development Cost Charge		When Payable
Detached Dwelling	1,877.08	658.13	880.34	1,047.28	697.24	1,397.46	6,557.53	per lot	Subdivision Approval
Two Family Dwelling	2,281.94	1,316.25	1,760.67	2,094.55	1,394.48	2,794.93	11,642.82	per lot	Subdivision Approval
Attached Dwelling	9.69	5.03	4.07	8.00	5.33	10.68	42.80	per m ² of total floor area	Building Permit Issue
Multiple Dwelling	14.44	4.86	3.23	7.73	5.15	10.32	45.73	per m ² of total floor area	Building Permit Issue
Commercial	18.40	3.02	2.82	4.80	0.64	1.28	30.96	per m ² of total floor area	Building Permit Issue
Industrial	5.52	1.23	1.94	1.96	0.26	0.52	11.43	per m ² of total floor area	Building Permit Issue
Institutional	18.40	3.02	2.82	4.80	0.64	1.28	30.96	per m ² of total floor area	Building Permit Issue

		
		Page 1 of 1
SUBJECT: Development Cost Charges Review		
PREPARED BY: Finance		
AUTHORIZED BY: Council		
EFFECTIVE DATE:		REVISION DATE:
REVIEW FREQUENCY: Every Five Years		

A. PURPOSE

The purpose of this Policy is to establish the frequency of review for the City's Development Cost Charges.

B. OBJECTIVES

The City's Development Cost Charges Bylaw and this Policy recognize the impacts that new developments and population growth have on the City's infrastructure and it is Council's objective to ensure that there is an equitable basis on which the City levies Development Cost Charges taking into account current requirements, current estimated costs and the apportionment methodology between existing properties and newly developed properties.

C. DEVELOPMENT COST CHARGES REVIEW

1. For the first four years after bylaw adoption, Council will consider increasing the DCC rates by inflation as is allowed under *Community Charter* Development Cost Charge Amendment Bylaw Approval Exemption Regulation. (Current Regulation is attached as Schedule A.
2. The City shall undertake an annual review of the Development Cost Charges Project Costs and bring forward for Council's consideration, an Annual Update Report to review and revise if necessary, the Development Cost Charges levied by the City.
3. In the annual review of project costs staff will consider whether changing circumstances warrant a further review of development cost charges resulting from emerging projects or City master plan development or updates and will include recommendations.
4. The City will undertake a full review of all Development Cost Charges, Projects and Plans every five years.

D. POLICY REVIEW

This Policy shall be reviewed every five years.

DEVELOPMENT COST CHARGE AMENDMENT BYLAW APPROVAL EXEMPTION REGULATION

[deposited June 4, 2010]

Definitions

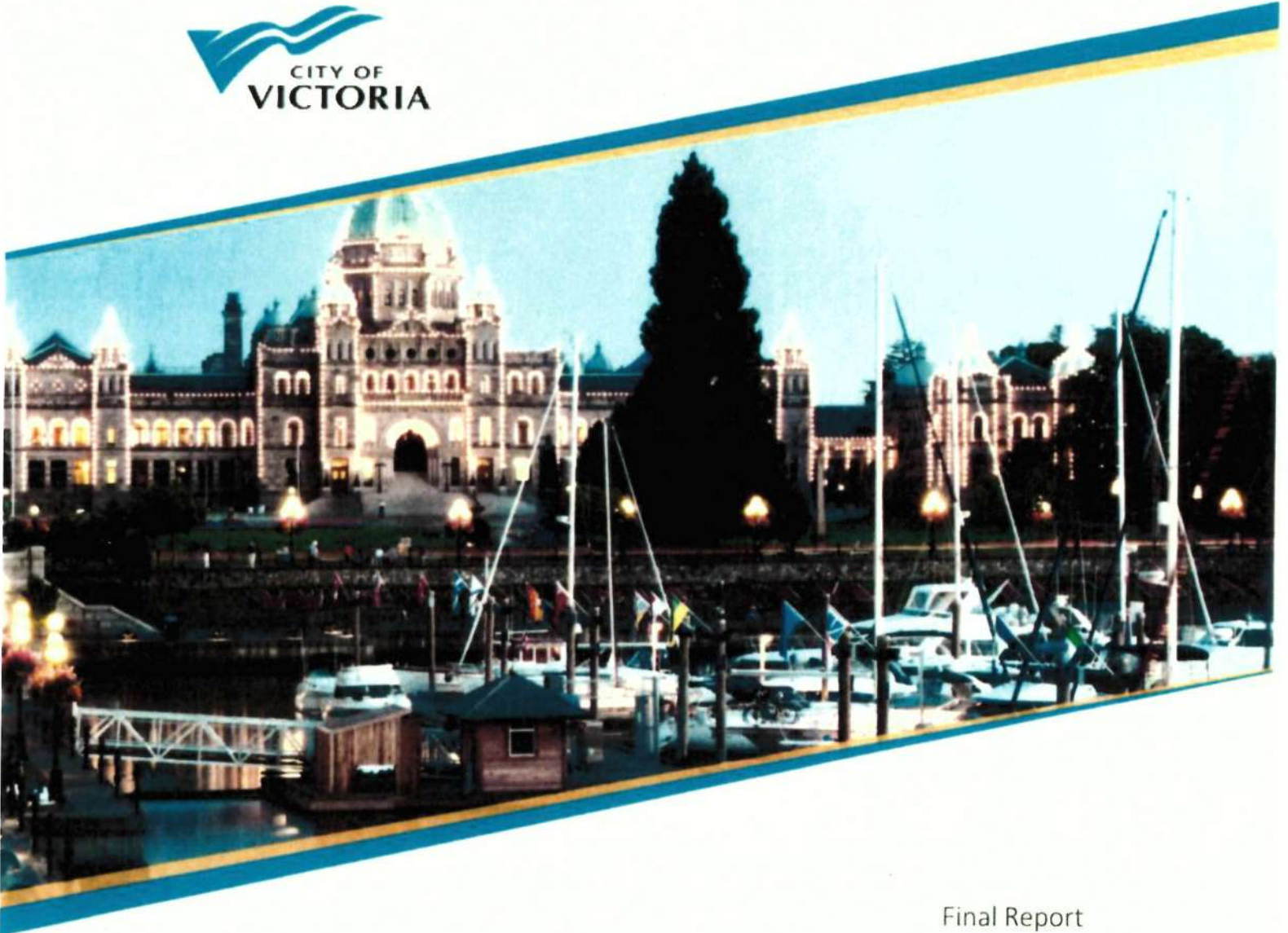
1. In this regulation:
 - "British Columbia consumer price index"** means the annual average All-items Consumer Price Index for British Columbia, as published by Statistics Canada under the authority of the *Statistics Act* (Canada) for the previous calendar year;
 - "development cost charge amendment bylaw"** means a bylaw that changes the amount of a development cost charge specified in a development cost charge bylaw;
 - "Vancouver consumer price index"** means the annual average Consumer Price Index for Vancouver, as published by Statistics Canada under the authority of the *Statistics Act* (Canada) for the previous calendar year;
 - "Victoria consumer price index"** means the annual average Consumer Price Index for Victoria, as published by Statistics Canada under the authority of the *Statistics Act* (Canada) for the previous calendar year.

Exemption – approval of development cost charge bylaws

2. (1) Subject to subsections (2) and (3), a development cost charge amendment bylaw is exempt from the approval requirement in section 937 [*adoption procedures for development cost charge bylaw*] of the *Local Government Act* if
 - (a) the bylaw changes the amount of one or more development cost charges once in a 12 month period after the date of the adoption of the bylaw, and
 - (b) the change in the amount of the development cost charge does not exceed
 - (i) in respect of a municipality in the Greater Vancouver Regional District or Fraser Valley Regional District, the percentage change in the Vancouver consumer price index,
 - (ii) in respect of a municipality in the Capital Regional District, the percentage change in the Victoria consumer price index, or
 - (iii) in respect of a municipality located anywhere else in British Columbia, the percentage change in the British Columbia consumer price index.
- (2) A local government may make use of an exemption under subsection (1) once each year for up to 4 years from
 - (a) the date of the adoption of a development cost charge bylaw approved by the inspector, or
 - (b) the date of the adoption of a bylaw approved by the inspector that amends a development cost charge bylaw.
- (3) A copy of a development cost charge amendment bylaw under subsection (1) must be filed as soon as is reasonable with the inspector after the bylaw has been adopted.

[Provisions of the *Community Charter*, SBC 2003, c. 26, relevant to the enactment of this regulation: section 280 (2) and (3)]

prepared for



Final Report

2016 DCC Update

January 30th, 2017

URBAN
systems

Submitted to

City of Victoria

Attention

Susanne Thompson

Director of Finance

1 Centennial Square

Victoria, BC V8W 1P6

Submitted by

Urban Systems

550 - 1090 Homer Street

Vancouver, BC V6B2W9

T: 250.220.7060

January 30th, 2017

USL File:1328.0034.01

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
PART 1. BACKGROUND.....	1
PART 2. DCC KEY ELEMENTS	2
PART 3. GROWTH PROJECTIONS AND EQUIVALENCIES	3
3.1 Residential Growth Projections	3
3.2 Commercial, Industrial and Institutional Growth Projections	3
3.3 Changes in Growth from Previous Update	4
3.4 Equivalencies	4
PART 4. DCC PROJECTS AND COSTS	6
4.1 DCC Costs	6
4.2 Interest on Long-term Debt	6
4.3 DCC Projects	6
4.4 Changes in Program from Previous Update	7
PART 5. DCC RATES	9
PART 6. STAKEHOLDER CONSULTATION.....	11
PART 7. DCC IMPLEMENTATION.....	12
7.1 Bylaw Exemptions	12
7.2 DCC Waivers and Reductions	12
7.3 Collection of Charges – Building Permit and Subdivision.....	12
7.4 Collection of DCCs on Redeveloped or Expanded Developments.....	13
7.5 In-Stream Applications.....	13
7.6 Rebates and Credits	13
7.7 DCC Monitoring and Accounting.....	14
7.8 DCC Reviews.....	14

TABLES

Table ES 1 DCC Rates	1
Table 1 DCC Key Elements	2
Table 2 Distribution of Population Growth by Dwelling Type (to 2036).....	3
Table 3 Non-Residential Growth Projections	4
Table 4 Equivalencies	4
Table 5 DCC Program Overview and Capital Costs	6
Table 6 DCC Rate Comparison.....	9
Table 7 Proposed DCC Rates.....	10

APPENDICES

- Appendix A DCC Program and Calculations
- Appendix B Public Consultation Materials
- Appendix C Existing City of Victoria Development Cost Charge Bylaw No. 06-065 and Amendment Bylaw No. 1

EXECUTIVE SUMMARY

The City of Victoria felt it was time to undertake a major update of its Development Cost Charge Bylaw as the last update was conducted in 2007. Since then, costs have risen sharply for construction and land acquisition, new information has become available on anticipated growth and related infrastructure/parks needs, and Provincial legislation has been amended to allow waivers/reductions of DCCs.

Through this DCC Bylaw update, all project costs and growth estimates were reviewed and updated. DCC eligible projects for transportation, water and drainage were identified through reference to recent infrastructure planning documents. Sanitary and parks projects were identified based on the previous DCC program (2007); these programs were reviewed in detail to update costs and remove completed projects. Master plans will be completed for sanitary and parks at a later date and this new information will need to be incorporated into future DCC updates.

Updated Development Cost Charge rates for the City of Victoria as determined by this update are provided in Table ES 1.

Table ES 1
DCC Rates

	Transportation	Drainage	Sanitary	Water	Park Acquisition	Park Development	Total Development Cost Charge	
Detached Dwelling	\$1,877.08	\$880.34	\$1,047.28	\$658.13	\$697.24	\$1,397.46	\$6,557.53	per lot
Two Family Dwelling	\$2,281.94	\$1,760.67	\$2,094.55	\$1,316.25	\$1,394.48	\$2,794.93	\$11,642.82	per lot
Attached Dwelling	\$9.69	\$4.07	\$8.00	\$5.03	\$5.33	\$10.68	\$42.80	per m ² of total floor area
Multiple Dwelling	\$14.44	\$3.23	\$7.73	\$4.86	\$5.15	\$10.32	\$45.73	per m ² of total floor area
Commercial	\$18.40	\$2.82	\$4.80	\$3.02	\$0.64	\$1.28	\$30.96	per m ² of total floor area
Industrial	\$5.52	\$1.94	\$1.96	\$1.23	\$0.26	\$0.52	\$11.43	per m ² of total floor area
Institutional	\$18.40	\$2.82	\$4.80	\$3.02	\$0.64	\$1.28	\$30.96	per m ² of total floor area

PART 1. BACKGROUND

The City of Victoria felt it was time to complete a major update to its Development Cost Charge Bylaw given that:

- The last major update was completed in 2007
- Construction and land acquisition costs have risen substantially
- The City now has better information on growth and related infrastructure needs
- Changes to Provincial legislation now provide municipalities with new abilities to waive/reduce DCCs

This DCC update involved:

- Review and update of growth projections
- Review and update of eligible projects and costs
- Review of allowable waivers/reductions
- Consultation with stakeholders and the public

This DCC program was developed to be consistent with the following legislation, plans, and policy guides:

- Local Government Act
- Development Cost Charges Best Practices Guide
- City of Victoria Official Community Plan, 2012 as amended 2016
- City of Victoria Strategic Plan 2015 – 2018 as amended 2016
- City of Victoria Zoning Bylaw No. 80-159, 1981 as amended
- City of Victoria Five Year Financial Plan

It should be noted that the material provided in the background report is meant for information only. Reference should be made to Bylaw No. xxxx for the specific DCC rate.

PART 2. DCC KEY ELEMENTS

The Development Cost Charge Best Practice Guide (prepared by the Ministry of Community, Sport and Cultural Development) stipulates key elements that should be considered when determining DCC rates. Table 1 outlines the key elements, decisions and supporting rationale used in this update. The table also indicates whether the proposed approach aligns with the Best Practice Guide.

Table 1
DCC Key Elements

Key Element	Proposed DCC Update	Rationale	Aligns with Best Practices Guide?
Time Frame	20 Years	<ul style="list-style-type: none"> Aligns with OCP and capital planning time frames 	✓
City-wide or area-specific charge	City-wide	<ul style="list-style-type: none"> All DCC projects are components of city-wide infrastructure/parks systems and therefore provide a city-wide benefit 	✓
Grant Assistance	None	<ul style="list-style-type: none"> No identified DCC projects require grant funding 	✓
Developer Contribution	None	<ul style="list-style-type: none"> No identified DCC projects include a developer contribution 	✓
Interim Financing	None	<ul style="list-style-type: none"> No financing is included on any DCC projects 	✓
Benefit Allocation	6.4-100%	<ul style="list-style-type: none"> Majority of projects at 16% allocation to reflect estimated population growth Projects that provide exclusive benefit to new development at 100% 	✓
Municipal Assist Factor	All infrastructure types – 1%	<ul style="list-style-type: none"> Victoria is contributing the minimum allowable assist factor to ensure the long- term financial sustainability of the City 	✓
Units of charge	Per lot and per square metre of total floor area	<ul style="list-style-type: none"> <i>Per lot</i> for detached and two family dwelling as complete information is available at subdivision approval <i>Per square metre of total floor area</i> for attached and multiple dwelling uses and industrial/commercial/institutional uses as impact on infrastructure is expected to correlate with floor space 	✓

PART 3. GROWTH PROJECTIONS AND EQUIVALENCIES

3.1 Residential Growth Projections

The projected growth shown in Table 2 is based on growth estimates contained in Urban Futures' report: Managing Growth and Change (2009). These growth estimates were used as the basis of the 2012 OCP. The City has been tracking development against the OCP projections and are seeing growth as expected.

The City of Victoria provided the breakdown of anticipated growth by dwelling type based on recent trends. The anticipated growth amounts to roughly 500 new units each year, which is comparable to, though slightly less aggressive than what Victoria has been recently experiencing (659 new units/year). Though growth is expected to be strong in Victoria over the next 20 years, it is not expected to maintain the recent pace of development.

For the purpose of calculating accurate DCC rates for attached dwelling and multiple dwelling land uses, rates were calculated on a per unit basis and then an average unit size was used to generate rates per sq.m.

Table 2
Distribution of Population Growth by Dwelling Type (to 2036)

Dwelling Type	New Units	Persons per Unit	New Population
Detached Dwelling	335	2.4	804
Two Family Dwelling	126	2.4	602
Attached Dwelling (Townhouse/triplex/fourplex)	922	2.3	2,121
Multiple Dwelling (Apartment)	8,272	1.4	11,581
Total Residential Growth (to 2036)	9,655	n/a	15,108

3.2 Commercial, Industrial and Institutional Growth Projections

Estimated future growth for non-residential land uses is noted in Table 3. Commercial development potential is based on employment projections provided by Urban Futures' report: Managing Growth and Change (2009) and discussions with City staff. These employment estimates were then translated into floor space estimates using employee density factors. Colliers data was used to estimate future industrial development. The Royal Jubilee Hospital Master Plan informed the projected development for institutional land uses.

**Table 3
Non-Residential Growth Projections**

Land Use	New Development (square metres total floor area)
Commercial	145,000
Industrial	5,500
Institutional	16,600

3.3 Changes in Growth from Previous Update

The growth estimates detailed above are approximately twice those identified in the previous 2007 update. This significant increase is to be expected as the previous update was based on land use plans from 2004. This update is consistent with the OCP that was updated in 2012.

3.4 Equivalencies

The equivalencies used in this update are generally the same as those in the 2007 update as there have been no significant changes in expectations regarding relative impact. The industrial equivalency changed slightly since the previous rate was calculated on square metre of site area but has now been changed to square metre of total floor area.

**Table 4
Equivalencies**

Land Use	Transportation (weighted trip rate)	Drainage (EDUs)	Sewer/Water (population)	Parks (population)
Detached Dwelling	1.02	1.00	2.40	2.40
Two Family Dwelling	1.24	2.00	4.80	4.80
Attached Dwelling (Townhouse/triplex/fourplex)	0.66	0.58	2.30	2.30
Multiple Dwelling (Apartment)	0.62	0.29	1.40	1.40
Commercial	0.0100	0.0032	0.0110	0.0022
Industrial	0.0030	0.0022	0.0045	0.0009
Institutional	0.0100	0.0032	0.0110	0.0022

Transportation

For transportation projects, the cost of development is distributed based on the trips generated by each land use.

Drainage

In general terms, the impact on the storm drainage system of developing a parcel of land is expressed as the amount of stormwater run-off that must be accommodated by the system. The accepted parameter for expressing imperviousness in stormwater run-off calculations is the "run-off coefficient". Generally speaking, the run-off coefficient reflects the ratio between the impervious area on a parcel and the total area of the parcel. Run-off coefficients are then used to determine equivalency factors necessary to develop Equivalent Drainage Units (EDUs), the basis for calculating drainage DCCs.

Sanitary and Water

For residential demand, occupancy rates can be used to project demands for water and sanitary services. For non-residential land uses, equivalent populations per square metre are established.

Park Acquisition and Development

For residential demand, occupancy rates can be used to project demands for park acquisition and development. For non-residential land uses, equivalent populations per square metre are established. The impact on parks from industrial, commercial and institutional is expected to be significantly lower than that of residential development.

PART 4. DCC PROJECTS AND COSTS

4.1 DCC Costs

DCC rates are determined by applying the key elements, growth projections and equivalencies described earlier in this report to projects that are DCC eligible and expected to be built within the specified DCC timeframe. Given that the City of Victoria is an infill community, nearly all project costs will be shared between new development and existing residents. The full DCC program and calculations are included in Appendix A. An overview of the DCC costs by infrastructure type is provided in Table 5.

Table 5
DCC Program Overview and Capital Costs

Service	Total Capital Costs	Benefit Allocation	Municipal Assist Factor	DCC Recoverable Program Costs	Municipal Costs ⁽¹⁾
Transportation	\$57.8 M	16-50 %	1%	\$19.6 M	\$38.2 M
Drainage	\$24.4 M	16%	1%	\$3.9 M	\$20.5 M
Sanitary Sewer	\$59.7 M	16%	1%	\$9.5 M	\$50.2 M
Water	\$20.6 M	16-100%	1%	\$6.1 M	\$14.2 M
Park Acquisition	\$20.2 M	6.4-100%	1%	\$7.5 M	\$12.7 M
Park Development	\$73.8 M	6.4-100%	1%	\$10.1 M	\$63.7 M
Total	\$256.5 M	n/a	n/a	\$56.7 M	\$199.5 M

Note: ⁽¹⁾ Includes municipal assist factor and portion allocated to existing development.

4.2 Interest on Long-term Debt

No interest on long-term debt is included in the DCC program.

4.3 DCC Projects

The DCC program was developed by reviewing new master planning studies and by also reviewing the previous program to remove existing projects and update costs. Project details for each class of infrastructure/parks is included below.

Transportation

An updated list of transportation projects was determined based on recent transportation plans including the Bicycle Master Plan, Greenways Plan and Pedestrian Master Plan. The City's transportation DCC program focuses on active transportation initiatives to accommodate growth within Victoria.

Drainage

An updated list of drainage projects was based on DCC upgrades identified in the Storm Drainage Master Plan (2014). Projects include pipe upsizing to meet the increased drainage demands due to development.

Sanitary

An updated list of sanitary sewer projects was determined by reviewing those included in the 2007 program and updating costs for projects still to be completed. The City is aware the list of sanitary projects will likely need to be updated once new master planning is completed. Projects for sanitary sewer infrastructure include pipe upsizing to meet the increased demands due to development.

Water

An updated list of water projects was based on DCC upgrades identified in the Water Supply Master Plan (2011). Projects include loop and pipe upgrades, fire flow connections and new PRVs. Where modelling undertaken by the City demonstrated need exclusively for growth, a 100% benefit allocation was applied.

Park Acquisition and Development

An updated list of park acquisition and development projects was determined by reviewing those included in the 2007 program and updating costs for projects still to be completed. Parks master planning is currently underway and the City recognizes that it will need to update the DCC bylaw upon completion of the parks master plan. Project costs included in this update are for land acquisition, trails, pathways and greenways throughout the City. Where the need for new parks is exclusively driven by growth, a 100% benefit allocation was applied.

4.4 Changes in Program from Previous Update

The capital costs and number of projects have changed substantially since the previous DCC update for a number of reasons:

- When the last update was completed in 2007, there was no master planning information available to reference. This updated program is based on new and up-to-date master planning information for water, drainage and transportation.

- Land, construction and soft costs (e.g., environmental remediation, administration, legal) have risen substantially since 2007. The parks program, in particular, shows a substantial increase due to land costs. Previously, land costs were assumed to be \$25 per sq.ft., whereas now they are \$45 per sq.ft. (as per the City's Strategic Real Estate Office).
- David Foster Harbour Pathway, included in the parks program, required an extensive update as the cost estimates for this project were underestimated at the time due to lack of information. New estimates for this project that account for land cost escalation and updated construction costs are included in this program.
- The City has approved a cost estimate policy. These estimates have been developed to comply with that policy. In particular, contingencies have been adjusted to better reflect Class D cost estimates.

PART 5. DCC RATES

A comparison of current (2007) and proposed DCC rates is provided in Table 6. Detailed proposed DCC rates are included in Table 7. No Capital Regional District DCCs apply in Victoria.

Table 6
DCC Rate Comparison

Land Use	Unit	Previous Rate (2007)	Proposed Rate (2016)	Difference
Detached Dwelling	per lot	\$5,018.82	\$6,557.53	\$1,538.71
Two Family Dwelling	per lot	\$8,801.31	\$11,642.82	\$2,841.51
Attached Dwelling (Townhouse/triplex/fourplex)	per m ² of total floor area	\$32.83	\$42.80	\$9.97
Multiple Dwelling (Apartment)	per m ² of total floor area	\$35.85	\$45.73	\$9.88
Commercial	per m ² of total floor area	\$23.18	\$30.96	\$7.78
Industrial	per m ² of total floor area	\$9.82 *	\$11.43	\$1.61
Institutional	per m ² of total floor area	\$23.18	\$30.96	\$7.78

* 2007 Industrial DCC rate of \$4.91 per square metre of site area has been converted to per square metre of total floor area.

**Table 7
Proposed DCC Rates**

	Transportation	Drainage	Sanitary	Water	Park Acquisition	Park Development	Total Development Cost Charge	
Detached Dwelling	\$1,877.08	\$880.34	\$1,047.28	\$658.13	\$697.24	\$1,397.46	\$6,557.53	per lot
Two Family Dwelling	\$2,281.94	\$1,760.67	\$2,094.55	\$1,316.25	\$1,394.48	\$2,794.93	\$11,642.82	per lot
Attached Dwelling	\$9.69	\$4.07	\$8.00	\$5.03	\$5.33	\$10.68	\$42.80	per m ² of total floor area
Multiple Dwelling	\$14.44	\$3.23	\$7.73	\$4.86	\$5.15	\$10.32	\$45.73	per m ² of total floor area
Commercial	\$18.40	\$2.82	\$4.80	\$3.02	\$0.64	\$1.28	\$30.96	per m ² of total floor area
Industrial	\$5.52	\$1.94	\$1.96	\$1.23	\$0.26	\$0.52	\$11.43	per m ² of total floor area
Institutional	\$18.40	\$2.82	\$4.80	\$3.02	\$0.64	\$1.28	\$30.96	per m ² of total floor area

PART 6. STAKEHOLDER CONSULTATION

The City of Victoria invited public input on the proposed DCC program through posting the proposed DCC rates on its website and by hosting a presentation to both UDI and affordable housing stakeholders on November 29, 2016. Additionally, on October 27, 2016, proposed DCC rates were presented to Council for review and comment.

A summary of public consultation and the City's response is included in Appendix B.

PART 7. DCC IMPLEMENTATION

7.1 Bylaw Exemptions

The *Local Government Act (LGA)* is clear that a DCC cannot be levied if the proposed development does not impose new capital cost burdens on the City, or if a DCC has already been paid in regard to the same development. However, if additional further expansion for the same development creates new capital cost burdens or uses up capacity, the DCCs can be levied for the additional costs.

The *LGA* further restricts the levying of the DCC at the time of application for a building permit if:

- The building permit is for a church or place of public worship as per the *Community Charter*, or
- The value of the work authorized by the building permit does not exceed \$50,000 or a higher amount as prescribed by bylaw; or
- Unit size is no larger than 29 sq m. and only for residential use.

Changes to the legislation now allow local governments to charge DCCs on residential developments of fewer than four self-contained dwelling units, as long as such a charge is provided for in the local government's DCC bylaw. The City of Victoria is choosing to continue to allow the exemption for residential developments of fewer than four self-contained dwelling units in an effort to encourage infill development.

7.2 DCC Waivers and Reductions

Changes to the *Local Government Act* in 2008 provide local governments the discretionary authority to waive or reduce DCCs for certain types of development to promote affordable housing and low impact development. The City considered providing waivers/reductions and has chosen to continue to not provide any waivers/reductions.

Separately from DCCs, the City operates the Victoria Housing Reserve Fund. The City plans to continue to charge DCCs for affordable housing projects and to use its Housing Fund to provide grants to offset DCCs and other City fees/charges associated with development. The City feels that this is the most transparent way to provide support to affordable housing projects while ensuring DCC reserves remain whole.

7.3 Collection of Charges – Building Permit and Subdivision

Municipalities can choose to collect DCCs at subdivision approval or building permit issuance. The City of Victoria will collect DCCs for detached residential development and two family dwellings at

time of subdivision approval. All other development will be levied DCCs at time of building permit. Of the two possible collection times, subdivision approval occurs earlier in the process. Collecting DCCs early will allow the City to ensure timely provision of infrastructure and services. For other uses, DCCs will be collected at building permit when total floor area is known. Collecting DCCs based on floor area will result in more equitable distribution of growth costs.

7.4 Collection of DCCs on Redeveloped or Expanded Developments

When an existing building or development undergoes an expansion or redevelopment there is usually a need for additional DCC related infrastructure. The new developer/ builder should pay the applicable DCCs based on the additional floor area for attached dwellings, multiple dwellings, commercial, industrial or institutional land uses at the DCC rates in the current DCC bylaw. In essence, the City is giving a DCC credit for the existing development or building. DCCs are only levied on the new development/ building area.

If a single family residential unit is replaced by another single family residential unit then no additional DCCs are payable. If a lot is subdivided into two, for example, to construct two small lot single family residential units, then DCCs are payable on the one additional single family residential lot.

7.5 In-Stream Applications

The new DCC rates will be in force immediately after the updated Development Cost Charge Bylaw is adopted; however, the Local Government Act (LGA) provides special protection from rate increases for development applications that are submitted prior to the adoption date.

In-stream protection applies to both building permit and subdivision applications received prior to the adoption of the new DCC Bylaw. Protection is also extended to rezoning and development permit applications that are submitted prior to the adoption of the new DCC Bylaw and that will result in a building permit within 12 months of the adoption of the Bylaw. Division 19, Sections 511 and 568 of the LGA outline the criteria that must be met in order for an application to qualify for in-stream protection.

If an application meets the required criteria and is submitted prior to the adoption of the new DCC Bylaw, it will be provided protection from rate increases for a period of twelve months after the adoption date.

7.6 Rebates and Credits

The City should establish a policy or practise to guide staff in the collection of DCCs and the use of DCC credits and rebates as stipulated in the LGA. There may be situations in which it is not in the best interests of the City to allow an owner to build DCC services outside of their subdivision or development. Building such services may start or accelerate development in areas where the City

is not prepared to support. Policies for DCC credits, rebates and latecomer agreements are often drafted to assist staff in development financing.

7.7 DCC Monitoring and Accounting

In order to monitor the DCC Program, the City should enter all of the projects contained in the DCC program into its tracking system. The tracking system would monitor the status of the project from the conceptual stage through to its final construction. The tracking system would include information about the estimated costs, the actual construction costs, and the funding sources for the projects. The construction costs would be based on the tender prices received, and the land costs based on the actual price of utility areas and or other land and improvements required for servicing purposes. The tracking system would indicate when projects are completed, their actual costs, and would include new projects that are added to the program.

7.8 DCC Reviews

To keep the DCC program as current as possible, the City should review its program annually. Based on its annual review, the City may make minor amendments to the DCC rates. Typically, a major amendment to the DCC program and rates is needed every 2 to 5 years.

APPENDIX A

DCC Program and Calculations

**CITY OF VICTORIA
TRANSPORTATION DCC PROGRAM**

Project ID	Street	To	From	Description	Year Planned	Cost Estimate w/o Contingency Engineering & Contract Admin (1)	Col. (1) Cost Estimate w/ Cont., Eng. & Admin. (1)	Col. (2) Benefit Allocation	Col. (3) = Col. (1) X Col. (2)	Col. (4) Municipal Assist Factor 1%	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
Bicycle Master Plan Implementation												
1	Wharf Street	Pandora	Government	Two-way protected bike lane	2017	\$615,385	\$698,923	50%	\$498,462	\$4,984.62	\$493,477	\$603,440
2	Humboldt/Parkington	Government	Cook	Two-way protected bike lane	2017	\$461,538	\$747,880	50%	\$373,940	\$3,739.40	\$370,200	\$377,588
3	Cook Street	Pandora	Parkington	protected bike lanes	2018	\$1,000,000	\$1,820,000	50%	\$910,000	\$9,100.00	\$890,900	\$919,100
4	Fort Street	Wharf	Cook	Two-way protected bike lane	2018	\$1,538,462	\$2,480,908	50%	\$1,240,154	\$12,401.54	\$1,227,752	\$1,258,610
5	Phase 2 - Complete the Hub	3km		extension of the hub north of downtown, and additional borders into the Burnside-Gorge and Victoria West Neighbourhoods	2018-2024	\$2,768,231	\$4,486,154	50%	\$2,243,077	\$22,430.77	\$2,220,646	\$2,265,508
6	Phase 3 - Regional Connections	10 km		Spokes into Midvale, Quadra, Fernwood and Fairfield	2019-2029	\$6,163,846	\$9,969,231	50%	\$4,984,615	\$49,846.15	\$4,934,769	\$5,034,462
7	Phase 4 - Completing the Network	6 km		Remaining corridor segments	2024-2034	\$6,615,385	\$10,716,923	50%	\$5,358,462	\$53,584.62	\$5,304,877	\$5,412,546
Crosswalk Upgrades												
8	Fraser/Don	Yes		Upgrade to overhead flashing beacons	2016	\$53,000	\$85,950	16%	\$13,738	\$137.38	\$13,600	\$72,262
9	Hillside	Higgins		Upgrade to overhead flashing beacons	2016	\$70,000	\$113,400	16%	\$18,144	\$181.44	\$17,953	\$95,437
10	Hillside	Blackwood		Upgrade to overhead flashing beacons	2016	\$70,000	\$113,400	16%	\$18,144	\$181.44	\$17,953	\$95,437
11	Pandora	300 mid-block	Bike Network	Install new crosswalk with overhead signs	2016	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
12	Richmond	Lighter		Upgrade to side-mounted flashing beacons	2016	\$35,000	\$56,700	16%	\$9,072	\$90.72	\$8,981	\$47,719
13	Pandora	800 mid-block	Bike Network	Install new crosswalk with overhead signs	2016	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
14	Douglas	Michigan		Install new crosswalk - side-mounted flashing beacons	2016	\$35,000	\$56,700	16%	\$9,072	\$90.72	\$8,981	\$47,719
15	Fairfield	London		Upgrade crosswalk/shorten crossing distance	2016	\$45,000	\$72,900	16%	\$11,664	\$116.64	\$11,547	\$61,353
16	Wharf	Courtesy	Bike Network	Upgrade to overhead crosswalk signs	2017	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
17	Fraser/Don	Blackwood		Upgrade to overhead crosswalk signs	2017	\$50,000	\$81,000	16%	\$12,960	\$129.60	\$12,830	\$68,170
18	Wharf	1200 mid-block	Bike Network	Upgrade to overhead crosswalk signs	2017	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
19	Wharf	Fishes	Bike Network	Upgrade to overhead crosswalk signs	2017	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
20	Wharf	Broughton	Bike Network	Upgrade to overhead crosswalk signs	2017	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
21	Erie	0-100 mid-block		Install new crosswalk/shorten crossing distance	2017	\$40,000	\$64,800	16%	\$10,368	\$103.68	\$10,264	\$54,536
22	Cook	North Park		Install new crosswalk with overhead signs	2017	\$80,000	\$131,000	16%	\$20,960	\$209.60	\$20,750	\$68,170
23	Douglas	Audley		Upgrade to side-mounted flashing beacons	2018	\$30,000	\$48,600	16%	\$7,776	\$77.76	\$7,698	\$40,902
24	Fort	300 mid-block	Bike Network	Install new crosswalk with overhead signs	2018	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
25	Caledonia	700 mid-block		Install new crosswalk with overhead signs	2018	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
26	Fort	800 mid-block	Bike Network	Install new crosswalk with overhead signs	2018	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
27	Fort	1000 mid-block	Bike Network	Install new crosswalk with overhead signs	2018	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
28	Richmond	Brighton		New crosswalk with side-mounted signs	2019	\$40,000	\$64,800	16%	\$10,368	\$103.68	\$10,264	\$54,536
29	Johnson	800 mid-block		Install new crosswalk with overhead signs	2019	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
30	Herald	600 mid-block		Install new crosswalk with overhead signs	2020	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
31	Fagard	500 mid-block		Install new crosswalk with overhead signs	2020	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
32	Vine	800 mid-block		Install new crosswalk with overhead signs	2021	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
33	Combrant	700 mid-block		New crosswalk with side-mounted signs	2021	\$50,000	\$81,000	16%	\$12,960	\$129.60	\$12,830	\$68,170
34	Cook Street	Haultain	Bike Network	Upgrade to traffic signal	2021	\$140,000	\$226,800	16%	\$36,288	\$362.88	\$35,925	\$190,875
35	Government	700 mid-block	Bike Network	Upgrade to overhead crosswalk signs	2021	\$70,000	\$113,400	16%	\$18,144	\$181.44	\$17,953	\$95,437
36	Bellevue	Margies	Bike Network	Upgrade to overhead crosswalk signs	780	\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
37	Hillside	Graham	Bike Network	Upgrade to traffic signal	780	\$140,000	\$226,800	16%	\$36,288	\$362.88	\$35,925	\$190,875
38	Government	Herald	Bike Network	Install new traffic signal	780	\$200,000	\$324,000	16%	\$51,840	\$518.40	\$51,322	\$272,678
39	Herald	600 mid-block		Install new crosswalk with overhead signs		\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
40	Chatham	600 mid-block		Install new crosswalk with overhead signs		\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804
41	Chatham	700 mid-block		Install new crosswalk with overhead signs		\$60,000	\$97,200	16%	\$15,552	\$155.52	\$15,396	\$81,804

CITY OF VICTORIA
TRANSPORTATION DCC PROGRAM

Project ID	Street	To	From	Description	Year Planned	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col. (1)	Col. (2)	Col. (3) = Col. (1) X Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
						Cost Estimate w/ Cont., Eng. & Admin. (1)	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility	
	Other											
42	Point Elbow Bridge	Tyee Road	Pleasant Street	Point Elbow Bridge - Widen deck to provide bike lane/cycle lane at sidewalk structure on south side of bridge add new sidewalk to north side of bridge	2018	\$11,726,923	\$18,997,615	16%	\$3,039,618	\$30,396.18	\$3,009,222	\$15,988,393
43	Bay/Tyee Intersection			Realign road to improve bridge capacity	2018	\$923,677	\$1,495,385	16%	\$239,262	\$2,392.62	\$236,869	\$7,258,516
44	Bay Street	Wark Street	Quadrant Street	Install sidewalk on south side		\$461,538	\$747,682	16%	\$119,631	\$1,196.31	\$118,434	\$629,258
45	Streetscape			LED lighting	2016-17	\$1,238,000	\$2,005,600	16%	\$320,896	\$3,208.96	\$317,687	\$1,687,879
						\$35,701,385	\$57,636,243		\$19,803,737	\$198,037	\$19,605,700	\$38,230,543

Notes:

- (1) Benefit factor of DCC program based on population increase over 20 years.
(2) The City plans to accommodate increased traffic through a shift in modeshare away from automobile use; therefore, 50% of cycling infrastructure projects have been allocated to growth.
(3) Final cost estimate includes 35% contingency plus 20% for engineering, legal and contract administration.

CITY OF VICTORIA
TRANSPORTATION DCC CALCULATION

Transportation Calculation				
Land Use	Col. (1) Estimated New Development	Col. (2) Unit	Col. (3) Wt. Trip Rate	Col. (4) = (1) x (3) Trip Ends
Detached Dwelling	335	per lot	1.02	342
Two Family Dwelling	126	per lot	1.24	156
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	0.66	609
Multiple Dwelling (Apartment)	8,272	per unit	0.62	5,129
Commercial	145,000	per square metre of total floor area	0.0100	1,450
Industrial	5,500	per square metre of total floor area	0.0030	17
Institutional	16,600	per square metre of total floor area	0.0100	166
			Total Trip Ends	7,867 (a)
B. Unit Roads DCC Calculation				
Net Roads DCC Program Recoverable		\$19,905,700	(b)	
Existing DCC Reserve Monies		\$5,128,297	(c)	
Net Amount to be Paid by DCCs		\$14,477,403	(d) = (b) - (c)	
DCC per Trip End		\$1,840.27	(e) = (d) / (a)	
C. Resulting Roads DCCs				
Detached Dwelling	\$	1,877.08	per lot	(e) x Col. (3)
Two Family Dwelling	\$	2,281.94	per lot	(e) x Col. (3)
Attached Dwelling (Townhouse/triplex/fourplex)	\$	1,214.58	per unit	(e) x Col. (3)
Multiple Dwelling (Apartment)	\$	9.69	per sq.m	Estimated Area 125.4
	\$	1,140.97	per unit	(e) x Col. (3)
	\$	14.44	per sq.m.	Estimated Area 79.0
Commercial	\$	18.40	per square metre of total floor area	(e) x Col. (3)
Industrial	\$	5.52	per square metre of total floor area	(e) x Col. (3)
Institutional	\$	18.40	per square metre of total floor area	(e) x Col. (3)

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update)

**CITY OF VICTORIA
DRAINAGE DCC PROGRAM**

Project ID	Street	Near/At	Length (m)	Year Planned	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col. (1)	Col. (2)	Col. (3) = Col. (1) x Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
						Cost Estimate w/ Cont., Eng., & Admin. (1)	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
Project 1	Bay St		92.1	1	\$184 160	\$298 339	16%	\$47 734	\$477	\$47 257	\$251 082
Project 2	Roseberry Ave	Bay St	159.6	1	\$267 339	\$465 490	16%	\$74 478	\$745	\$73 734	\$391 756
Project 3	Haultain St	Forbes St	89.6	1	\$129 875	\$210 368	16%	\$33 664	\$337	\$33 327	\$177 071
Project 4	Haultain St	Asquith St	78.4	1	\$121 497	\$196 825	16%	\$31 492	\$315	\$31 177	\$165 648
Project 5	Haultain St	Asquith St	9.6	1	\$19 222	\$31 140	16%	\$4 982	\$50	\$4 933	\$26 207
Project 6	Haultain St	Avebury Ave	52.6	1	\$105 236	\$170 482	16%	\$27 277	\$273	\$27 004	\$143 478
Project 7	Haultain St	Avebury Ave	46.0	1	\$91 908	\$148 891	16%	\$23 823	\$238	\$23 584	\$125 307
Project 8	Haultain St	Avebury Ave	102.4	1	\$204 728	\$331 659	16%	\$53 065	\$531	\$52 535	\$279 125
Project 9	Haultain St	Roseberry Ave	15.1	1	\$30 242	\$48 992	16%	\$7 839	\$78	\$7 760	\$41 232
Project 10	Haultain St	Victor St	88.5	1	\$128 364	\$207 983	16%	\$33 277	\$333	\$32 944	\$175 038
Project 11	Chandler Ave	Richmond Ave	179.3	1	\$484 218	\$784 433	16%	\$125 509	\$1 255	\$124 254	\$660 179
Project 12	Chandler Ave	Richmond Ave	43.9	1	\$118 652	\$192 215	16%	\$30 754	\$308	\$30 447	\$161 769
Project 13	Chandler Ave	Richmond Ave	73.9	1	\$199 522	\$323 225	16%	\$51 716	\$517	\$51 199	\$272 027
Project 14	St Charles St	Earle Pl	4.0	1	\$11 985	\$19 416	16%	\$3 107	\$31	\$3 075	\$16 340
Project 15	St Charles St	Earle Pl	157.0	1	\$470 922	\$762 894	16%	\$122 063	\$1 221	\$120 842	\$642 051
Project 16	Fairfield Rd	St Charles St	189.7	2	\$569 220	\$922 136	16%	\$147 542	\$1 475	\$146 066	\$776 070
Project 17	Dallas Rd	Hollywood Cres	35.7	2	\$107 196	\$173 658	16%	\$27 785	\$278	\$27 507	\$146 150
Project 18	Dallas Rd	Hollywood Cres	10.0	2	\$29 865	\$48 381	16%	\$7 741	\$77	\$7 664	\$40 718
Project 19	St Charles St	Brooke St	131.7	2	\$395 169	\$640 174	16%	\$102 428	\$1 024	\$101 404	\$538 770
Project 20	Dallas Rd	Hollywood Cres	45.0	2	\$135 108	\$218 875	16%	\$35 020	\$350	\$34 670	\$184 205
Project 21	Dallas Rd	Hollywood Cres	18.9	2	\$56 793	\$92 005	16%	\$14 721	\$147	\$14 574	\$77 431
Project 22	Fairfield Rd	St Charles St	77.5	2	\$232 374	\$376 446	16%	\$60 231	\$602	\$59 629	\$316 817
Project 23	Fairfield Rd	St Charles St	1.5	3	\$4 626	\$7 494	16%	\$1 199	\$12	\$1 187	\$6 307
Project 24	Chandler Ave	Richmond Ave	223.1	3	\$452 925	\$733 739	16%	\$117 398	\$1 174	\$116 224	\$617 515
Project 25	Dallas Rd	Hollywood Cres	21.0	3	\$62 856	\$101 827	16%	\$16 292	\$163	\$16 129	\$85 697
Project 26	St Charles St	Earle Pl	46.9	3	\$105 498	\$170 807	16%	\$27 345	\$273	\$27 072	\$143 835
Project 27	Earle Pl	Earle St	106.5	3	\$216 150	\$350 164	16%	\$56 026	\$560	\$55 466	\$294 688
Project 28	Dallas Rd	Hollywood Cres	4.9	3	\$14 640	\$23 717	16%	\$3 795	\$38	\$3 757	\$19 950
Project 29	Dallas Rd	Hollywood Cres	123.0	3	\$307 613	\$498 332	16%	\$79 733	\$797	\$78 936	\$419 396
Project 30	Fairfield Rd	St Charles St	99.0	3	\$247 375	\$400 748	16%	\$64 120	\$641	\$63 478	\$337 269
Project 31	Fairfield Rd	St Charles St	110.2	3	\$275 378	\$446 112	16%	\$71 378	\$714	\$70 664	\$375 447
Project 32	St Charles St		33.5	3	\$75 375	\$122 108	16%	\$19 537	\$195	\$19 342	\$102 766
Project 33	St Charles St	Brooke St	84.7	3	\$190 546	\$308 684	16%	\$49 289	\$494	\$48 795	\$259 789
Project 34	View St		69.4	3	\$97 094	\$157 293	16%	\$25 167	\$252	\$24 915	\$132 377
Project 35	View St		14.9	4	\$20 845	\$33 768	16%	\$5 403	\$54	\$5 349	\$28 419
Project 36	View St		69.4	4	\$97 188	\$157 445	16%	\$25 191	\$252	\$24 939	\$132 505
Project 37	View St		14.9	4	\$20 843	\$33 766	16%	\$5 403	\$54	\$5 349	\$28 417
Project 38	View St		1.1	4	\$1 582	\$2 563	16%	\$410	\$4	\$406	\$2 157
Project 39	View St		30.2	4	\$54 337	\$88 025	16%	\$14 084	\$141	\$13 943	\$74 082
Project 40	Redfern St	Leighton Rd	103.9	4	\$186 998	\$302 937	16%	\$48 470	\$485	\$47 985	\$254 952
Project 41	Bourchier St	unsigned	84.7	4	\$152 460	\$246 995	16%	\$39 518	\$395	\$39 122	\$207 863
Project 42	Redfern St	Leighton Rd	103.9	4	\$187 081	\$303 072	16%	\$48 491	\$485	\$48 007	\$255 065

**CITY OF VICTORIA
DRAINAGE DCC PROGRAM**

Project ID	Street	Near/At	Length (m)	Year Planned	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col. (1) Cost Estimate w/ Cont., Eng., & Admin. (1)	Col. (2) Benefit Allocation	Col. (3) = Col. (1) x Col. (2) Benefit to New Development	Col. (4) Municipal Assist Factor 1%	Col. (5) = Col. (3) - Col. (4) DCC Recoverable	Col. (6) = Col. (1) - Col. (5) Total Municipal Responsibility
Project 43	Leighton Rd		87.9	4	\$175,750	\$284,715	16%	\$45,554	\$456	\$45,099	\$239,616
Project 44	unsigned	Bourchier St	112.5	4	\$202,462	\$327,989	16%	\$52,478	\$525	\$51,953	\$276,035
Project 45	Oak Bay Ave	Redfern St	61.8	4	\$185,319	\$300,217	16%	\$48,035	\$480	\$47,554	\$252,662
Project 46	Oak Bay Ave		13.0	4	\$38,994	\$63,170	16%	\$10,107	\$101	\$10,006	\$53,164
Project 47	Bay St	Scott St	54.1	4	\$101,652	\$164,676	16%	\$26,348	\$263	\$26,085	\$138,591
Project 48	Bay St		28.6	4	\$53,854	\$87,244	16%	\$13,959	\$140	\$13,819	\$73,425
Project 49	Bay St		40.6	4	\$76,279	\$123,572	16%	\$19,772	\$198	\$19,574	\$103,998
Project 50	Bay St	Howard St	52.3	4	\$98,407	\$159,419	16%	\$25,507	\$255	\$25,252	\$134,167
Project 51	Bay St		45.3	4	\$85,164	\$137,966	16%	\$22,075	\$221	\$21,854	\$116,112
Project 52	Bay St	Shakespeare St	59.8	4	\$112,377	\$182,051	16%	\$29,128	\$291	\$28,837	\$153,214
Project 53	Lewis St	Dunelm Wynd	83.1	4	\$93,877	\$152,081	16%	\$24,333	\$243	\$24,090	\$127,991
Project 54	Fort St	Cadboro Bay Rd	191.7	4	\$417,954	\$677,085	16%	\$108,334	\$1,083	\$107,250	\$569,835
Project 55	Dallas Rd	Lewis St	72.2	5	\$157,311	\$254,844	16%	\$40,775	\$408	\$40,367	\$214,477
Project 56	Barnard Ave	Esquimalt Rd	69.1	5	\$111,950	\$181,359	16%	\$29,017	\$290	\$28,727	\$152,632
Project 57	Sea Terr		72.9	5	\$118,113	\$191,342	16%	\$30,615	\$306	\$30,309	\$161,034
Project 58	Johnson St	Cook St	92.3	5	\$187,347	\$303,502	16%	\$48,560	\$486	\$48,075	\$255,427
Project 59	Johnson St	Chambers St	133.5	5	\$271,072	\$439,137	16%	\$70,262	\$703	\$69,559	\$369,577
Project 60	Johnson St	Chambers St	117.2	5	\$237,892	\$385,384	16%	\$61,662	\$617	\$61,045	\$324,340
Project 61	Hillside Ave	Quadra St	11.6	5	\$29,532	\$47,841	16%	\$7,655	\$77	\$7,578	\$40,263
Project 62	Quadra St	Hillside Ave	111.0	5	\$258,688	\$419,075	16%	\$67,052	\$671	\$66,381	\$352,693
Project 63	Quadra St	Kings Rd	116.6	5	\$297,223	\$481,501	16%	\$77,040	\$770	\$76,270	\$405,231
Project 64	Quadra St	Kings Rd	91.6	5	\$233,608	\$378,445	16%	\$60,551	\$606	\$59,946	\$318,499
Project 65	Kings Rd		6.5	5	\$9,872	\$15,992	16%	\$2,559	\$26	\$2,533	\$13,459
Project 66	Griffins St	Sherk St	77.5	5	\$90,640	\$146,837	16%	\$23,494	\$235	\$23,259	\$123,578
Project 67	Richmond Ave	Chandler Ave	5.9	5	\$8,568	\$13,880	16%	\$2,221	\$22	\$2,199	\$11,682
Project 68	Richmond Ave	Richardson St	105.8	5	\$142,825	\$231,376	16%	\$37,020	\$370	\$36,650	\$194,726
Project 69	Richmond Ave		108.5	5	\$135,608	\$219,684	16%	\$35,149	\$351	\$34,798	\$184,889
Project 70	Richmond Ave		96.7	5	\$140,276	\$227,247	16%	\$36,360	\$364	\$35,996	\$191,251
Project 71	Hillside Ave	Fifth St	86.9	5	\$176,318	\$285,635	16%	\$45,702	\$457	\$45,245	\$240,390
Project 72	Michigan St	Menzies St	12.3	6	\$19,063	\$30,883	16%	\$4,941	\$49	\$4,892	\$25,991
Project 73	Michigan St	Menzies St	94.9	6	\$132,926	\$215,340	16%	\$34,454	\$345	\$34,110	\$181,230
Project 74	Michigan St		55.2	6	\$77,308	\$125,239	16%	\$20,038	\$200	\$19,838	\$105,401
Project 75	Michigan St	Powell St	65.3	6	\$76,359	\$123,701	16%	\$19,792	\$198	\$19,594	\$104,107
Project 76	Superior St	Menzies St	82.1	6	\$191,209	\$309,759	16%	\$49,561	\$496	\$49,066	\$260,693
Project 77	Superior St	Menzies St	82.2	6	\$191,514	\$310,253	16%	\$49,641	\$496	\$49,144	\$261,109
Project 78	Superior St	Menzies St	74.3	6	\$173,047	\$280,336	16%	\$44,854	\$449	\$44,405	\$235,931
Project 79	Menzies St		55.1	6	\$85,359	\$138,281	16%	\$22,125	\$221	\$21,904	\$116,377
Project 80	Menzies St		61.7	6	\$95,598	\$154,868	16%	\$24,779	\$248	\$24,531	\$130,337
Project 81	Begbie St	Ashgrove St	51.5	6	\$62,778	\$101,700	16%	\$16,272	\$163	\$16,109	\$85,590
Project 82	Begbie St		88.1	6	\$165,562	\$268,211	16%	\$42,914	\$429	\$42,485	\$225,726
Project 83	Victor St		5.9	6	\$7,198	\$11,861	16%	\$1,866	\$19	\$1,847	\$9,814
Project 84	Bay St		86.3	6	\$188,097	\$304,717	16%	\$48,755	\$488	\$48,267	\$256,450
Project 85	Bay St	Asquith St	99.8	6	\$217,512	\$352,369	16%	\$56,379	\$564	\$55,815	\$296,554

**CITY OF VICTORIA
DRAINAGE DCC PROGRAM**

Project ID						Col. (1)	Col. (2)	Col. (3) = Col. (1) x Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
	Street	Near/At	Length (m)	Year Planned	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Cost Estimate w/ Cont., Eng., & Admin. (1)	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
Project 86	Vancouver St	Kings Rd	30.8	6	\$40,334	\$65,340	16%	\$10,454	\$105	\$10,350	\$54,990
Project 87	Vancouver St	Kings Rd	118.3	6	\$127,794	\$207,027	16%	\$33,124	\$331	\$32,793	\$174,234
Project 88	Moss St	Franklin Terr	48.5	6	\$65,495	\$106,102	16%	\$16,976	\$170	\$16,807	\$89,296
Project 89	May St		103.6	6	\$126,419	\$204,799	16%	\$32,768	\$328	\$32,440	\$172,358
Project 90	Store St	Johnson St	31.4	6	\$68,480	\$110,938	16%	\$17,750	\$178	\$17,573	\$93,366
Project 91	Johnson St	Government St	90.9	6	\$196,203	\$321,090	16%	\$51,374	\$514	\$50,861	\$270,229
Project 92	Johnson St		45.0	6	\$98,120	\$158,954	16%	\$25,433	\$254	\$25,178	\$133,776
Project 93	Johnson St	Government St	74.9	6	\$163,193	\$264,372	16%	\$42,300	\$423	\$41,877	\$222,496
Project 94	Hillside Ave	Doncaster Dr	67.1	7	\$136,126	\$220,524	16%	\$35,284	\$353	\$34,931	\$185,593
Project 95	Dallas Rd		99.8	7	\$124,765	\$202,119	16%	\$32,339	\$323	\$32,016	\$170,104
Project 96	Dallas Rd		82.6	7	\$155,309	\$251,600	16%	\$40,256	\$403	\$39,853	\$211,747
Project 97	Leighton Rd		85.4	7	\$111,811	\$181,134	16%	\$28,981	\$290	\$28,692	\$152,442
Project 98	Leighton Rd		78.1	7	\$101,550	\$164,510	16%	\$26,322	\$263	\$26,058	\$138,452
Project 99	Fort St		25.5	7	\$49,785	\$80,652	16%	\$12,904	\$129	\$12,775	\$67,877
Project 100	Dallas Rd		84.5	7	\$158,839	\$257,320	16%	\$41,171	\$412	\$40,759	\$216,560
Project 101	Bay St		13.1	7	\$25,629	\$41,519	16%	\$6,643	\$66	\$6,577	\$34,942
Project 102	Hamley St		81.4	7	\$106,574	\$172,649	16%	\$27,624	\$276	\$27,348	\$145,302
Project 103	Fort St		129.2	7	\$251,917	\$408,105	16%	\$65,297	\$653	\$64,644	\$343,461
Project 104	Quamichan St		49.7	7	\$58,147	\$94,198	16%	\$15,072	\$151	\$14,921	\$79,277
Project 105	Pandora Ave		50.4	7	\$102,365	\$165,831	16%	\$26,533	\$265	\$26,268	\$139,563
Totals					\$15,088,336	\$24,443,105		\$3,910,897	\$39,109	\$3,871,788	\$20,571,317

Notes

(1) Final cost estimate includes 35% contingency plus 20% for engineering, legal and contract administration.

(2) Benefit factor of DCC program based on population increase over 20 years.

**CITY OF VICTORIA
DRAINAGE DCC CALCULATION**

Drainage DCC Calculation				
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)
	Estimated New Development	Unit	EDUs per Unit	EDUs
Detached Dwelling	335	per lot	1.00	335
Two Family Dwelling	126	per lot	2.00	251
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	0.58	535
Multiple Dwelling (Apartment)	8 272	per unit	0.29	2 399
Commercial	145 000	per square metre of total floor area	0.0032	464
Industrial	5 500 0	per square metre of total floor area	0.0022	12
Institutional	16 600	per square metre of total floor area	0.0032	53
			Total Equivalent Population	4049 (a)
B: Unit Drainage DCC Calculation				
Net Drainage DCC Program Recoverable		\$3 971 788 (b)		
Existing DCC Reserve Monies		\$307 426 (c)		
Net Amount to be Paid by DCCs		\$3 564 362 (d) = (b) - (c)		
DCC per person		\$880.34 (e) = (d) / (a)		
C: Resulting Drainage DCCs				
Detached Dwelling		\$ 880.34 per lot		(e) x Col. (3)
Two Family Dwelling		\$ 1 760.67 per lot		(e) x Col. (3)
Attached Dwelling (Townhouse/triplex/fourplex)		\$ 510.60 per unit		(e) x Col. (3)
Multiple Dwelling (Apartment)		\$ 4.07 per sq.m		(e) x Col. (3)
		\$ 255.30 per unit		(e) x Col. (3)
		\$ 3.23 per sq.m.		(e) x Col. (3)
Commercial		\$ 2.82 per square metre of total floor area		(e) x Col. (3)
Industrial		\$ 1.94 per square metre of total floor area		(e) x Col. (3)
Institutional		\$ 2.82 per square metre of total floor area		(e) x Col. (3)

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update)

**CITY OF VICTORIA
SANITARY DCC PROGRAM**

Project ID	Street	Near/At	To	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col.(1) Cost Estimate w/ Cont., Eng., & Admin. (1)	Col. (2) Benefit Allocation	Col. (3) = Col. (1) x Col. (2)	Col. (4) Municipal Assist Factor 1%	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col.(1) - Col. (5)
							Benefit to New Development		DCC Recoverable	Total Municipal Responsibility
Project 1	View	Blanshard/ Pandora	View/ Cook	\$1 686 350	\$2 699 487	16%	\$431 918	\$4 319	\$427 599	\$2 271 888
Project 2	Cook	Cook/ Balmoral	Cook/ Pendergast	\$3 318 750	\$5 376 375	16%	\$860 220	\$8 602	\$851 618	\$4 524 757
Project 3	James Bay	Belleville/ Oswego	Belleville/ Government	\$1 134 000	\$1 837 080	16%	\$293 933	\$2 939	\$290 993	\$1 546 087
Project 4	Superior St. Lift Station/ Foremain	Oswego		\$562 500	\$911 250	16%	\$145 800	\$1 458	\$144 342	\$766 908
Project 5	North Douglas	Douglas/ Market	Wharf/ Government	\$7 360 373	\$11 923 803	16%	\$1 907 809	\$19 078	\$1 888 730	\$10 035 073
Project 6	St. Anne's	Wharf/ Government	Pendergast/ Cook	\$8 156 250	\$13 213 125	16%	\$2 114 100	\$21 141	\$2 092 959	\$11 120 166
Project 7	South Slope	Cook/ Pendergast	Dallas/ Bushby	\$14 652 000	\$23 736 240	16%	\$3 797 798	\$37 978	\$3 759 820	\$19 976 420
Totals				\$36,850,223	\$59,697,360		\$9,551,578	\$95,516	\$9,456,062	\$50,241,298

Notes

(1) Final cost estimate includes 35% contingency plus 20% for engineering, legal and contract administration.

(2) Benefit factor of DCC program based on population increase over 20 years.

(3) Cost Estimates w/o contingencies increased by 50% to update to 2016 costs. Calculation provided by the City and confirmed by J. Paul as per email to E. Lee August 15, 2016.

**CITY OF VICTORIA
SANITARY DCC CALCULATION**

Sanitary Sewer				
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)
	Estimated New Development	Unit	Person per unit (residential)/	Equivalent Population
Detached Dwelling	335	per lot	2.40	804
Two Family Dwelling	126	per lot	4.80	602
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	2.30	2,121
Multiple Dwelling (Apartment)	8,272	per unit	1.40	11,581
Commercial	145,000	per square metre of total floor area	0.0110	1,595
Industrial	5,500	per square metre of total floor area	0.0045	25
Institutional	16,600	per square metre of total floor area	0.0110	183
				16,910 (a)
B: Unit Sanitary Sewer DCC Calculation				
Net Sanitary Sewer DCC Program Recoverable		<u>\$2,456,357</u> (b)		
Existing DCC Reserve Monies		\$2,077,071 (c)		
Net Amount to be Paid by DCCs		\$7,378,991 (d) = (b) - (c)		
DCC per person		\$436.36 (e) = (d) / (a)		
C: Resulting Sanitary Sewer DCCs				
Detached Dwelling	\$	1,047.28 per lot		(e) x Col. (3)
Two Family Dwelling	\$	2,094.55 per lot		(e) x Col. (3)
Attached Dwelling (Townhouse/triplex/fourplex)	\$	1,003.64 per unit		(e) x Col. (3)
Multiple Dwelling (Apartment)	\$	8.00 per sq.m		Estimated Area 125.4
	\$	610.91 per unit		(e) x Col. (3)
Commercial	\$	7.73 per sq.m.		Estimated Area 79.0
	\$	4.80 per square metre of total floor area		(e) x Col. (3)
Industrial	\$	1.95 per square metre of total floor area		(e) x Col. (3)
Institutional	\$	4.80 per square metre of total floor area		(e) x Col. (3)

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update).

**CITY OF VICTORIA
WATER DCC PROGRAM**

Project ID	GIS Pipe ID	Streets	Near/At	Road Class	Existing Diameter	Proposed Diameter	Length (m)	Year Planned	Unit Cost	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col. (1)	Col. (2)	Col. (3) = Col. (1) x Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
											Cost Estimate w/ Cont. Eng. & Admin. (1)	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
Project 1	4	LOOP UPGRADES														
Project 2	14	Store St	Harold St	Downtown Core	162.6	162.6	60.49	1	\$ 200	\$12,829	\$11,798.3	16%	\$19,877	\$189	\$18,688	\$80,204
Project 3	23	Pembroke St	Store St	Local	162.6	162.6	102.36	12	\$ 720	\$73,039	\$119,389	16%	\$19,103	\$191	\$18,912	\$130,481
Project 4	5	Phonon Ave	Blanchard St	Local	162.6	162.6	11.81	14	\$ 720	\$4,503	\$13,776	16%	\$2,204	\$22	\$2,182	\$11,593
Project 5	9	Store St	Harold St	Downtown Core	162.6	162.6	81.85	15	\$ 200	\$87,984	\$158,735	16%	\$25,386	\$254	\$25,132	\$133,591
Project 6	10	Government St	Pembroke Street	Arterial	208.1	208.1	6.48	16	\$ 1,500	\$5,725	\$15,754	16%	\$2,521	\$25	\$2,496	\$12,258
Project 7	11	Government St	Pembroke Street	Arterial	162.6	162.6	101.62	16	\$ 200	\$138,961	\$207,944	16%	\$30,271	\$303	\$29,968	\$176,005
Project 8	21	Douglas Street	Harold St	Arterial	217.2	217.2	82.47	17	\$ 1,430	\$121,944	\$197,548	16%	\$31,608	\$316	\$31,292	\$198,257
Project 9	223	Courtesy Street	Douglas Street	Downtown Core	150	321.1	110.34	1	\$ 1,580	\$112,232	\$214,216	100%	\$214,216	\$2,142	\$212,074	\$2,142
Project 10	2967	Courtesy Street	Douglas Street	Downtown Core	150	321.1	53.06	13	\$ 580	\$174,178	\$282,168	16%	\$45,147	\$451	\$44,696	\$237,472
Project 11	367	Cook Street	Pandora Avenue	Arterial	300	321.1	49.75	13	\$ 580	\$83,814	\$136,779	16%	\$21,725	\$217	\$21,508	\$114,272
Project 12	1508	Esquimal Road	Grenville Avenue	Local	200	217.2	88.17	2	\$ 890	\$79,810	\$127,348	100%	\$127,348	\$1,273	\$126,075	\$1,273
Project 13	1512	Esquimal Road	Admirals Road	Local	200	217.2	85.14	2	\$ 890	\$84,427	\$136,772	100%	\$136,772	\$1,367	\$135,405	\$1,367
Project 14	1622	Esquimal Road	Lampson Street	Local	200	217.2	73.46	2	\$ 890	\$80,086	\$129,758	16%	\$20,781	\$208	\$20,573	\$106,205
Project 15	1623	Esquimal Road	Joffre Street	Local	200	217.2	16.59	2	\$ 890	\$63,170	\$102,348	16%	\$16,375	\$164	\$16,212	\$86,134
Project 16	1624	Esquimal Road	Joffre Street	Local	200	217.2	16.59	2	\$ 890	\$63,170	\$102,348	16%	\$16,375	\$164	\$16,212	\$86,134
Project 17	1625	Esquimal Road	Fernhill Road	Local	200	217.2	28.72	2	\$ 890	\$47,729	\$77,311	16%	\$12,370	\$124	\$12,246	\$65,065
Project 18	1626	Esquimal Road	Fernhill Road	Local	200	217.2	28.72	2	\$ 890	\$47,729	\$77,311	16%	\$12,370	\$124	\$12,246	\$65,065
Project 19	1627	Esquimal Road	Fernhill Road	Local	200	217.2	28.72	2	\$ 890	\$47,729	\$77,311	16%	\$12,370	\$124	\$12,246	\$65,065
Project 20	1660	Esquimal Road	Fraser Street	Local	200	217.2	179.16	2	\$ 890	\$120,820	\$199,813	16%	\$31,968	\$319	\$31,649	\$167,161
Project 21	1777	Esquimal Road	Admirals Road	Local	200	217.2	8.43	2	\$ 890	\$154,088	\$249,639	16%	\$39,942	\$399	\$39,543	\$210,096
Project 22	1507	Esquimal Road	Grenville Avenue	Local	200	217.2	336.68	2	\$ 890	\$17,743	\$28,743	16%	\$4,599	\$46	\$4,553	\$23,189
Project 23	387	For Street	Yates Street	Arterial	200	217.2	161.40	2	\$ 1,430	\$289,548	\$469,968	16%	\$75,081	\$751	\$74,330	\$394,638
Project 24	3021	Blanchard Street	Discovery Street	Arterial	100	200.0	13.40	3	\$ 430	\$230,802	\$373,880	16%	\$59,824	\$598	\$59,226	\$314,654
Project 25	3745	Blanchard Street	Caladonia Avenue	Arterial	100	200.0	6.48	3	\$ 430	\$19,842	\$31,042	16%	\$4,967	\$50	\$4,917	\$26,125
Project 26	3746	Blanchard Street	Caladonia Avenue	Collector	100	200.0	21.70	3	\$ 430	\$14,933	\$23,893	16%	\$3,809	\$38	\$3,771	\$19,122
Project 27	1146	Blackwood Street	Arthur Avenue	Local	100	200.0	74.18	3	\$ 890	\$30,615	\$50,396	16%	\$8,043	\$80	\$7,963	\$41,433
Project 28	3544	Courtesy Street	Wharf Street	Downtown Core	150	321.1	22.83	3	\$ 580	\$103,350	\$166,791	16%	\$26,696	\$267	\$26,429	\$130,362
Project 29	3845	Courtesy Street	Wharf Street	Downtown Core	150	321.1	57.75	3	\$ 580	\$36,075	\$58,441	16%	\$9,351	\$93	\$9,258	\$48,184
Project 30	4891	Gordon Street	Courtesy Street	Downtown Core	150	321.1	21.84	3	\$ 430	\$17,442	\$28,222	16%	\$4,692	\$47	\$4,645	\$23,575
Project 31	4892	Gordon Street	Courtesy Street	Downtown Core	150	321.1	39.20	3	\$ 430	\$32,277	\$51,588	16%	\$9,094	\$91	\$8,993	\$44,595
Project 32	4935	Gordon Street	Courtesy Street	Downtown Core	150	321.1	15.31	3	\$ 430	\$16,820	\$26,962	16%	\$4,131	\$41	\$4,090	\$20,847
Project 33	4080	Richardson Street	Vancouver Street	Collector	150	217.2	26.40	3	\$ 950	\$21,632	\$34,463	16%	\$6,423	\$64	\$6,359	\$31,123
Project 34	407	Roxland Avenue	Cyril Close	Collector	150	217.2	205.25	3	\$ 950	\$194,391	\$315,886	16%	\$50,542	\$505	\$49,937	\$265,949
Project 35	408	Roxland Avenue	St Francis Wood	Collector	150	217.2	68.23	3	\$ 950	\$61,968	\$100,381	16%	\$16,062	\$161	\$15,901	\$84,488
Project 36	410	Roxland Avenue	Lynan Duff Lane	Collector	150	217.2	81.46	3	\$ 950	\$77,384	\$125,362	16%	\$20,088	\$201	\$19,887	\$105,505
Project 37	702	Roxland Avenue	Patty Place	Collector	150	217.2	38.63	3	\$ 950	\$36,698	\$58,452	16%	\$9,112	\$91	\$9,021	\$47,436
Project 38	4201	Roxland Avenue	Green Oaks Terrace	Collector	150	217.2	21.50	3	\$ 950	\$20,031	\$32,450	16%	\$5,192	\$52	\$5,140	\$26,308
Project 39	4202	Roxland Avenue	Green Oaks Terrace	Collector	150	217.2	20.43	3	\$ 950	\$19,409	\$31,442	16%	\$5,031	\$50	\$4,981	\$25,461
Project 40	4203	Roxland Avenue	St Francis Wood	Collector	150	217.2	3.39	3	\$ 950	\$5,216	\$8,216	16%	\$1,644	\$16	\$1,628	\$8,190
Project 41	4709	Vander Avenue	Van Street	Arterial	100	200.0	14.89	3	\$ 430	\$21,431	\$34,116	16%	\$5,055	\$50	\$4,995	\$25,120
Project 42	2894	Douglas Street	Courtesy Street	Downtown Core	150	321.1	24.20	3	\$ 580	\$38,218	\$61,937	16%	\$15,910	\$159	\$15,751	\$86,181
Project 43	127	Courtesy Street	Government Street	Downtown Core	150	321.1	23.31	4	\$ 1,580	\$38,831	\$63,687	16%	\$16,041	\$160	\$15,881	\$90,306
Project 44	3061	Bellevue St	Douglas Street	Arterial	150	321.1	17.25	3	\$ 580	\$27,265	\$44,153	16%	\$10,884	\$108	\$10,776	\$53,378
Project 45	3062	Bellevue St	Douglas Street	Arterial	150	321.1	133.96	3	\$ 580	\$211,657	\$342,884	16%	\$54,861	\$548	\$54,313	\$288,571
Project 46	3345	Esquimal Road	Calton Ter	Local	100	200.0	12.21	3	\$ 890	\$12,501	\$19,911	16%	\$2,722	\$27	\$2,695	\$13,218
Project 47	3558	Kings Rd	Fernwood Rd	Collector	100	200.0	7.29	3	\$ 890	\$6,362	\$10,212	16%	\$1,784	\$17	\$1,767	\$8,445
Project 48	2183	Roxland Ave	Pentelaw Pl	Collector	150	217.2	133.53	3	\$ 950	\$126,849	\$206,495	16%	\$32,878	\$328	\$32,550	\$159,945
Project 49	2784	Roxland Ave	Pentelaw Pl	Collector	150	217.2	4.18	3	\$ 950	\$3,973	\$6,436	16%	\$1,030	\$10	\$1,020	\$5,413
Project 50	2839	Roxland Ave	Linden Ave	Collector	150	217.2	115.01	3	\$ 950	\$109,262	\$177,025	16%	\$28,321	\$283	\$28,038	\$141,987
Project 51	736	Foul Bay Rd	Creckett Rd	Collector	150	200.0	18.65	3	\$ 950	\$17,718	\$28,702	16%	\$4,582	\$45	\$4,537	\$23,165
Project 52	737	Foul Bay Rd	Creckett Rd	Collector	150	200.0	32.94	3	\$ 950	\$31,294	\$50,086	16%	\$8,111	\$81	\$8,030	\$42,055
Project 53	2409	Foul Bay Rd	Creckett Rd	Collector	150	200.0	200.49	3	\$ 950	\$180,495	\$288,652	16%	\$43,305	\$433	\$42,872	\$245,780
Project 54	2723	Cook Street	Yates Street	Arterial	300	321.1	3.42	3	\$ 1,580	\$3,830	\$6,204	100%	\$6,204	\$62	\$6,142	\$30,942
Project 55	2724	Cook Street	Yates Street	Arterial	300	321.1	97.71	3	\$ 1,580	\$154,163	\$250,101	100%	\$250,101	\$2,501	\$247,600	\$2,501
Project 56	2725	Cook Street	Pandora Avenue	Arterial	300	321.1	1.64	3	\$ 1,580	\$2,596	\$4,206	100%	\$4,206	\$42	\$4,164	\$20,342
Project 57	2730	Cook Street	Mason Street	Arterial	300	321.1	41.87	3	\$ 1,580	\$66,159	\$107,118	16%	\$17,148	\$171	\$16,977	\$80,201
Project 58	2731	Cook Street	Balmoral Rd	Arterial	300	321.1	20.15	3	\$ 1,580	\$31,832	\$51,568	16%	\$8,251	\$83	\$8,168	\$43,403
Project 59	2732	Cook Street	Balmoral Rd	Arterial	300	321.1	35.40	3	\$ 1,580	\$55,829	\$89,605	16%	\$14,487	\$145	\$14,342	\$75,263
Project 60	2827	Cook Street	Burdett Ave	Arterial	300	321.1	86.76	3	\$ 1,580	\$135,495	\$219,504	100%	\$219,504	\$2,195	\$217,309	\$2,195
Project 61	2828	Cook Street	Roxland Ave	Arterial	300	321.1	5.00	3	\$ 1,580	\$8,037	\$13,021	100%	\$13,021	\$130	\$12,891	\$1,309
Project 62	4335	Cook Street	Mason Street	Arterial	300	321.1	1.11	3	\$ 1,580	\$2,591	\$4,251	16%	\$4,251	\$42	\$4,209	\$20,342
Project 63	4336	Cook Street	Mason Street	Arterial	300	321.1	42.43	3	\$ 1,580	\$67,035	\$108,588	16%	\$17,375	\$174	\$17,201	\$81,385
Project 64	4337	Cook Street	Pandora Avenue	Arterial	300	321.1	58.72	3	\$ 1,580	\$34,375	\$55,850	16%	\$14,463	\$145	\$14,318	\$75,263
Project 65	2520	Cook Street	North Park St	Arterial	300	321.1	101.25	12	\$ 1,580	\$193,967	\$312,105	16%	\$47,463	\$475	\$47,088	\$245,015
Project 66	2534	Cook Street	Caladonia Avenue	Arterial	300	321.1	161.03	12	\$ 1,580	\$254,424	\$412,105	16%	\$65,947	\$659	\$65,288	\$316,812
Project 67	2546	Richmond Ave	Leighton Rd	Arterial	300	321.1	2.54	10	\$ 1,650	\$4,198	\$6,800	16%	\$1,088	\$11	\$1,077	\$5,723

Project ID	GIS Pipe ID	Streets	Road Class	Existing Diameter	Proposed Diameter	Length (m)	Year Planned	Unit Cost	Cost Estimate w/o Contingency & Contract Admin (1)	Cost Estimate w/ Cont. Eng. & Admin. (1)	Benefit Allocation	Col. (1) x Col. (2)	Benefit to New Development	Municipal Asset Factor 1%	Col. (4)	Col. (6) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
Project 69	2687	Richmond Ave	Arterial	300	314.4	11.86	12	5	\$184,734	\$209,269	16%	\$47,683	\$4,438	34.7%	\$21,400	\$21,400	\$21,400
Project 69	154	Richmond Ave	Arterial	300	314.4	16.51	12	5	\$184,734	\$209,269	16%	\$47,683	\$4,438	34.7%	\$21,400	\$21,400	\$21,400
Project 70	126	Calhoun St	Arterial	300	321	0.87	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 71	153	Calhoun St	Arterial	300	321	89.7	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 72	393	Calhoun St	Arterial	300	321	56.30	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 73	387	Calhoun St	Arterial	300	321	6.39	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 74	268	Calhoun St	Arterial	300	321	62.1	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 75	213	Calhoun St	Arterial	300	321	89.86	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 76	414	Calhoun St	Arterial	300	321	62.1	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 77	414	Calhoun St	Arterial	300	321	62.1	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 78	4386	Calhoun St	Arterial	300	321	62.1	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 79	4887	Calhoun St	Arterial	300	321	2.95	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 80	4917	Calhoun St	Arterial	300	321	1.68	11	5	\$35,440	\$40,480	16%	\$1,911	\$1,911	17%	\$1,911	\$1,911	\$1,911
Project 81	1346	Front Street	Local	150	200	169.82	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 82	1888	Front Street	Local	150	200	118.85	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 83	1368	Front Street	Local	150	200	102.76	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 84	140	Front Street	Local	150	200	81.33	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 85	1811	Front Street	Local	150	200	217.2	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 86	80	Front Street	Local	150	200	99.34	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 87	523	Front Street	Local	150	200	85.44	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 88	2876	Front Street	Local	150	200	148.88	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 89	2876	Front Street	Local	150	200	148.88	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 90	4526	Front Street	Local	150	200	148.88	11	3	\$20,712	\$23,600	100%	\$4,200	\$4,200	100%	\$4,200	\$4,200	\$4,200
Project 91	4527	Front Street	Local	150	200	148.88	11	3	\$20,712	\$23,600							

**CITY OF VICTORIA
WATER DCC PROGRAM**

Project ID	GIS Pipe ID	Streets	Near/At	Road Class	Existing Diameter	Proposed Diameter	Length (m)	Year Planned	Unit Cost	Cost Estimate w/o Contingency, Engineering & Contract Admin (1)	Col.(1)	Cost Estimate w/ Cont. Eng., & Admin. (1)	Col. (2)	Benefit Allocation	Benefit to New Development	Col. (3) =Col. (1) x Col. (2)	Col. (4)	Municipal Assist Factor 1%	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)	Total Municipal Responsibility
Project 138	1607	Esquimal Rd	Constance Ave	Local	250	321.1	3.24	17	\$ 990	\$2,129		\$2,447	16%			\$392	\$0		\$540	\$2,907	
Project 139	1608	Esquimal Rd	Grafton St	Local	250	321.1	39.97	17	\$ 990	\$36,967		\$42,286	16%			\$7,168	\$148		\$14,818	\$77,458	
Project 140	1766	Esquimal Rd	Carleton Rd	Local	250	321.1	101.40	17	\$ 990	\$100,414		\$116,190	16%			\$18,990	\$250		\$18,740	\$131,430	
Project 141	1769	Esquimal Rd	Forster St	Local	250	321.1	92.57	17	\$ 990	\$92,468		\$106,139	16%			\$17,822	\$128		\$17,694	\$107,440	
Project 142	1770	Esquimal Rd	Forster St	Local	250	321.1	85.72	17	\$ 990	\$84,431		\$101,916	16%			\$16,107	\$211		\$15,896	\$111,029	
Project 143	1771	Esquimal Rd	Sturdee St	Local	250	321.1	12.36	17	\$ 990	\$11,740		\$13,419	16%			\$2,043	\$30		\$2,013	\$16,006	
Project 144	1772	Esquimal Rd	Sturdee St	Local	250	321.1	90.22	17	\$ 990	\$89,711		\$103,862	16%			\$16,718	\$222		\$16,496	\$116,858	
Project 145	1773	Esquimal Rd	Sturdee St	Local	250	321.1	1.13	17	\$ 990	\$1,113		\$1,274	16%			\$208	\$3		\$205	\$1,408	
Project 146	1774	Esquimal Rd	Sturdee St	Local	250	321.1	5.53	17	\$ 990	\$5,493		\$6,350	16%			\$1,051	\$14		\$1,037	\$7,161	
Project 147	1776	Esquimal Rd	Sturdee St	Local	250	321.1	9.90	17	\$ 990	\$9,809		\$11,381	16%			\$1,813	\$24		\$1,789	\$11,692	
Project 148	4270	Esquimal Rd	Carleton Rd	Local	250	321.1	14.71	17	\$ 990	\$14,574		\$16,837	16%			\$2,622	\$36		\$2,586	\$19,061	
Project 149	2647	Pentstemon Pl	Pentstemon Pl	Collector	150	217.2	16.35	18	\$ 860	\$14,034		\$16,166	16%			\$2,622	\$40		\$2,582	\$16,746	
Project 150	1367	Talbot Rd	Selkirk Ave	Local	150	217.2	69.73	18	\$ 860	\$59,951		\$69,175	16%			\$9,468	\$199		\$9,269	\$104,520	
Project 151	1369	Talbot Rd	Craigflower Rd	Local	150	217.2	15.66	18	\$ 860	\$13,464		\$15,412	16%			\$2,496	\$35		\$2,461	\$18,357	
Project 152	1372	Talbot Rd	Gropper Creek	Local	150	217.2	46.02	18	\$ 860	\$39,577		\$45,175	16%			\$7,258	\$103		\$7,155	\$53,958	
Project 153	1373	Talbot Rd	Gropper Creek	Local	150	217.2	4.89	18	\$ 860	\$4,204		\$4,810	16%			\$760	\$11		\$749	\$5,731	
Project 154	4257	Talbot Rd	Gropper Creek	Local	150	217.2	17.82	18	\$ 860	\$15,248		\$17,481	16%			\$2,806	\$27		\$2,779	\$18,260	
Project 155	3955	Stanhurst Street	Douglas Street	Arterial	300	321.1	40.69	19	\$ 1,580	\$62,297		\$71,160	100%			\$104,160	\$1,042		\$103,118	\$1,042	
Project 156	4290	Stanhurst Street	Douglas Street	Arterial	300	321.1	16.36	19	\$ 1,580	\$25,840		\$29,470	100%			\$44,710	\$419		\$44,291	\$44,291	
Project 157	4309	Dallas Rd	Douglas Street	Arterial	150	217.2	150.58	19	\$ 1,430	\$215,470		\$247,081	16%			\$36,500	\$558		\$35,942	\$253,022	
Project 158	4360	Dallas Rd	Douglas Street	Arterial	150	217.2	150.18	19	\$ 1,430	\$214,913		\$246,103	16%			\$36,313	\$579		\$35,734	\$250,179	
Project 159	4361	Dallas Rd	Douglas Street	Arterial	150	217.2	274.63	19	\$ 1,430	\$392,116		\$448,201	16%			\$67,716	\$1,018		\$66,698	\$454,900	
Project 160	4363	Dallas Rd	Douglas Street	Arterial	150	217.2	122.73	19	\$ 1,430	\$175,488		\$199,307	16%			\$29,499	\$455		\$29,044	\$208,352	
Project 161	1138	Rothwell St	Esquimal Rd	Collector	100	200.0	137.00	19	\$ 950	\$129,108		\$148,772	100%			\$210,872	\$2,100		\$208,772	\$2,100	
Project 162	1887	Rothwell St	Esquimal Rd	Collector	100	200.0	10.37	19	\$ 950	\$9,853		\$11,363	100%			\$17,063	\$160		\$16,903	\$16,903	
Project 163	3327	Volunteer St	Head St	Local	100	200.0	180.72	20	\$ 860	\$155,742		\$178,502	16%			\$26,960	\$430		\$26,530	\$225,972	
Project 164	24	PROPOSED PRV	Pembroke Street	Arterial	150	217.2	26.07	4	\$ 1,430	\$37,227		\$42,280	16%			\$6,368	\$95		\$6,273	\$60,747	
Project 165	PRV-R-PANDORA		New Valve at Cook and Pandora						\$ 200,000	\$200,000		\$224,000	16%			\$34,000	\$518		\$33,482	\$237,482	
Project 166	PRV-R-VANALYSTION		New Valve at Canada and Vancouver						\$ 200,000	\$200,000		\$224,000	16%			\$34,000	\$518		\$33,482	\$237,482	
Totals										\$12,547,609		\$14,227,127				\$6,150,494	\$61,505		\$6,088,989	\$14,238,138	

Notes

- (1) Final cost estimate includes 15% contingency plus 20% for engineering, legal and contract administration.
 (2) Benefit factor of DCC program based on population increase over 20 years for projects indicated by modelling as benefiting existing and new development.

**CITY OF VICTORIA
WATER DCC CALCULATION**

Water				
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)
	Estimated New Development	Unit	Person per unit (residential)/	Equivalent Population
Detached Dwelling	335	per lot	2.40	804
Two Family Dwelling	126	per lot	4.80	602
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	2.30	2,121
Multiple Dwelling (Apartment)	8,272	per unit	1.40	11,581
Commercial	145,000	per square metre of total floor area	0.0110	1,595
Industrial	5,500	per square metre of total floor area	0.0045	25
Institutional	16,600	per square metre of total floor area	0.0110	183
			Total Trip Ends	16,910 (a)
B: Unit Water DCC Calculation				
Net Water DCC Program Recoverable			<u>\$6,088,389</u> (b)	
Existing DCC Reserve Monies			\$1,451,892 (c)	
Net Amount to be Paid by DCCs			\$4,637,098 (d) = (b) - (c)	
DCC per person			\$274.22 (e) = (d) / (a)	
C: Resulting Water DCCs				
Detached Dwelling		\$ 658.13 per lot	(e) x Col. (3)	
Two Family Dwelling		\$ 316.25 per lot	(e) x Col. (3)	
Attached Dwelling (Townhouse/triplex/fourplex)		\$ 630.71 per unit	(e) x Col. (3)	
Multiple Dwelling (Apartment)		\$ 5.03 per sq.m. \$ 383.91 per unit	(e) x Col. (3) Estimated Area 125.4	
Commercial		\$ 4.86 per sq.m. \$ 3.02 per square metre of total floor area	(e) x Col. (3) Estimated Area 79.0	
Industrial		\$ 1.23 per square metre of total floor area	(e) x Col. (3)	
Institutional		\$ 3.02 per square metre of total floor area	(e) x Col. (3)	

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update)

**CITY OF VICTORIA
PARKS ACQUISITION PROGRAM**

Project No.		Col. (1)	Col. (2)	Col. (3) = Col. (1) x Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
	Name	Cost Estimate w/ Contingency	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
1	Harbour Pathway	\$9,592,724	16.0%	\$1,534,836	\$15,348.36	\$1,519,487	\$8,073,236
2	Burnside Internal Path (50 yr program)	\$806,400	6.4%	\$51,610	\$516.10	\$51,094	\$755,306
3	Pemberton Trail (50 yr program)	\$4,032,000	6.4%	\$258,048	\$2,580.48	\$255,468	\$3,776,532
4	Neighbourhood	\$5,760,000	100%	\$5,780,000	\$57,600.00	\$5,702,400	\$57,600
Totals		\$20,191,124		\$7,604,493	\$76,045	\$7,528,448	\$12,662,675

Notes

- (1) Benefit factors for projects 2 and 3: 20 yr program is 40% of 50 yr program multiplied by increase in population (16%) equals 6.4%.
- (2) Contingency of 20% included for costs due to market volatility and legal/agent fees relating to the sale process and closing costs

CITY OF VICTORIA
PARKS ACQUISITION DCC CALCULATION

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Park Acquisition				
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)
	Estimated New Development	Unit	Person per unit (residential)/	Equivalent Population
Detached Dwelling	335	per lot	2.40	804
Two Family Dwelling	126	per lot	4.80	602
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	2.30	2,121
Multiple Dwelling (Apartment)	8,272	per unit	1.40	11,581
Commercial	145,000	per square metre of total floor area	0.0022	319
Industrial	5,500	per square metre of total floor area	0.0009	5
Institutional	16,600	per square metre of total floor area	0.0022	37
			Total Trip Ends	15,468 (a)
B: Unit Parks DCC Calculation				
Net Parks DCC Program Recoverable		\$7,528,448	(b)	
Existing DCC Reserve Monies		\$3,034,643	(c)	
Net Amount to be Paid by DCCs		\$4,493,806	(d) = (b) - (c)	
DCC per person		\$290.52	(e) = (d) / (a)	
C: Resulting Parks DCCs				
Detached Dwelling	\$	697.24	per lot	(e) x Col. (3)
Two Family Dwelling	\$	1,394.48	per lot	(e) x Col. (3)
Attached Dwelling (Townhouse/triplex/fourplex)	\$	668.19	per unit	(e) x Col. (3)
Multiple Dwelling (Apartment)	\$	5.33	per sq.m	Estimated Area 125.4
	\$	406.72	per unit	(e) x Col. (3)
Commercial	\$	5.16	per sq.m	Estimated Area 79.0
	\$	0.64	per square metre of total floor area	(e) x Col. (3)
Industrial	\$	0.26	per square metre of total floor area	(e) x Col. (3)
Institutional	\$	0.64	per square metre of total floor area	(e) x Col. (3)

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update)

**CITY OF VICTORIA
PARKS DEVELOPMENT PROGRAM**

Project No.		Col. (1)	Col. (2)	Col. (3) = Col. (1) x Col. (2)	Col. (4)	Col. (5) = Col. (3) - Col. (4)	Col. (6) = Col. (1) - Col. (5)
	Name	Cost Estimate w/ Contingency	Benefit Allocation	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
1	People Only Greenways	\$17,010,000	16.0%	\$2,721,600	\$27,216.00	\$2,694,384	\$14,315,616
2	People Priority Greenways (50 yr program)	\$14,857,350	6.4%	\$950,870	\$9,508.70	\$941,362	\$13,915,988
3	Shared Greenways (50 yr program)	\$6,937,500	6.4%	\$444,000	\$4,440.00	\$439,560	\$6,497,940
4	Neighbourhood Park	\$617,750	100%	\$617,750	\$6,177.50	\$611,573	\$6,178
5	Harbour Pathway	\$34,419,915	16%	\$5,507,186	\$55,071.86	\$5,452,114	\$28,967,800
Totals		\$73,842,515		10,241,407	102,414	10,138,993	63,703,522

Notes

(1) Benefit factors for projects 2 and 3: 20 yr program is 40% of 50 yr program multiplied by increase in population (16%) equals 6.4%.

CITY OF VICTORIA
PARKS DEVELOPMENT DCC CALCULATION

Park Development				
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)
	Estimated New Development	Unit	Person per unit (residential)/	Equivalent Population
Detached Dwelling	335	per lot	2.40	804
Two Family Dwelling	126	per lot	4.80	602
Attached Dwelling (Townhouse/triplex/fourplex)	922	per unit	2.30	2 121
Multiple Dwelling (Apartment)	8 272	per unit	1.40	11 581
Commercial	145 000	per square metre of total floor area	0.0022	319
Industrial	5 500	per square metre of total floor area	0.0009	5
Institutional	16 600	per square metre of total floor area	0.0022	37
			Total Trip Ends	15 458 (a)
B: Unit Parks DCC Calculation				
Net Parks DCC Program Recoverable		\$1,132 188 (b)		
Existing DCC Reserve Monies		\$1,132 188 (c)		
Net Amount to be Paid by DCCs		\$9 006 805 (d) = (b) - (c)		
DCC per person		\$582.28 (e) = (d) / (a)		
C: Resulting Parks DCCs				
Detached Dwelling	\$	1 397.46 per lot	(e) x Col. (3)	
Two Family Dwelling	\$	2 794.93 per lot	(e) x Col. (3)	
Attached Dwelling (Townhouse/triplex/fourplex)	\$	1 339.24 per unit	(e) x Col. (3)	
Multiple Dwelling (Apartment)	\$	10.68 per sq.m		Estimated Area 125.4
	\$	815.19 per unit	(e) x Col. (3)	
Commercial	\$	10.32 per sq.m		Estimated Area 79.0
	\$	1.28 per square metre of total floor area	(e) x Col. (3)	
Industrial	\$	0.52 per square metre of total floor area	(e) x Col. (3)	
Institutional	\$	1.28 per square metre of total floor area	(e) x Col. (3)	

Notes

(1) DCC per square metre based on an average unit size of 125.4 m² (1350 ft²) for townhouse and 79 m² (850 ft²) for apartment (consistent with 2007 update)

APPENDIX B

Public Consultation Materials

City of Victoria

Development Cost Charge Bylaw 2016 Update

November 29th, 2016

URBAN
systems

Agenda

1. Overview
2. Growth and Program Details
3. Proposed DCC Rates
4. Next Steps



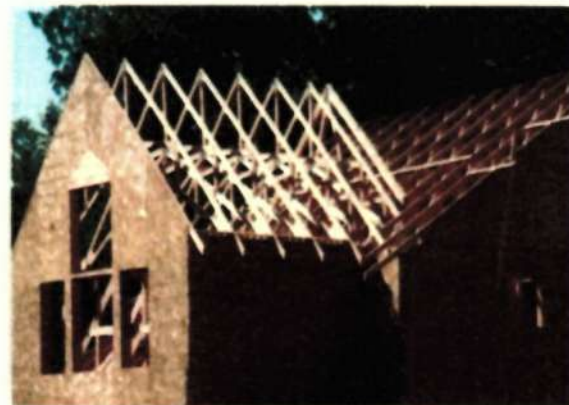
What are DCC's?

Charges levied on development to help pay for the costs of expanding and upgrading transportation, utility and park infrastructure to meet the needs of growth.



Why update the DCC Bylaw now?

- Last major update – 2007
- Rising costs (construction, land acquisition)
- Better information on growth
- Better information on infrastructure needs



Basic DCC Calculation



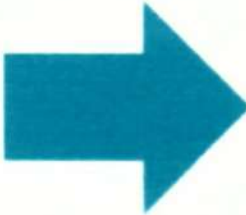
Growth Forecast – Next 20 Years

Dwelling Type	New Units
Detached	335
Two Family	126
Attached (Townhouse)	922
Multiple (Apartment)	8,272

Land Use	New Development (m ² total floor area)
Commercial	145,000
Industrial	5,500
Institutional	16,600

Adding 15,000 new people

Total Cost of DCC Program

Infrastructure Component	Total DCC Program Costs (Millions)		
Transportation	\$57.8		
Drainage	\$24.4		
Sanitary	\$59.7		
Water	\$20.8		
Park Acquisition	\$20.2		
Park Development	\$73.8		
Total	\$256.7		Cost to Developers \$56.7 M

Transportation Program

- Bike Lane Construction
- Crosswalk Upgrades
- Intersection Improvements
- Streetlight Improvements



Drainage/Sanitary/Water Programs

- Upgrades to Trunk Mains
- Pressure Reducing Valve (PRV) Upgrades



Park Acquisition & Development Program

10

- David Foster Harbour Pathway
- New Park Space
- Greenways



Proposed DCC Rates

Land Use	Total	Unit
Detached Dwelling	\$6,559	per lot
Two Family Dwelling	\$11,645	per lot
Attached Dwelling (Townhouse, triplex/fourplex)	\$43	per m ² of Gross Floor Area
Multiple Dwelling (Apartment)	\$46	per m ² of Gross Floor Area
Commercial Use	\$31	per m ² of Gross Floor Area
Industrial Use	\$11	per m ² of Gross Floor Area
Institutional	\$31	per m ² of Gross Floor Area

DCC Change From 2007

12

Land Use	Existing 2007 DCCs	Proposed 2016 DCCs	Increase	Unit
Detached Dwelling	\$5,019	\$6,559	\$1,540	per lot
Two Family Dwelling	\$8,801	\$11,645	\$2,844	per lot
Attached Dwelling (Townhouse, triplex/fourplex)	\$33	\$43	\$10	per m ² of Gross Floor Area
Multiple Dwelling (Apartment)	\$36	\$46	\$10	per m ² of Gross Floor Area
Commercial Use	\$23	\$31	\$8	per m ² of Gross Floor Area
Industrial Use	\$10 ¹	\$11 ²	\$1	per m ² of Gross Floor Area
Institutional	\$23	\$31	\$8	per m ² of Gross Floor Area

¹ Previous rate unit was per square metre of site area. For comparison purposes, assume FSR = 0.5

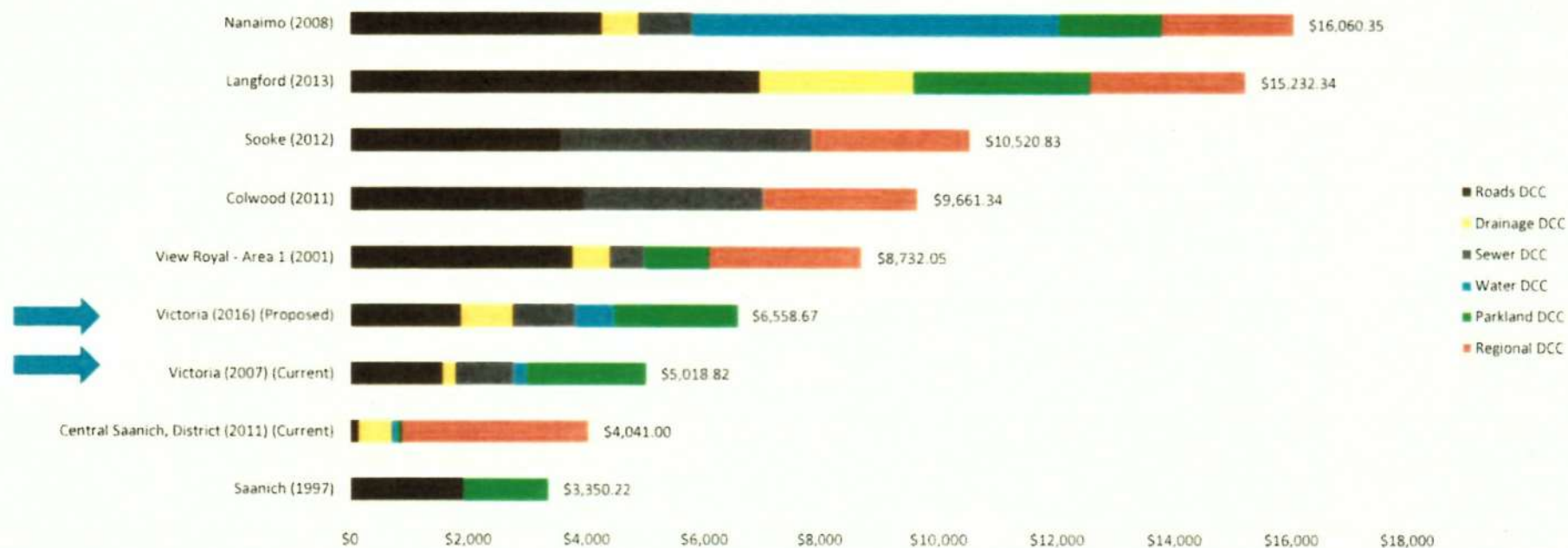
² Unit is changing from per m² site area to per m² gross floor area to more accurately reflect development's impact on infrastructure

Industrial DCC Rate

- Basis of charge
 - Per m² of gross floor area
 - No longer based on site area
- Charging based on floor area more accurately reflects the impact on infrastructure

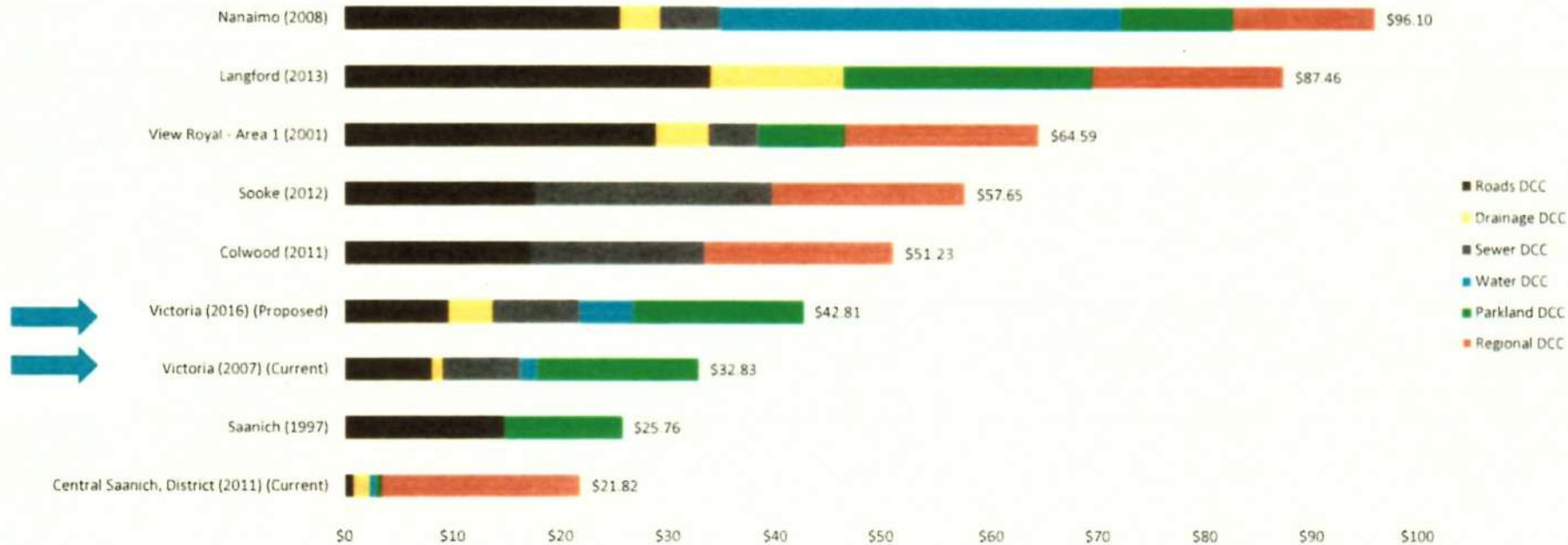
Single Family

Single Family DCC Comparison Rates (per lot)



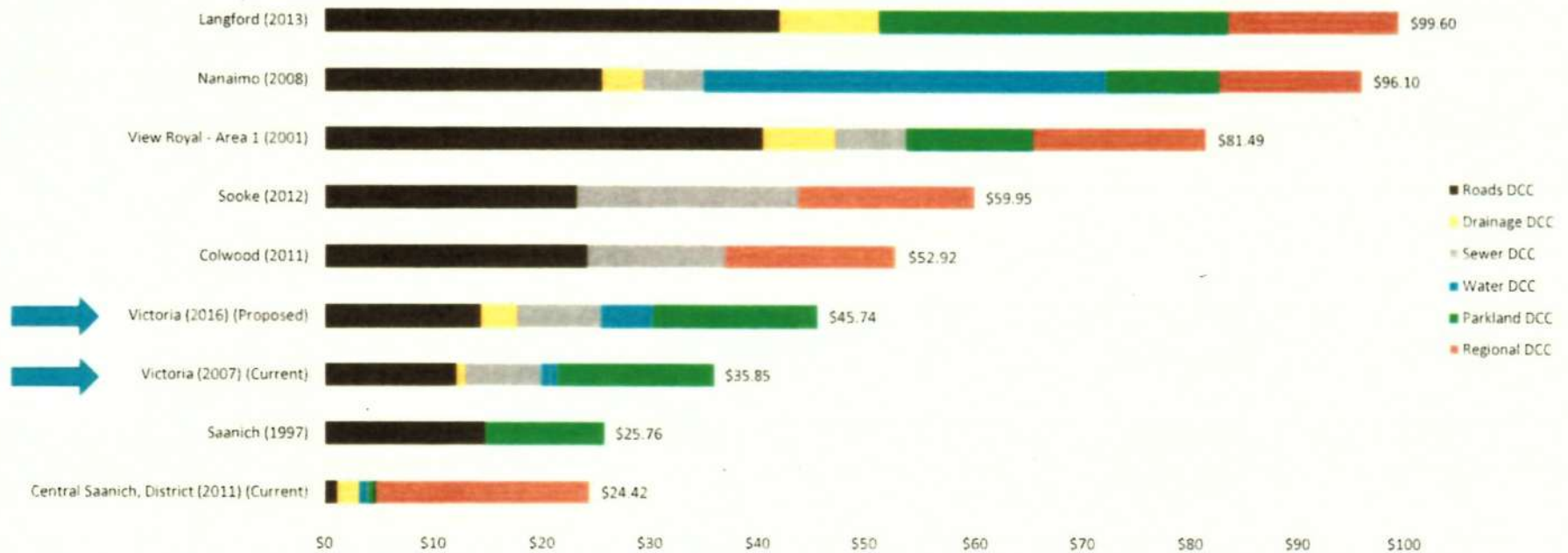
Attached Dwelling

Townhouse DCC Comparison Rates (per sq.m. GFA)



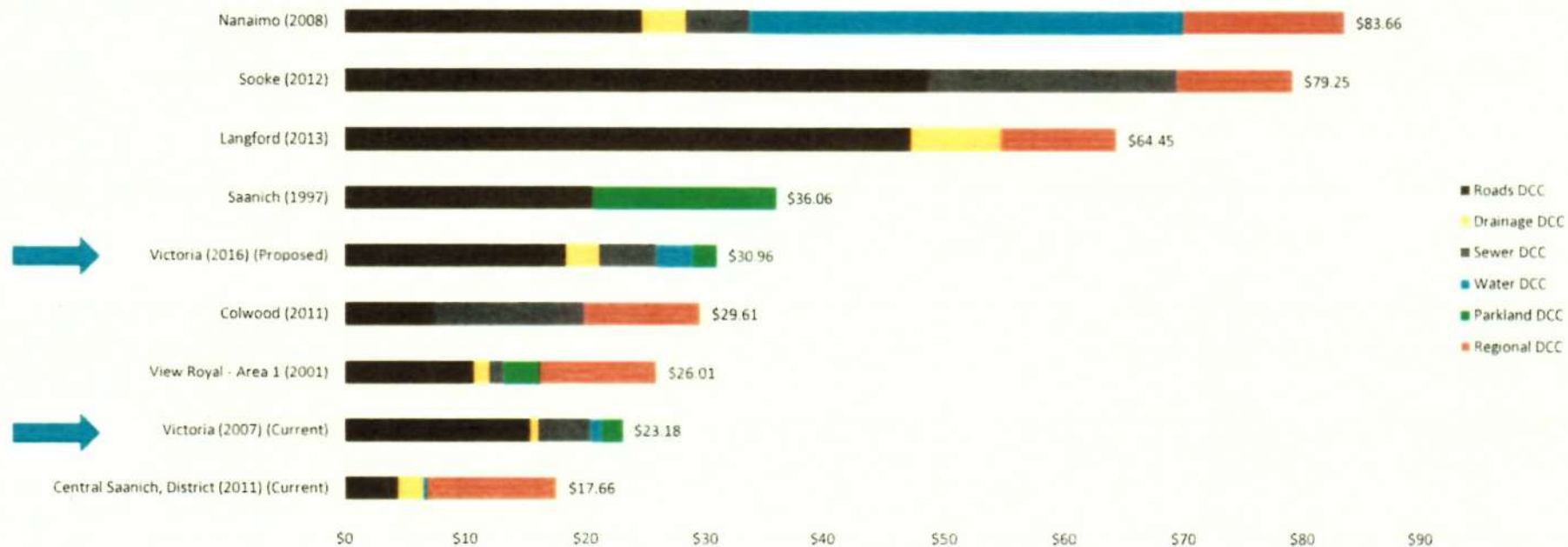
Apartment

Apartment DCC Comparison Rates (per sq.m. GFA)



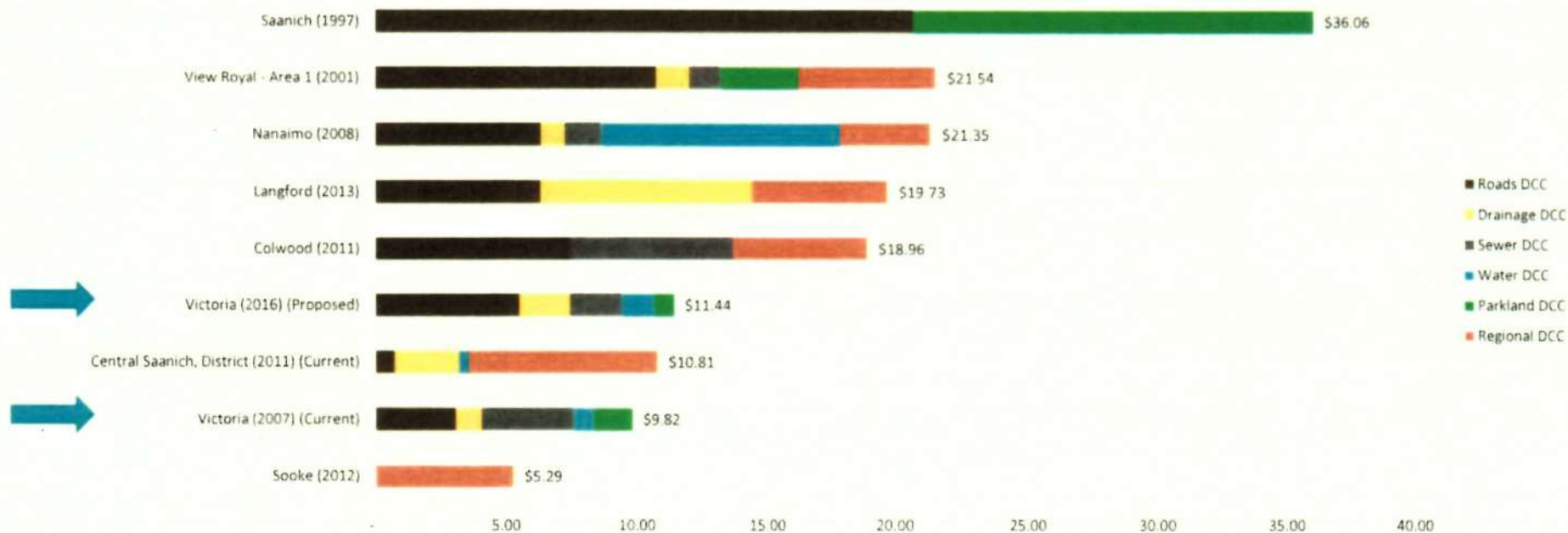
Commercial

Commercial DCC Comparison Rates (per sq. m. GFA)



Industrial

Industrial DCC Comparison Rates (per sq.m. gross floor area)



In-Stream Protection

- New DCC rates will be effective at bylaw adoption
- However, legislation provides protection to in-stream:
 - Building permit applications
 - Subdivision applications
 - Precursor applications (re-zoning and DP)

****These must be complete and received prior to adoption of the new bylaw****

In-Stream Protection

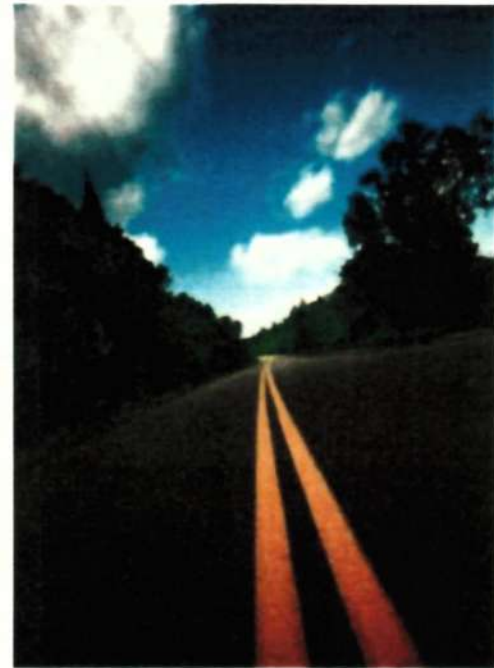
- Building permits/subdivision must be granted within one year of bylaw adoption
- Re-zoning and DP applications must result in building permit issuance within one year of bylaw adoption

Reductions/waivers for affordable housing

- 2008 - new legislative authority to partially or fully waive DCCs for affordable housing
- Current City practice: No waivers
- Affordable housing supported through the Housing Fund
- Through the Housing Action Plan, the City will be exploring various financial incentives
- Recommendation: Charge DCCs and continue use of Housing Fund

Next Steps

- Receive stakeholder input – December
- 1st, 2nd, 3rd reading (Council) – January
- Approval by Inspector of Municipalities – approx. 1-2 months
- Adopt Bylaw – March



Thank you!

APPENDIX C

**Existing City of Victoria Development Cost Charge
Bylaw No. 06-065, 2007 and Amendment Bylaw No. 1**



DEVELOPMENT COST CHARGES BYLAW

BYLAW NO. 06-065

This consolidation is a copy of a bylaw
consolidated under the authority of
section 139 of the *Community Charter*.
(Consolidated on April 1, 2015 up to
Bylaw No. 07-054)

This bylaw is printed under and by
authority of the Corporate Administrator
of the Corporation of the City of Victoria.

NO. 06-065

DEVELOPMENT COST CHARGES BYLAW

A BYLAW OF THE CITY OF VICTORIA

(Consolidated to include Bylaw No. 07-054)

The purpose of this Bylaw is

- (a) to update the Development Cost Charges Bylaw by repealing and replacing the City's Development Cost Charges Bylaw No. 95-122, and
- (b) to provide funds to assist the City to pay the capital costs of providing, constructing, altering, or expanding transportation, water, drainage, and sewage facilities, and of providing and improving parkland.

In setting the development cost charges in this Bylaw, the Council has taken into consideration

- (a) future land use patterns and development, and the phasing of works and services within the City, and
- (b) whether the charges are excessive in relation to the capital cost of prevailing standards of service, will deter development, or will discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land in the City.

Contents

- 1 Title
- 2 Definitions
- 3 Severability
- 4 Payment of development cost charges
- 5 Exemptions from payment
- 6 Effective Date
- 7 Repeal

Schedule A – Development Cost Charges

Under its statutory powers, including sections 932 to 937.1 of the *Local Government Act*, the Council of the City of Victoria enacts the following provisions:

Title

- 1 This Bylaw may be cited as the "DEVELOPMENT COST CHARGES BYLAW".

Definitions

2 In this Bylaw, unless the context otherwise requires:

"attached dwelling"

means a building that

- (a) is used or designed as 3 or more self-contained dwelling units, and
- (b) does not contain a dwelling unit wholly or partly above another dwelling;

"building permit"

means a building permit, issued under the City's Building Bylaw, authorizing the construction, alteration, or extension of a building or structure;

"commercial"

means a building or structure used or intended to be used to carry on one or more businesses,

- (a) including but not limited to, the sale or provision of goods, meals, transient accommodation, entertainment or services,
- (b) and excluding industrial, institutional, or residential uses;

"comprehensive development"

means a development that is comprised of 2 or more of the following uses: residential, commercial, institutional or industrial;

"detached dwelling"

means a building having independent exterior walls and containing only one self-contained dwelling unit;

"development cost charges" or "DCC"

means the applicable DCC Rates prescribed in Schedule A;

"industrial"

means a lot used or intended to be used for industrial uses, including but not limited to warehousing, wholesale, manufacturing, processing, assembly, testing, distribution, servicing and repairing of products or materials;

"institutional"

means a building or structure used or intended to be used for non-profit cultural, recreational, religious, social, library, school, government, hospital, or educational purposes;

"multiple dwelling"

means a building or portion of building containing 3 or more self-contained dwelling units, one or more of which are wholly or partly above another dwelling unit;

"self-contained dwelling unit"

means a suite of rooms in a building designed for occupancy of one family, and which includes kitchen, toilet and bathroom facilities;

"site area"

means the whole or a portion of the parcel to be improved as part of the development authorized by a building permit,

- (a) including all vehicular and pedestrian circulation areas, loading, parking, storage, works, decorative areas and landscaped areas belonging to the development, and
- (b) excluding land covered by water;

"total floor area"

means the total area of all floors in a building measured to the inside surface of the exterior walls, excluding areas required by the City to be provided for parking motor vehicles and storing bicycles;

"two family dwelling"

means a building comprising two self-contained dwelling units, but does not mean a detached dwelling containing a secondary suite.

Severability

- 3 Each portion of this Bylaw is intended to be independent to the extent that its invalidation by a court does not affect the validity of any other portion.

Payment of development cost charges

- 4 (1) A person who applies for approval of a subdivision or for a building permit must pay the applicable development cost charge prescribed in Schedule A at the same time the person's subdivision application is approved or building permit is issued.
- (2) For a comprehensive development
 - (a) development cost charges must be calculated separately for each use that is part of that comprehensive development, in accordance with Schedule A, and

- (b) the development cost charge payable equals the sum total of the development cost charges calculated for each separate use.

Exemptions from payment

- 5 Section 4 [*payment of development cost charges*] does not apply in any of the circumstances exempted from payment by section 933 of the *Local Government Act* or successor legislation.

Effective Date

- 6 This Bylaw comes into force and effect on October 1, 2007.

Repeal

- 7 Bylaw No. 95-122, the Development Cost Charges Bylaw, is repealed.

READ A FIRST TIME the	31 st	day of	August	2006
READ A SECOND TIME the	31 st	day of	August	2006
AMENDED on the	25 th	day of	January	2007
READ A THIRD TIME the	25 th	day of	January	2007
ADOPTED on the	24 th	day of	May	2007

"ROBERT G. WOODLAND"
CORPORATE ADMINISTRATOR

"ALAN LOWE"
MAYOR

Schedule A
Development Cost Charges
 (All amounts in dollars)

	Transportation	Water	Drainage	Sewage	Parkland Acquisition	Parkland Development	Total Development Cost Charge		When Payable
Detached Dwelling	1,576.31	218.85	212.50	974.50	1,432.62	604.04	5,018.82	per lot	Subdivision Approval
Two Family Dwelling	1,916.30	437.70	425.01	1,948.99	2,865.23	1,208.08	8,801.31	per lot	Subdivision Approval
Attached Dwelling (Townhouse)	8.15	1.61	0.98	7.15	10.51	4.43	32.83	per m ² of total floor area	Building Permit Issue
Multiple Dwelling (Apartment)	12.17	1.55	0.78	6.91	10.16	4.28	35.85	per m ² of total floor area	Building Permit Issue
Commercial	15.46	0.96	0.68	4.29	1.26	0.53	23.18	per m ² of total floor area	Building Permit Issue
Industrial	1.55	0.39	0.48	1.75	0.52	0.22	4.91	per m ² of site area	Building Permit Issue
Institutional	15.46	0.96	0.68	4.29	1.26	0.53	23.18	per m ² of total floor area	Building Permit Issue

NO. 07-054

A BYLAW OF THE CITY OF VICTORIA

The purpose of this Bylaw is to amend the Development Cost Charges Bylaw to clarify that the monetary amounts, set out in the Schedule of charges, are shown in dollars.

Under its statutory powers, including section 932 to 935.1 of the *Local Government Act*, the Council of The Corporation of the City of Victoria enacts the following provisions:

- 1 This Bylaw may be cited as the "DEVELOPMENT COST CHARGES BYLAW, AMENDMENT BYLAW (NO. 1)".
- 2 Bylaw No. 06-65 the Development Cost Charges Bylaw, is amended in Schedule A by adding "(All amounts in dollars)" in the main heading immediately after "Development Cost Charges".

READ A FIRST TIME the	14 th	day of	June,	2007
READ A SECOND TIME the	14 th	day of	June,	2007
READ A THIRD TIME the	14 th	day of	June,	2007
ADOPTED on the	28 th	day of	June,	2007

"ROBERT G. WOODLAND"
CORPORATE ADMINISTRATOR

"ALAN LOWE"
MAYOR



Committee of the Whole Report

For the Meeting of February 23, 2017

To: Committee of the Whole **Date:** February 10, 2017
From: Susanne Thompson, Director of Finance
Subject: Annual Parking Services Update and Proposed Transportation Strategy

RECOMMENDATION

That Council:

1. Approve the attached Parking Rates Policy outlining ranges of rates on-street and in parkades and surface lots with the following rate changes to take effect on May 1, 2017:
 - a. Parkade monthly parking rates
 - i. Centennial \$150 per month
 - ii. Johnson \$170 per month
 - iii. Yates, View and Broughton \$200 per month
 - b. Parkade hourly parking rates
 - i. All parkades 4th hour and beyond, \$3 per hour (\$0.75 per each 15 minutes)
 - ii. Daily maximums
 1. Centennial, Johnson, View and Broughton \$14.50
 2. Yates \$16
 - c. Surface lots
 - i. Royal Athletic Park
 1. \$100 per month
 - ii. Wharf
 1. \$2.50 per hour
 2. \$150 per month
 - iii. Royal Theatre
 1. \$2.50 per hour
2. Direct staff to develop a long-term Transportation Strategy and report to Council in August
3. Direct staff to develop a communications plan to share information regarding any approved changes to the parking system and rates

EXECUTIVE SUMMARY

The City manages almost 4,200 parking spots (approximately 1900 on-street, over 400 on surface parking lots, and 1,856 in parkades). Over the last two years, numerous changes aimed at improving the parking experience have been successfully implemented. During this same time period, we have seen increased demand in the City's parkades to the point where demand frequently exceeds the current supply in the core downtown area during the middle of the day (11:00 – 2:00) on weekdays. Some of this geographically-concentrated peak demand is as a result of more people coming downtown, but also due to some private parking lots being removed, at least

temporarily, due to construction. In making any short-term changes to the parking system, it is important to ensure that longer-term considerations are taken into account, so that changes don't address one current challenge while inadvertently cause another issue later. Therefore, the recommended changes continue to support short-term parkers, are aimed at providing more flexibility for staff to adapt to changing circumstances, and increases the effort to explore alternate parking options (not necessarily owned by the City) for long-term parkers.

In addition to the changes made in the fall of 2014, there are several operational initiatives for managing the parking system that take place on a routine, ongoing basis. These include:

- Proactive "block-by-block analysis" where opportunities to adjust and increase parking spaces are identified and implemented (i.e. changing/removing loading zones, implementing angle parking etc.). Twenty-seven parking spaces have been added over the last 20 months through this analysis.
- Current regulations allow two motorcycles to park in one parking spot, motorcycles can park in the parkades for \$4 per day, and can utilize 20 small vehicle spaces as well as eight motorcycle only spots throughout the city.
- Car share is encouraged and is already in four parkades, with View Street parkade being considered for 2017.
- Small businesses using 20-minute meters for loading/unloading is a good option in that it provides spaces with quick turnover. As a result of ongoing discussions with businesses, 19 new spaces have been implemented over the past 20 months for a total of 45 throughout the City.
- Allowing taxis to stand at six specific fire hydrants to free up on-street parking spaces – one-year trial began in February, 2017.

Currently about 75% of parkade visits are short duration of less than three hours. However, approximately 30% of parkade spaces are used on a monthly basis and another 30% are used by daily parkers who park all day, leaving only 40% for short-term parking. Increasing monthly and daily rates to current market rates in alignment with private sector lots, could reduce the demand in City parkades, creating more available short term spaces, by encouraging parkers to seek other options or alternate transportation choices. There are currently over 55 privately owned facilities, open to the public, as outlined in Appendix A. In addition, the Downtown Victoria Business Association (DVBA) is currently exploring park and shuttle options to downtown.

While on-street parking transaction levels remained relatively unchanged in 2016, the usage is more distributed throughout the various zones indicating that the parking inventory is less concentrated and better utilized than in years past. The industry standard for on-street turn-over is 85% and that is being achieved in the central 90-minute zone and no adjustment to rates is proposed.

Changes that could be implemented in the short-term include increasing monthly and daily parkade rates; adjusting current non-metered time-limited street parking; updating the parking fact sheets; supporting DVBA initiatives such as the downtown parking map, park/shuttle options, and bulk transit pass purchases; and connecting new developments with parking providers to create more parking opportunities. Also, to provide staff with the authority to adjust rates as market conditions and demand change, it is recommended that the attached proposed policy (Appendix B), outlining ranges of rates for both on-street and off-street parking, be approved.

The City's parking system is considered an integrated component of the City's overall transportation network, and as such, the parking system's needs and performance are directly related to the functionality of all travel modes in and out of the City. In 2017, it is proposed that the City develops

a long-term transportation strategy, called the "Sustainable Transportation Strategy", which will further define the long term management of the City's transportation network and assets.

PURPOSE

The purpose of this report is to provide the annual update on parking services including improvements made in 2016, recommend short-term changes to address the current capacity challenges and recommend commencing a long-term transportation strategy.

BACKGROUND

The City operates five parkades (1,856 spaces), three surface parking lots (over 400 spots), and provides 1,900 on-street parking spots downtown totalling approximately 4,200 parking spaces.

Council Direction

On February 25, 2016, Council, directed staff to provide the next annual parking update in February 2017.

On December 8, 2016, Council directed staff to develop a policy for the Holiday Season Courtesy Ticket Program. The attached proposed policy outlines this program, and if approved by Council would be in effect this year.

On January 12, 2017, Council directed staff to bring forward recommendations for all City parking rate as required to meet the objectives of:

1. Availability of parking to meet the needs of short-term visitors to the downtown, and
2. Best use of available spaces, given objective 1

The Council motion also references considering delegating some authority to staff for rate changes. In addition, direction was given to work with the DVBA, the Chamber of Commerce and also invite the Downtown Residents Association to participate.

2014 Improvements

A comprehensive review of the parking service model, including public engagement, was completed in 2014, resulting in several changes to how parking services are provided. To free up on-street short-term parking spaces by promoting parking in the City's five parkades where there was greater capacity, the following changes were introduced in September 2014:

- Providing incentives such as offering reduced on-street parking rates in areas located further away from parkades, while increasing rates for on-street spaces closer to City parkades.
- Offering the first hour free in City parkades with reduced rates, and spaces on the lower levels were signed for three-hour short term parking on weekdays from 8am – 4pm.
- Implementing free evening parking within parkades on weekdays from 6pm – 8am.
- Refreshing City parkades and through the City's *Art in Parkades* initiative introducing a mural series and a musical railing to make City parkades more inviting.
- Implementing a SafeWalk service.

Over the last two years, these changes have seen the desired outcome of increasing the usage in the parkades, and also increasing the usage in the outlying on-street parking areas.

2016 Improvements

2016 was the first year for the City's newest service, the Parking Ambassadors. This program, with its customer service first approach, has received positive feedback over the year. In the July 18, 2016 update to Council, it was reported that parking violations were trending below what was anticipated for the year due to new staff going through a learning process and a greater emphasis on compliance through education. In the end, the total number of violations issued in 2016 was nearly exactly that of 2015 (130,668 vs 130,355).

The parking ticket review function was also brought into City Hall as part of the Public Service Centre. The experience to date has been fewer cancelled tickets, in part due to better public interactions by the Parking Ambassadors where tickets that might otherwise have been cancelled in the past are simply just not being written in the first place now.

Tickets Cancelled		
Reason	2016	2015
Returned to vehicle	8,453	8,819
Educational/Courtesy	5,618	3,482
Paid wrong space	2,730	2,323
Out of province	2,657	3,381
Paid at violation time	1,327	1,198
Visiting resident	1,212	2,390
Resident	1,059	1,390
Moved vehicle	291	986
Communication error	61	963
Other reasons*	5,416	6,330
Total	28,824	31,262

*includes Police/City vehicles; tourist; valid permits; and ticket mistakes

Parking ticket adjudication was introduced, removing the role of the courts in parking disputes and simplifying the process and reducing wait times. Two adjudication sessions have been held to date and staff continue to refine the process as we learn through the experience of each session.

A number of capital improvements to the parkades were implemented during 2016, including frontage improvements at the View Street Parkade, LED space counters, pay station button replacements, and a new ticketing software. In addition, art in parkades featuring murals produced by local artists in collaboration with youth at Centennial Square Parkade, an interactive musical railing at Bastion Square Parkade, and a contemporary First Nations artwork at Johnson Street Parkade were installed.

ISSUES & ANALYSIS

Since the fall of 2014, by offering more choices and lower rates in the parkades, the objective to increase capacity and turnover on-street for visitors to downtown is being achieved. Transaction volumes for parkades continue to increase and while the transaction volume on-street has remained fairly steady, there has been a distribution of parkers to streets further from the core.

2016 Transactions and Financials

The 2016 budget was conservatively developed based on data and trends for 2015. The actual revenues far exceeded this projection and a year-end net surplus of approximately \$1.5 million was achieved primarily as a result of on-street parking permits paid by developers and increased parking within parkades. The following table summarizes the revenues and expenses for the last two years:

Revenues:	2015 Actuals	2015 Budget	2016 Actuals	2016 Budget
Parkades	4,201,719	3,909,800	4,697,737	4,247,800
On-Street and surface lots	7,412,054	7,082,000	7,749,976	7,270,000
Street Occupancy Permits	578,884	550,000	1,121,470	650,000
Fines	3,203,190	4,280,000	3,393,807	3,190,000
Year End Totals	\$15,395,847	\$15,821,800	\$16,962,990	\$15,357,800

Expenses:	2015 Actuals	2015 Budget	2016 Actuals	2016 Budget
Administration	1,966,942	1,997,626	1,670,612	1,670,297
Parkades*	2,234,652	2,130,121	2,399,795	2,242,600
On-Street and surface lots	604,487	728,169	748,023	755,425
Fines and enforcement	2,142,175	2,508,000	1,161,383	1,108,000
Parking Ambassadors	101,456	NA	1,030,584	1,128,215
Year End Totals	\$7,049,711	\$7,363,916	\$7,010,397	\$6,904,537

*includes extra \$100,000 payment to the Province under lease agreement due to increased revenue at Broughton Parkade

Net Revenue	\$8,346,136	\$8,457,884	\$9,952,593	\$8,453,263
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Surplus	\$1,499,330
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Parkades

The City's parkades were built to provide parking for shoppers and visitors. While some commuter parking can be accommodated, City parkades do not have capacity to host all downtown commuters. Of the 1,856 spaces, approximately 30% are currently used by monthly parkers leaving 70% for daily parkers. 75% of the weekday daily parkers stay less than 3 hours, 13% stay 3-7 hours, and 12% park all day. This equates to more than 1,000 more short-term stay vehicles coming to the parkades during weekdays compared to 2014.

In 2016, parkade transactions increased by just over 150,000, nearly a 12% increase over the year prior. Staff are closely monitoring parkade capacity for trends and usage. While on-street availability has improved, parkades during peak hours (11 am – 2 pm) are typically at capacity Monday through Friday where line-ups will form and vehicles are able to enter as one leaves the facility.

Parkades	2016		2015		Annual Increase %
	Total Transactions	Monthly Average	Total Transactions	Monthly Average	
View	394,696	32,891	367,346	30,612	7.4%
Bastion	385,618	32,135	351,077	29,256	9.8%
Broughton	316,852	26,404	276,545	23,045	14.6%
Centennial	146,833	12,236	130,462	10,872	12.5%
Johnson	190,343	15,862	157,400	13,117	20.9%
Total	1,434,342	119,529	1,282,830	106,903	11.8%

Staff manage monthly parking based on current demand for short-term spaces. As parkades have become busier over the last two years, we are receiving increased inquiries regarding wait times for monthly parking spaces. Since the current turnover is very low, and the majority of the parkades are intended for short-term parking, obtaining a monthly spot takes time.

Surface Lots

The City manages 3 surface parking lots located at Royal Athletic Park (220 spaces), Wharf Lot (150 spaces) and Royal Theatre Lot (38 spaces). Each lot has unique uses as events can affect each one at various times of the year.

Royal Athletic Park surface lot is mainly used as long-term parking with monthly parking as the majority use during weekdays throughout the year. This lot also serves as event parking, typically on evenings and weekends for Royal Athletic Park and Save On Foods Memorial Arena.

Wharf parking lot use is quite seasonal. In slower months (November through February) average daily transactions ranges from 60 to 100 but in busier months May through August climbs to 220 to 280. This lot services many people that utilize inner harbour services (Harbour Air, whale watching etc.) Monthly parking is offered from October through March as capacity is available.

The Royal Theatre Parking lot is primarily used during weekdays as an option for commuter parking and in the evening for shows at the Royal Theatre. Weekday transactions range from 35 to 45 typically. Use slows down in summer months as some commuters use other modes of transportation or are on holidays.

On-street

The 1,900 on-street parking spaces are available for short-term parking, with a daily average of about 9,400 transactions. In the downtown core, there are just over 800 parking spaces in the 90-minute maximum zone and the average transaction time is 49 minutes, indicating that turn-over within this zone is generally good.

In 2016, on-street transactions remained relatively unchanged over 2015. While overall annual transactions have remained very steady since the 2014 improvements, the parking is more spread out throughout the parking zones so the parking inventory is being better utilized. The objective is to make it easier to find on-street parking for short-term parking, making downtown more inviting.

Customer payment choices also continued to shift in 2016, with just over 15% of all on-street transactions completed using the ParkVictoria app, roughly twice as many than in 2015.

On-Street	2016			2015		
	Total Transactions	Monthly Average	% Use	Total Transactions	Monthly Average	% Use
Credit Card	725,861	60,488	26.3%	731,386	60,949	26.9%
Parking Card	191,709	15,976	6.9%	248,134	20,678	9.1%
Coin	1,428,751	119,063	51.7%	1,533,555	127,796	56.4%
ParkVictoria	418,204	34,850	15.1%	207,939	17,328	7.6%
Total	2,764,525	230,377		2,721,014	226,751	

Proposed Short-term Changes

While the ongoing work including block-by-block analysis, promoting car share, and customer service improvements will continue, a holistic review of transportation will be required to understand and address capacity for the long-term. An important consideration will be to determine what is a short-term issue (parking temporally removed due to construction) and what the true long-term parking demand/supply is. Four proposed immediate changes - rate adjustments, collaboration with DVBA, Parking Rate Policy, and customer service technology improvements - are outlined below.

1. Proposed Rate Adjustments

Parkades

Parkade usage has increased more than 60% since improvements from the 2014 Parking Services Review. The increase in use has created peak period capacity challenges at all five City operated parkades. The intended primary use of the parkades was for short term parkers. However, a combination of additional people coming downtown and the loss of privately operated surface parking lots has resulted in an increase in long-term parkers.

The six privately owned, publicly available parkades (over 1500 spaces) within the City charges monthly parking in the range of \$170-\$230, averaging \$195. The daily parking rates for the 10 privately owned, publicly available parkades range \$6-\$16, averaging just over \$11. While the rates charged in Victoria are much lower than cities such as Vancouver and Calgary, the rates charged within the city are the ones most relevant for this market.

The following proposed rate increases take into account the above averages as well as the prices charged by parkades in the proximity of the City's facilities.

To free up space during the mid-day peak times, increasing the hourly rates after 3 hours would potentially reduce the number of vehicles parking longer term and would continue to support the primary shopper hours (approximately 75% of users) by encouraging all day parkers to seek alternative options. Hourly rates after 3 hours are proposed to increase from \$2 to \$3 (still charged at 15 min intervals) and the daily maximum rate is proposed to increase to \$14.50 (\$16 at Yates) as outlined in the tables below.

Hourly rates - Current

Parkades	1st hour	2nd and 3rd hour	4th hour and beyond	Daily Max
View, Br, John, Cent	Free	\$2 (\$0.50 per 15 min)	\$2 (\$0.50 per 15 min)	\$12
Bastion (Yates)	Free	\$2 (\$0.50 per 15 min)	\$2 (\$0.50 per 15 min)	\$14

Hourly rates - Proposed

Parkades	1st hour	2nd and 3rd hour	4th hour and beyond	Daily Max
View, Br, John, Cent	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$14.50
Bastion (Yates)	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$16

At this point, staff are not recommending introducing variable parkades rates with higher rates during peak periods, nor eliminating the first hour free option since both would primarily impact short-term parkers.

The increased demand for short-term spaces, coupled with low monthly parker turnover is creating longer wait times for monthly spots. Primarily as a result of the market, but also pending the evaluation of the improvements implemented in late 2014, monthly parking rates have remained

the same since 2007. It is proposed that the rates be increased to current market rates as outlined below:

Parkade	Current	Proposed
Centennial Sq	\$110	\$150
Johnson St	\$140	\$170
Yates St	\$160	\$200
View St	\$175	\$200
Broughton St	\$160	\$200

Surface Lots

Rates, which were last increased in 2010, are determined based on market conditions and a slight adjustment to the daily rates on surface lots is proposed. Currently the Wharf Lot and Royal Theatre lot have an hourly rate of \$2.25 with a daily maximum of \$13.50. Adjusting to a proposed rate \$2.50 per hour with a daily maximum of \$15 would increase available capacity for short-term parkers at each of these lots and reflects the current market. Given the location of Royal Athletic Park, further from the downtown core, the current rate of \$1.50/hr with a \$10 daily maximum already reflects the current market. However, the monthly parking rates at both the Wharf lot and Royal Athletic Park are proposed to increase to reflect current market.

The following table outlines the proposed rate changes:

Lot	Current Hourly (Max)	Proposed Hourly (Max)	Current Monthly	Proposed Monthly
Royal Athletic Park	\$1.50 (\$10)	1.50 (\$10)	\$70	\$100
Wharf Lot	\$2.25/hr (\$13.50)	\$2.50/hr (\$15)	\$125	\$150
Royal Theatre	\$2.25/hr (\$13.50)	\$2.50/hr (\$15)	NA	NA

On-street

On-street parking rates and time limits have been very successful in that we have seen increased usage on streets further away from the core. According to best practice (outlined in the publication "High Cost of Free Parking", and parking strategies from other cities including San Francisco), the ideal occupancy rate at any time of day is 85%. This occupancy rate should provide at least one available space on each block at any given time and this is what our current experience is within the downtown 90-minute zone, with the average transaction time being 49 minutes. However, on some blocks a bit further away from the core, the occupancy rate is close to 100% and therefore would benefit from a slight increase in rates while others would improve with a decrease in time limit allowed. Current hourly rates range from \$1.50 to \$3 with a maximum transaction of \$10 and time limits range from 90 minutes to 24 hours, with 20 minute meters being an exception. Proposed hourly rates would increase this range from \$1 to \$5 with a maximum amount of \$12.50 per transaction. This flexibility would allow staff to manage capacity block by block to ensure spaces are available, increasing rates where turnover is too low. The \$1/hour rate could be used for new blocks currently set as time zone with variable time limits, which could also create new options for longer term parkers on streets outside of the core.

Current rate schedule:

- \$3/hour – 90 minute limit
- \$2.50/hour – 2 and 4 hours limits (4 hour zone around Court Registry)
- \$2/hour – 3 hour limit
- \$1.50/ - 24 hour limit (\$7.50 daily maximum)

Proposed rate schedule:

- Range of \$1-\$5/hour
- Maximum \$12.50 per day on 24 hour limit streets
- Time limits 20 minutes to 24 hours (unchanged)

While no changes are proposed for the majority of the on-street locations, if the above ranges are approved as part of the proposed policy, staff would explore various rate schedules such as:

- \$1/hour – 24 hour limit (\$5 - \$8 daily maximum – trial for select blocks with 2 hour time limits dependent on capacity)
- \$1/20 min – 20 minute meters have been a very popular request. This would adjust the rate from \$0.50 to what rate that is in place for regular meters of the zone (\$3/hour = \$0.20 for 20 minutes) will help ensure turnover at these important locations.

2. Collaborative Efforts with DVBA

During a few meetings with the DVBA, a list of over 30 ideas has been generated for further exploration. Some of the ideas are already in place, such as car share in parkades and allowing two motor cycles to park per spot on-street, indicating that broader promotion of already available options is necessary. Staff will continue working with the DVBA and as directed by Council also invite the Chamber and the DRA to participate.

The DVBA has already started a number of initiatives that staff will continue to support including:

- An online map identifying all publicly available parking spaces (already launched and provided in Appendix A)
- Identifying and creating new parking locations for park and shuttle/walk
- Promoting bulk transit passes (available to employers to offer to their employees at a discounted rate; the City already offers this to its employees)
- Connecting private parking operators with developers to explore opportunities to increase parking

3. Parking Rate Policy

To provide staff with the authority to respond to changing market conditions on an ongoing basis without requiring a report to Council each time, it is recommended that a policy be implemented, in which Council will establish the ranges for rate adjustments. It is proposed that the policy be reviewed each year at the time of the annual update on parking (Appendix B.)

The existing authority through the Streets and Traffic Bylaw for the Director of Engineering and Public Works would remain, but the ranges within which the Director can set rates would be determined by Council through the proposed policy.

4. Customer Service Improvements

Introducing additional payment options are taking place, including a debit card option and a new "Tap and Go" credit card solution which should speed up transactions and reduce parkade ticket use. Staff are also exploring the possibility of customers utilizing the ParkVictoria app in the parkades.

Replacing the aging elevator in the View Street parkade is slated for 2017. This project will be very similar to the Centennial Square parkade elevator construction where a shuttle will be provided to assist customers to get to and from their vehicles.

A new cashier system will better equip Parkade Attendants so they are able to provide quicker and smoother service.

A new licence plate recognition camera system is being investigated for parkade use. The pilot system will initially be installed to manage monthly parkers at the Centennial parkade. The system will read plates from monthly parkers and the gate will simply open to allow entry and exit as the plate is recognized. This will provide staff a better management tool for monthly parker access and improve the time it takes to enter and exit. As this proves successful, the system can be expanded to all other parkades. The system could also be expanded in the future to read plates of short term parkers on entry to establish the time of entry and charge the vehicle for the length of time. This would eliminate the requirement for taking a ticket at the time of entry, which will speed up entry and exit times for all vehicles.

Continue to add space count signs for the parkades. The Centennial Square, Johnson Street and Broughton parkades will receive space counters to communicate to drivers how many spaces are available in those parkades.

The surface lot at Royal Athletic Park will have space numbers added and the pay by space model will be piloted at this parking lot. This will allow parkers the ability to utilize the ParkVictoria app, which will allow extending parking time remotely, avoiding tickets should events go longer than expected (sporting or other). If successful other surface lots would also be numbered.

Proposed Sustainable Transportation Strategy

The City's parking system is considered an integrated component of the City's overall transportation network, and as such, the parking system's needs and performance are directly related to the functionality of all travel modes in and out of the City. In 2017, it is proposed that the City develops a long-term transportation strategy, called the "Sustainable Transportation Strategy", which will further define the long term management of the City's transportation network and assets. The study will address the following main issues:

- Vision and guiding principles for sustainable urban transportation,
- Definition of current and forecasted transportation patterns throughout the municipality,
- Mobility and social, environmental and financial well-being,
- Targets and strategies for desired mode-shifts and mode-performance (vehicle, transit, cycle, pedestrian, parking),
- Integration of existing transportation-related plans (Official Community Plan, Pedestrian Master Plan, Pavement Management Plan, Bicycle Master Plan, Parking Strategy etc.),
- Assessment of best-practices and emerging trends, technologies, and opportunities / risks,
- Urban transportation system success measures and data management plan, and
- Action plan (short, medium and long term) with associated resource implications.

External resources and expertise will be invited to participate, including key city representatives from business, resident, operational, tourism and commercial communities.

Related Initiatives

Accessibility

The City provides permits and specific parking spots for people with accessibility challenges. The current policies were developed in 2002 and are proposed to be updated with the continued input

from the Disability Resource Centre (who provides ongoing input on changes to the parking system), as well as the Accessibility Working Group, before any recommendations are brought to Council for consideration.

Zoning Bylaw

For new development, Schedule C of the Zoning Bylaw provides standards for off-street parking to ensure that residents, employees and visitors of new projects in the downtown (as well as city-wide) are accommodated appropriately. City staff are currently in the midst of an update to Schedule C that will look at existing parking demand across the CRD and in other comparable municipalities across BC to update these standards for development in the future. Revisions to Schedule C are expected to be considered by Council early in 2017.

Residential Parking

There are a number of different models to manage residential parking. The City does not currently use permits, but many other cities do. A best practice review will take place in 2017 to explore options for Council's consideration.

Future Options (following development of Transportation Strategy)

There are a number of additional changes that could be made. However, since these changes would not have significant impact on the current peak period challenges, the recommendation is to consider these upon completion of the proposed transportation strategy.

Extending Paid Parking till 7 pm

An extension of on-street rates was discussed as part of the 2014 Parking Review and not supported at that time.

Currently on-street rates are in effect from 9am till 6pm. Parkades have capacity in the evening where parking is free after 6 pm. This would create a little more availability in the early evening on the street with more drivers encouraged to use nearby parkades.

Sunday Paid Parking

Paid parking on Sundays has been considered by Council in the past. Discussions with some business owners that are open on Sundays have revealed there is a concern regarding the turnover of on-street parking on Sundays. Parkades would remain free for the day to encourage use for longer-term needs. More exploration and consultation are recommended to take place, should Council wish to explore this option.

On-street Space Counters

Primarily due to the cost of the space sensor technology that would be preferred, this is not feasible in the short-term. Our current system is transaction based, which is not ideal since simply because a space is not paid, doesn't mean the space is vacant. However, staff continue to explore this option.

Special Event Permitting

There may be an opportunity to review the coordination of special event permits during high parking demand periods (i.e. before Christmas). Although not a permit but rather a fee for the use of space, on privately owned properties, higher rates are charged during high demand periods. The City may be able to implement a similar rate structure.

OPTIONS & IMPACTS

Option 1 – Approve rate changes through the parking rate policy and direct staff to develop a transportation strategy (recommended)

A guiding principle within the Parking Strategy is to focus on supplying short-term parking opportunities. Also, the monthly parkade rates have not been changed since 2007 and are proposed to be adjusted to reflect the current market. The strategy to retain incentives for short-term parkers while increasing the fees for longer-term parkers within parkades, is aimed at freeing up space, especially during the weekday mid-day peak period, for short-term parkers.

The proposed Parking Rates Policy will authorize staff to adjust rates within the ranges outlined in the policy in response to market conditions and change in demand.

It is recognized that additional space for long-term parkers is currently needed, and while the City does not have current plans to create additional City-owned parking lots or parkades, work with the DVBA to identify alternative solutions and privately owned facilities will continue in an effort to alleviate the capacity challenges in the short-term. The proposed Transportation Strategy is intended to inform Council's decision making for the future.

Option 2 – Defer approving rate changes until the longer-term transportation strategy is complete.

It is likely that the current peak period capacity challenge will continue. The proposed changes are intended to address the short-term challenges while the longer-term plan is being developed. A holistic review is required to determine solutions and strategies to support transportation systems for all modes of travel for the long term. Deferring making changes until a later time is not recommended.

2015 – 2018 Strategic Plan

The parking services model contributes to the objectives of Creating Prosperity Through Economic Development and Striving for Excellence in Planning and Land-Use.

Impacts to Financial Plan

The proposed rate changes within parkades are intended to reduce the number of longer-term parkers resulting in higher availability for short-term parkers. The overall revenue impact is not anticipated to be significant, in essence the higher rates are expected to be offset by lower usage. However, should parking behaviour not change and current use continue, there would be a resulting estimated \$50,000 revenue increase.

Revenues generated through parking services is a user pay model that provides a significant contribution to funding City operations and therefore reduces the amount of property taxes required.

Based on 2016 actuals, and depending on Council's decision on rate changes, the financial plan is proposed to be updated prior to the final approval in April 2017 by adjusting revenues with an offsetting increase to the transfer to the parking reserve which funds all upgrades to parking infrastructure and equipment. This adjustment will not have an impact on the parking services budget bottom line, nor the property tax increase for 2017.

Official Community Plan Consistency Statement

Parking Management

7.10 Maintain and implement a Parking Strategy to manage parking in the Downtown Core Area to give priority to short-term parking on-street and in City-operated parking facilities, and improve effective use of parking resources by seeking to:

- 7.10.1 Provide excellence in customer service;
- 7.10.2 Create incentives to position downtown as the destination of choice;
- 7.10.3 Support downtown businesses and improve downtown vitality;
- 7.10.4 Promote a safe and inviting downtown parking environment including the provision of bicycle and electric vehicle parking at key destinations;
- 7.10.5 Integrate public short-term parking as a component of underground parking provided for high-density commercial mixed-use buildings, where appropriate;
- 7.10.6 Improve parking technology to make it more user friendly; and,
- 7.10.7 Ensure that the parking system is financially self-sustaining through a cost-recovery model.

NEXT STEPS

To allow sufficient time to implement the communications plan and update information and signage, the following table outlines the next steps and timeline:

Task	Timeline
Implement any approved short-term changes	Rate increases to take effect May 1, 2017
Continue working with DVBA, and invite Chamber and DRA	Ongoing
Initiate development of Sustainable Transportation Strategy	Once direction given by Council
Sustainable Transportation Strategy - first report to Council	August 2017

COMMUNICATIONS PLAN

Similarly to the roll-out of the changes made in 2014, a comprehensive communications plan will be developed to support Council's decision regarding parking rates to address capacity challenges in the short-term, communicate the City's collaborative initiatives with the DVBA to make parking easier, as well as inform parking customers of upcoming service technology improvements (new payment options, new cashier system, licence plate recognition for monthly parkers, space count signs).

Communications would include:

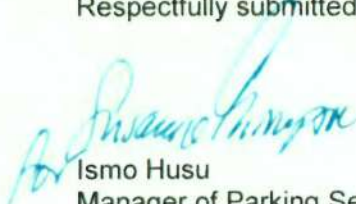
- a refreshed parking fact sheet to be shared widely with the community and available online
- promotion of the DVBA's downtown parking map and the City's ParkVictoria app
- updated rate signage at City parkades and surface lots
- new content on the City's website
- a media and social media strategy
- direct email to stakeholder groups
- letter to monthly parkers informing of new rates

A separate communications plan will be developed to support the proposed long-term Transportation Strategy, which may require some form of public consultation moving forward.

CONCLUSIONS

There are many aspects of parking availability, and it includes both City-owned and privately owned facilities. Some of the current parking availability challenges are due to fluctuations in privately owned parking (previous parking lots that are currently being redeveloped). While this report proposes changes that can be implemented now, a holistic review of all modes of transportation, including parking capacity, is recommended to be undertaken in 2017 to inform Council's decision making for the long-term.

Respectfully submitted,


Ismo Hsu
Manager of Parking Services


Susanne Thompson
Director of Finance



Fraser Work
Director of Engineering
and Public Works



Jonathan Tinney
Director of Sustainable Planning
and Community Development

Report accepted and recommended by the City Manager: _____

Date: Feb 16, 2017

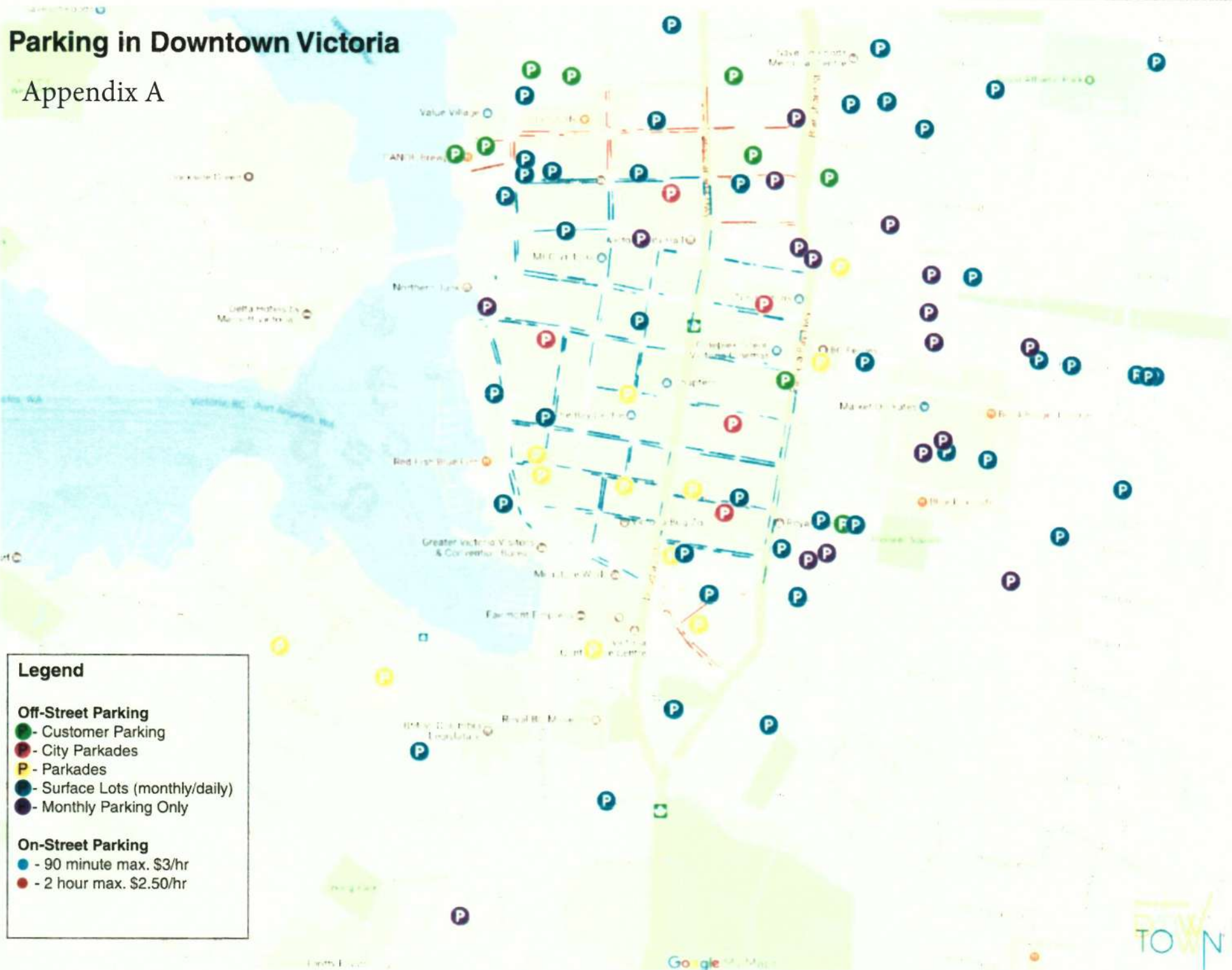
List of Attachments

Appendix A: DVBA Parking Map

Appendix B: Proposed Parking Rate Policy

Parking in Downtown Victoria

Appendix A



Centennial Square Parkade - 645
Fisgard St.

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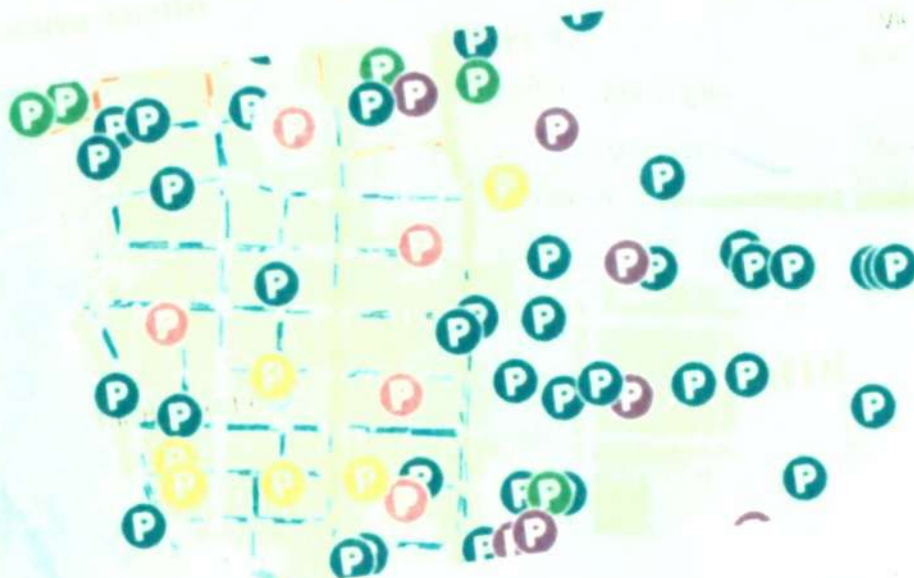
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	PARKING RATE FRAMEWORK	
		Page 1 of
SUBJECT: Parking Rates		
PREPARED BY: Finance		
AUTHORIZED BY: Council		
EFFECTIVE DATE:		REVISION DATE:
REVIEW FREQUENCY: Annually		

A. PURPOSE

The purpose of this Policy is to establish the framework under which parking rates are established for on street parking, surface lots and parkades within the City.

B. OBJECTIVES

This Policy recognizes that different geographical locations and different parking type options may result in varying degrees of demand for the parking alternatives in the City. As such, this Policy establishes the framework for differential rates based upon these factors, changes and trends in market conditions, as well as clarifying the different authorities for establishing and adjusting parking rates.

C. DEFINITIONS

Council means the Council of the City of Victoria.

Director of Finance means the person appointed under section 149 of the Community Charter for the City of Victoria.

Director of Engineering and Public Works refers to the person holding that position with the City of Victoria.

Parkade means a multilevel parking facility owned and/or managed by the City of Victoria.

Surface Lot means a single, ground level parking lot owned and/or managed by the City of Victoria.

On Street Parking means parking at designated spaces on Street under the management and control of the City of Victoria.

D. PARKING RATE FRAMEWORK**1. On street Parking**

Schedule A to this policy establishes the geographical areas of the City that have different parking rate structures and the current rates at February 2017. In accordance with the Street and Traffic Bylaw, the Director of Engineering and Public Works may by Order, establish rates for on street parking within the range between \$1.00 per hour and \$5.00 per hour, up to the maximum daily limit determined by the parking time limits between 20 minutes and 24 hours.

The Director of Engineering and Public Works may by order, pursuant to the Streets and Traffic Bylaw, adjust rates and zones based on demand. Demand is determined by usage and transaction volumes with a target of 85% occupancy of spaces.

2. Parkades

The following rates are hereby established:

Daily Rates:

Parkades	1st hour	2nd and 3rd hour	4th hour and beyond	Daily Max
View Street, Broughton Street, Johnson Street, Centennial Square	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$14.50
Bastion (Yates)	Free	\$2 (\$0.50 per 15 min)	\$3 (\$0.75 per 15 min)	\$16

Daily Rates will be reviewed annually and any changes must be approved by Council.

Monthly Rates:

Parkades	Rates
Centennial Square	\$150
Johnson Street	\$170
Bastion (Yates)	\$200
View Street	\$200
Broughton Street	\$200

Monthly Rates within parkades may be adjusted up or down by the Director of Finance to a maximum of 10%.

3. Surface Lots

Rates for surface lots may be adjusted up or down to a maximum of 10%

Lot	Hourly (Max)	Monthly
Royal Athletic Park	1.50 (\$10)	\$100
Wharf Street Lot	\$2.50/hr (\$15)	\$150
Royal Theatre	\$2.50/hr (\$15)	NA

Monthly Rates on surface lots may be adjusted up or down by the Director of Finance to a maximum of 10%.

Hourly Rates will be reviewed annually and any changes must be approved by Council

4. Holiday Courtesy Tickets

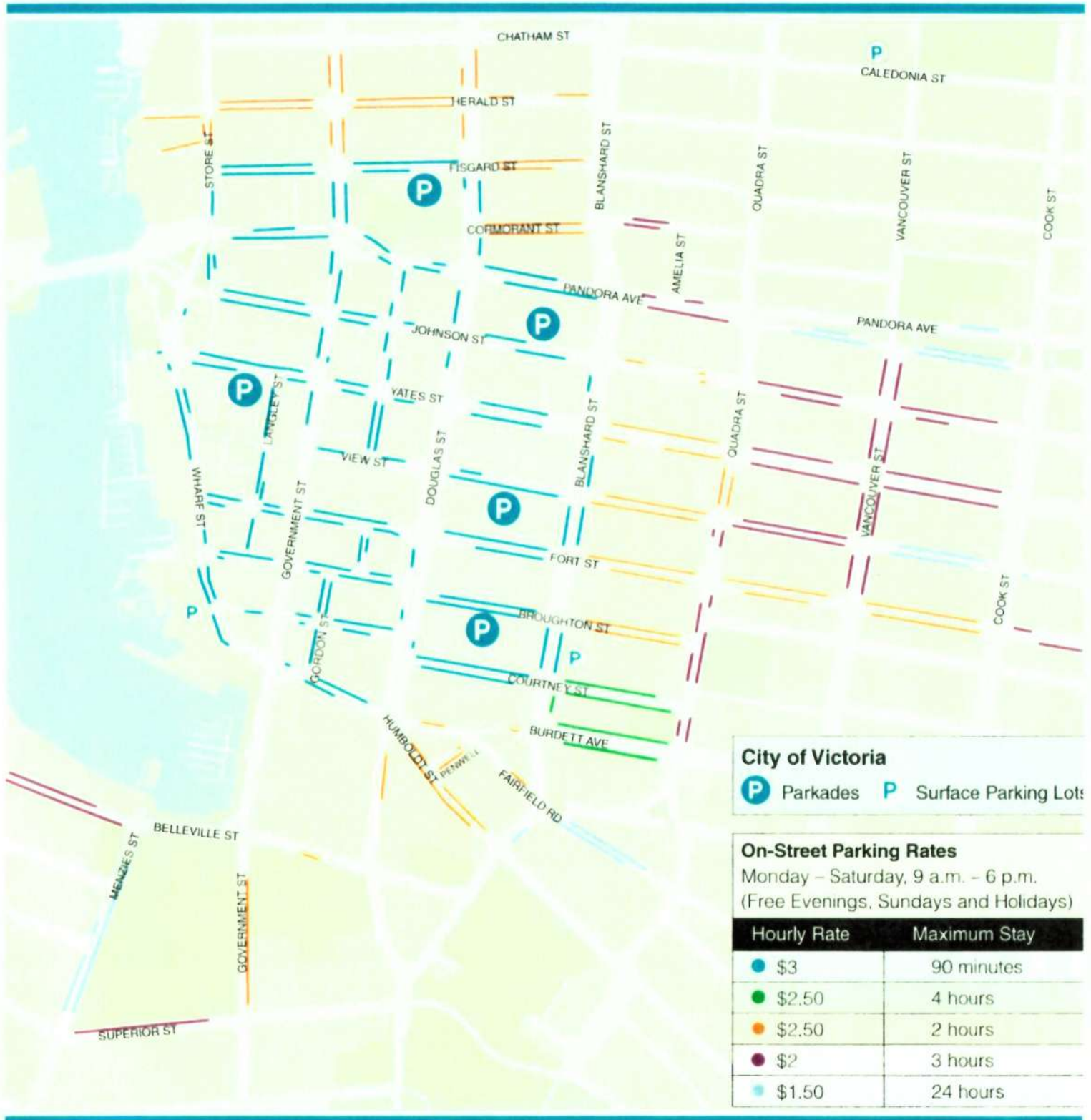
For on street parking in the downtown area of the City for the preceeding two weeks up to and including December 24 in each year, monetary fines shall not be issued for a period of up to thirty minutes after the expiry of the time purchased. If the time purchased has expired greater than 30 minutes the standard ticket shall be issued.

In lieu of the standard penalty, the courtesy ticket shall encourage the vehicle operator to make a contribution to a local food bank or other charitable organization.

E. POLICY REVIEW AND RATE ADJUSTMENTS

This Policy shall be review this policy annually and consider adjustments related to the market conditions for parking in the City

Schedule A



Parking in Downtown Victoria

Appendix A



Legend

Off-Street Parking

- P - Customer Parking
- P - City Parkades
- P - Parkades
- P - Surface Lots (monthly/daily)
- P - Monthly Parking Only

On-Street Parking

- - 90 minute max. \$3/hr
- - 2 hour max. \$2.50/hr