



KEATING

BUSINESS

DISTRICT



Implementation Plan



MARCH 9, 2017
FINAL

Table of Contents

1.0	INTRODUCTION	1
1.1	BACKGROUND	1
1.3	BROADER IMPLEMENTATION CONSIDERATIONS	2
1.3.1	OVERALL CHARACTER.....	2
1.3.2	WALKABILITY/CYCLING	2
1.3.3	INCUBATION AND ENTREPRENEURSHIP SUPPORT	3
1.3.4	MARKETING THE KEATING BUSINESS DISTRICT	3
1.3.5	FOCUS ON NICHE AREAS	3
1.3.6	ACCESS TO TALENTED WORKFORCE	4
1.3.7	FLEXIBILITY TO ACCOMMODATE GROWTH AND CHANGE.....	5
1.3.8	INCREASED ENVIRONMENTAL/SOCIAL SUSTAINABILITY	5
1.3.9	SOCIAL SUSTAINABILITY.....	6
1.3.10	TRANSIT	6
1.3.11	ACCESS TO AMENITIES.....	7
1.3.12	SAFETY.....	7
1.4	IMPLEMENTATION THEMES.....	7
2.0	IMPLEMENTATION TABLES	9
2.1	POLICY/REGULATION/STUDY INITIATIVES.....	9
2.2	KEATING BUSINESS DISTRICT CAPITAL PROJECTS	33
2.2.1	Summary Map.....	33
2.2.2	Capital Projects	33
2.3	SUMMARY OF RECOMMENDATIONS	35
3.0	FUNDING AND PARTNERSHIPS	38
3.1	FIRST NATIONS PARTNERSHIPS	38
3.2	MUNICIPAL	38
3.3	OTHER GOVERNMENT SOURCES	39
3.3.1	Regional District Grant (BC/CRD).....	39
3.3.2	Gas Tax Fund (Federal).....	39
3.3.3	Green Municipal Funds (FCM)	39
3.3.4	The Insurance Corporation of British Columbia Community Grants Program.....	40
3.3.5	BikeBC (BC).....	40
3.3.6	The Infrastructure Planning Grant Program (BC).....	40

LIST OF APPENDICES

APPENDIX A	KEATING BUSINESS DISTRICT POLICY/REGULATION/STUDY INITIATIVES AND KEY CAPITAL PROJECTS	A.1
APPENDIX B	CASH IN LIEU POLICY IMPLEMENTATION PROCESS.....	B.1
B.1	Process	B.1

IMPLEMENTATION PLAN

Introduction
March 9, 2017

1.0 INTRODUCTION

1.1 BACKGROUND

The Keating Business District Implementation Plan is the final component in a series of deliverables for the District of Central Saanich (DCS). These deliverables consisted of a market and economic study, stakeholder and community consultation, triple-bottom line decision tool, fiscal and greenhouse gas analysis, and a business case. The Implementation plan is focused on identifying strategies and actions that reflect best practices, consultation input, and the existing planning and policy framework of the DCS. This is supported by market and fiscal analysis that helps define constraints and opportunities that should be considered by the DCS in future development of the Keating Business District (KBD). In concert with this work, is the ongoing discussion with the Ministry of Transportation and Infrastructure (MOTI) on the development of an interchange solution for Highway 17 and Keating Cross Road. The components developed in this project will be used to further the decision on an intermediate improvement of traffic movement to improve safety and accessibility for the KBD and the community.

1.2 OBJECTIVES OF THE IMPLEMENTATION PLAN

- Industrial land shall be protected for industrial use; commercial and retail uses will be minimal and supportive of the industrial uses in the KBD.
- Residential development within the KBD will not be considered, except for live work opportunities that are demonstrated as compatible with light industrial and minor commercial and retail activities.
- No expansion of the current urban containment boundary for the KBD is contemplated—intensification of the area is a primary objective.
- Social, economic, and environmental criteria will continue to form the basis of decision making in the implementation of strategies and actions.
- Identify land-use opportunities that support investment for an interchange that would connect Keating Business Corridor to Highway 17.
- Due to the uncertainty of timing, the interchange should not drive future development assumptions of the KBD,
- Support transit improvements and catalytic projects that will garner near and medium term advantages for the employment lands and the community at large.
- Provide sufficient choices and supply of workforce housing to support future employment growth in the KBD.

IMPLEMENTATION PLAN

Introduction
March 9, 2017

- Conversion from industrial to another employment use is only permitted for local serving, ancillary retail, or commercial uses needed to support industrial activity.
- Integrated industrial/office (i.e., industrial/office) will be considered in industrial areas provided industrial use is not compromised.
- An orderly and logical development of the Butler Lands should be prioritized to take advantage of dwindling regional industrial land supply.
- The KBD must have adequate amenities and existing or planned transit to support development.
- The KBD should demonstrate through development and types of business a commitment to fostering green technology, food security, social, and environmental stewardship.
- Protect agricultural land from conversion to other uses.

1.3 BROADER IMPLEMENTATION CONSIDERATIONS

Future implementation of strategies and actions within the KBD can also be aligned with design to help ensure that the desired urban form, building massing, and design; streetscape treatment, open spaces, and connections; and other elements are defined before development occurs.

The following characteristics and best practices of industrial and commercial areas were outlined in the Site Economics Report provided in April 2016.¹ Although these may not all apply to the entire KBD area, they are important considerations when undertaking any implementation plan or further planning studies or analysis.

1.3.1 OVERALL CHARACTER

Character relates to the sense of place of a site—its unique identity that sets it apart from anything else and makes it a desirable and attractive place to be. Elements include walkability, quality open spaces, a high-quality built form, and amenities such as landscaping and public art. In the context of the KBD, it was clear from stakeholder consultation that the area should not be considered a 'corridor' but a district. Furthermore, it was emphasized that streetscape improvements that help define the KBD would help improve perception, safety, and attraction of business in the future.

1.3.2 WALKABILITY/CYCLING

A highly connective and walkable development can allow for comfortable movement between different buildings and to different destinations. Landscaped and well-designed pedestrian networks can allow for increased physical activity, a more attractive development, as well as

¹ A summary of broader best practices and approaches was provided in the Site Economics Report issued to the DCS in April 2016, pages 58 to 63.

IMPLEMENTATION PLAN

Introduction
March 9, 2017

provide areas for informal meetings and break-out spaces. Industrial land owners are recognizing that greenspaces for businesses, clients and employees is a major factor in attracting business and staff. Providing an improved pedestrian and cycling network within the KBD, through streetscape improvements will strengthen existing connectivity between businesses and potentially create opportunities to develop live/work opportunities within the district.

1.3.3 INCUBATION AND ENTREPRENEURSHIP SUPPORT

Creating an environment that encourages innovation and entrepreneurship is a high priority for municipalities and developers of employment areas. An incubator is an organization that supports entrepreneurial processes and increases the incidence of innovative start-up companies. The KBD may benefit from the creation of an incubator that is focused on development of the KBD as well as strengthening synergies with other organizations that are locally and regionally focused. This organization could provide advocacy, education, and business intelligence to help strengthen the KBD.

Given the large area of Agricultural Reserve Lands within the DCS, and strong emphasis on the preservation of agricultural business and food security within the 2008 Official Community Plan (OCP), a key mandate of the incubator could be to develop opportunities for agricultural industrial uses, food production, and medicinal research and production. This can be supported by planning an agricultural industry zone that will permit agricultural industrial development in areas designated as industrial in the OCP and regulating development in a manner that has a minimal impact on the surrounding agricultural area or residential areas.

1.3.4 MARKETING THE KEATING BUSINESS DISTRICT

Marketing materials for the KBD can include information packages for businesses and land owners' best practices to provide options and ideas for innovation and economic growth. The marketing strategy should emphasize the advantages of the location and character of the district. Based on the market and economic analysis conducted in April 2016, the KBD can offer different things to different users—the diversity and range of industrial activities within the KBD areas could be identified, quantified, and branded.

1.3.5 FOCUS ON NICHE AREAS

The KBD is comprised of a diverse and highly reputable business community that is well established and provides a broad range of industrial services. It is likely that growth will continue to occur organically yet concentrated marketing initiatives should be undertaken to help existing businesses garner more customers and encourage other ventures to consider the area to start up or expand operations. To effectively compete in regional economic development, the DCS may wish to focus on differentiating itself from others by establishing specialized areas of expertise and opportunities within the KBD. An example of this is Eco- Industrial Development (EID). It emphasizes the fostering of networks among businesses and communities to optimize resource reuse, recycling and reduce economic and environmental costs. The eco-industrial

IMPLEMENTATION PLAN

Introduction
March 9, 2017

concept encompasses a range of approaches, including pollution prevention, by-product exchange, green design, life cycle analysis, joint training programs and public participation. Supporting EID could enhance the market position of industrial development the KBD. The EID could be a way to:

- Make industrial development more palatable to members of the community who may be supportive of green solutions - specifically where industrial lands border the ALR or residential areas.
- Provide the KBD business and land owners with a competitive edge that allows them to be more marketable.
- Reduce the environmental footprint of employment-related development. With this approach in mind, initial marketing and advocacy may start to help the KBD build on its current agricultural context and develop opportunities to support Agricultural Industrial Use as well as address trends in flex industrial development. More detail on this concept is provided in the implementation tables below.

One type of catalyst that would support EID is the creation of district energy systems. For the purposes of this report, district energy is defined as providing thermal energy (heat and/or cooling) and/or electricity (through the process of cogeneration) from a central plant or network of plants to customers, including commercial and industrial. The benefit of district energy systems is that they significantly reduce the demand for electricity, while greatly increasing the efficiency of energy supply. District energy is effective on sites that have both a high density of heating/cooling energy demand, and that have a mix of land uses to provide stability in energy demand. In addition, higher-density intensities of demand for energy reduce the per unit costs of district energy infrastructure and result in reduced energy losses, increased efficiency and emissions reductions compared with conventional energy supply systems.

1.3.6 ACCESS TO TALENTED WORKFORCE

There is tremendous competition within (and outside) the Capital Regional District (CRD) for skilled employees. Employers must have access to skilled and qualified workers and must be able to attract these workers. Some elements to attract talented workers include ample parking, affordable housing, quality work environments, and space for collaboration, relaxation, cultural activities, and on-site amenities.

A key challenge for the DCS is adequate, affordable housing and associated amenities to accommodate potential growth of employment within the KBD. The community has expressed concerns about the impact of higher density housing within a largely rural character community. Past studies conducted by the DCS² indicated that a focus for residential density would be single family housing, multifamily attached housing, and secondary dwellings such as carriage houses.

² See Central Saanich Residential Densification Study; Summary Report 2012. Pg. 7.

IMPLEMENTATION PLAN

Introduction
March 9, 2017

DCS should consider work live opportunities within the KBD if the impacts and opportunities are carefully considered and balanced against other adjacent activities. While work and live activities are often seen as being in the same unit, however the DCS may consider them occurring in different parts of a single building but tied in tenure.

1.3.7 FLEXIBILITY TO ACCOMMODATE GROWTH AND CHANGE

Flexibility in policies as well as design will be important in the development of the KBD, especially since the regional land supply is becoming scarce and must be adaptable to changing uses and economic conditions. Allowing flexible space can allow buildings to change between office space, light manufacturing, and lab/research space. Tenants typically demand flexibility in their lease terms as well as expansion and retraction options as safeguards to economic shifts.

1.3.8 INCREASED ENVIRONMENTAL/SOCIAL SUSTAINABILITY

Environmental sustainability involves balancing development needs against the protection of the natural environment. It is important to acknowledge that such issues can influence quality of life, and by extension, the choice of workers in choosing a location to live and work. Buildings can be designed to create a unique sense of identity, and minimize their impact on the environment by using renewable energy sources and other "green" building practices. Open space areas of various sizes, uses, and functions can be dispersed throughout the KBD. These areas can function as areas for ecological protection, but can also allow for passive and active recreational uses, encourage social interaction, and foster a sense of community and pride.

Of the various industries seeking to green their buildings and operations, the greatest opportunities appear to be in the clean-tech industry (office and light manufacturing) and food industry. The cleantech industry is actively pursuing a sustainable competitive advantage in the growing market for clean and green technologies. Organizations like the BC Power Technology Alliance and the BC Hub are working to support their members, many of which are start-ups and small businesses, and are actively pursuing the formation of industry clusters. There is also opportunity for the food industry to expand around the existing network of agricultural businesses in the area and region.

Many of these companies are green, producing, processing, and distributing organic and local food, while others are seeking to improve the community in which their business is located. Among these local businesses, several have already started pursuing the formation of an Eco-industrial network. The network builds relationships among businesses, governments, and the community to share and more efficiently use resources, such as energy, material, water, land, capital, infrastructure, and people. In this way, one company's waste could become another company's resource. EIN also supports better linkages between companies and the communities in which they operate.

There is an opportunity for the DCS through a Business Improvement Area Model to encourage existing and new development within the KBD to pursue a greener path. In the initial market

IMPLEMENTATION PLAN

Introduction
March 9, 2017

analysis, Stantec found that light manufacturing operations are receptive to greening their operations and should be encouraged to do so.

1.3.9 SOCIAL SUSTAINABILITY

Social sustainability builds upon the quality of life which is essential to a robust and vibrant community. In the context of the KBD, it is important to identify opportunities for amenities that are tied to development initiatives.

1.3.10 TRANSIT

Expansion of public transit can help to reduce automobile usage and promote more sustainable modes of transportation. Transit connections can form an important part of industrial land development. Also, programs such as bicycle shares, car shares, and car-pooling can reduce traffic congestion, and the need for parking.

The CRD Regional Transportation Plan (RTP) identifies the KBD within a series of 'mobility hubs' which are based on existing trip densities and locations of high transit usage (bus stop activity). Through the Regional Growth Strategy (RGT) process, which included consultation with CRD and municipal staff, stakeholders, and municipal councils, it was found that the KBD is an Activity Hub which is described as:

...unique locations that serve as key regional destinations with larger catchment areas and high trip volumes due to large employers and/or institutional centres. Hubs that meet these criteria include hospitals, universities/ colleges, large shopping centres and major regional employers.³

Given the current nature of the KBD as a key regional industrial and business centre it is difficult to align with the typology above, given that there is not a larger employment or institutional centre in this area. Definitions aside, it is recommended that the KBD look to obtain funding for Mobility Hub Master Plans⁴ to correctly assess the type of mobility hub that supports the growth objectives of the DCS and KBD. This is outlined in more detail below.

The DCS could also consider a Transportation Demand Management (TDM) Program that can help to reduce private automobile use. These can vary quite significantly, but often involve programs that encourage car-pooling, walking, and cycling facilities, improving public transit connections, subsidizing transit costs for employees, flexible work schedules to reduce congestion at peak times, and pay parking. Quite often these types of measures are introduced while an employment area is developing or after development has occurred. However, the DCS may be able to identify or encourage TDM elements or processes at an earlier stage.

³ Ibid. p. 37 -38

⁴ Ibid p. 40 Action 2.3.

IMPLEMENTATION PLAN

Introduction
March 9, 2017

1.3.11 ACCESS TO AMENITIES

As noted previously, incorporating on-site or close-proximity amenities such as restaurants, cafes, fitness facilities, walking trails, bicycle facilities, and retail stores can assist in attracting innovative employees. Furthermore, these amenities can create a more complete development that reduces the need for employees to go elsewhere.

1.3.12 SAFETY

Safety and security is important and includes elements such as ample lighting, universal accessibility, appropriate landscaping, separated vehicular and pedestrian activity, and other traffic calming measures. Secure workspaces are also important to most companies to protect their assets and people.

1.4 IMPLEMENTATION THEMES

This plan is organized to provide two thematic tables outlining implementation strategies and actions for the KBD.

Implementation Themes	
Theme	Description
1 Policy/Regulation/ Study initiatives	This section provides recommendations using policy directions or study initiatives that support the growth or intensification industrial land uses in the KBD, aligned with the current OCP. This may focus on policy that supports new and emerging business processes, housing land uses, and building configuration ⁵ . In general, employment lands should be flexible enough to accommodate a wide-variety of employment uses; however, specific enough to ensure that the lands achieve density targets and satisfy primary market demands. Other actions may include development of studies to test the feasibility or understand impact and benefits of future policies, regulation, and catalytic projects. Transportation initiatives are also included in this section.
2 KBD Capital Projects	This section provides recommendations for capital projects that may be considered utilizing Development Cost Charges funds and other funding sources. These projects may be tied to studies or policies above or as stand-alone projects.

⁵ Intensity and density are often used interchangeably and it is common for industrial land use "intensity" to be described using measures for built form density, such as floor area ratio (FAR), building height, and site coverage. In the context of industrial land, while density measures are used for building intensive industries, some industries are not "building intensive", but rather are job intensive or land intensive. Intensification for these industries will look very different and may not require larger buildings at all. Industries can be intensive by making more productive use of outdoor space, by investing in new technology, or by adding additional shifts of workers, all of which make more productive use of a given site, but do not require higher density built form.

IMPLEMENTATION PLAN

Introduction
March 9, 2017

The tables are organized to provide a summary of strategies or actions under each theme, coupled, where possible, with an estimated budget to help guide fiscal planning.

1.4.1 Organization of the Tables

The tables are organized as follows:

1.4.1.1 Rationale

The rationale connects the proposed strategy or action to current policy directions and/or outcomes of the KBD analysis or consultation input.

1.4.1.2 Recommended Approach

The recommended approach is for “KBD specific” strategy or action originated in industry best practice. For example, the structure and organization of future planning documents, policy language or potential sequence of a capital project.

1.4.1.3 Prioritization and Timing

Prioritization of the projects is assessed based on a range of criteria⁶ prior to executing a strategy or action. The priorities identified in this implementation plan are based on stakeholder consultation process, economic and market analysis, best practices, and green house and fiscal analysis.

Tied to prioritization, recommended timing is based on near, medium, and long term time framework—the KBD analysis is based on a 25-year timeframe between (2017–2042 Therefore, for the purposes of this report:

- Near term: 2017–2025
- Medium Term: 2025–2033
- Long Term: 2033–2042

⁶ Criteria for prioritization may include: cost-benefit analysis; triple bottom-line analysis, social and economic development impacts; greenhouse gas mitigation potential; technical, institutional, and regulatory capacity for implementation; market acceptance; political and financial feasibility; best practices; and risks assessments.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

1.4.1.4 Estimated Budget

Where possible, costs have been estimated to provide orders of magnitude⁷ for budgetary planning. At this stage of analysis all estimates should be considered with a 20% contingency. We have not included DCS administrative costs which would add an additional 10–15% to the total estimated costs.

1.4.1.5 Recommended Metrics

When needed, measuring and reporting of progress on strategies and actions is key to accountability and plan revisions. Recommended metrics are provided to guide Council and Staff on developing an effective monitoring and reporting process for the development of the KBD, where appropriate.

2.0 IMPLEMENTATION TABLES

The following tables are developed to provide a living document for implementation that can be updated or amended from time to time as the growth of the KBD progresses.

2.1 POLICY/REGULATION/STUDY INITIATIVES

⁷ These costs estimates should be considered Class D or V, used for screening or feasibility purposes and deemed to be accurate within -30% to +50%, as per the Class of Cost Estimates published by APEGBC.

POLICY/REGULATION/STUDY INITIATIVES

P1

Highway 17 Transportation Planning

Rationale

According to *Urban Systems Highway 17 Planning Study* (March 2014) it was determined that the traffic demand and the resultant cost-benefit ratio for infrastructure investments does not support a fly-over or full interchange for Highway 17 and Keating Cross Road. However, a key factor of success for the corridor is integrating the need for a suitable interchange at Highway 17 to accommodate forecasted growth and maintain public safety during the movement of goods and services as identified in the Business Plan (Stantec 2017). Therefore, the focus of P1 is as follows:

- a. Share with MOTI the findings of the Business Plan, Implementation Plan, and a recommended traffic study that DCS would undertake.
- b. Request MOTI to use the above noted information to update the alternatives analysis and cost-benefit ratios at Highway 17 and Keating Cross Road to safely accommodate the future traffic demand.
- c. Determine which capital infrastructure project is supported both by DCS Council and MOTI (the fly-over or full interchange).
- d. As interim measures, undertake applicable studies and complete the policy options which support development of an interchange solution for Highway 17 and Keating Cross Road.

Recommended Approach

1. Share the findings of the Business Plan and Implementation Plan (Stantec 2017) with MOTI, to determine the requirements for the recommended traffic study that would be undertaken by DCS.
2. Set a motion to Council to undertake the traffic study for the entire KBD, to further develop a framework for BC Transit improvements and identify the transportation needs including a proposed interchange on Highway 17.
3. MOTI will review the traffic study and confirm if the project meets the criteria outlined in their 10 year transportation plan document (*BC. On the Move – A 10 year transportation plan*). MOTI would use the traffic study to update the alternatives analysis and cost-benefit ratios for an interchange at Keating Cross Road and Highway 17.
4. If the project meets MOTI's criteria and there is funding available, the project could be reflected in future capital plans.
5. In the interim, explore with MOTI an intermediate study for a traffic roundabout in the Uplands area as a future connection to Island Highway; considering applicable land assembly and rezoning residential land along Cooper Ridge Drive.
6. Review Uplands area as part of a multifamily density study to determine opportunities for employment housing in the future (e.g., use of infill housing and in-law suites which could be used to house the future KBD workforce).

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

POLICY/REGULATION/STUDY INITIATIVES

P1

Highway 17 Transportation Planning

Priority

High

Timing

Near term: 2017–2019

Estimated Budget

Estimate for traffic study: \$50,000

Recommended Metrics

NA

POLICY/REGULATION/STUDY INITIATIVES

P2

West Keating Local Area Plan

Rationale

It is recommended that DCS undertake a Local Area Plan (LAP) for the West Keating study area (see Appendix A). The purpose of the West Keating Local Area Plan will be to evaluate existing land use, transportation conditions, and infrastructure improvements and to provide a "road map" to guide future change and investment in the area. The LAP will provide a framework to:

- a. Guide the District in making capital infrastructure investment decisions.
- b. Guide the District in assessing major development proposals.
- c. Ensure that both private and public investment works to achieve a common vision.
- d. Provide clear objectives for the community, giving confidence to both current and future property and business owners in their development options.

Recommended Approach

The DCS develop a Request for Proposals (RFP) for qualified consultants to assist in developing a West Keating LAP of the Butler owned lands and the adjacent currently zoned P1, I2, and I2 lots (see Appendix A). The LAP will set the land use and policy direction for future agricultural and industrial development, parking, and potential for mixed-use zones (work/live) for the KBD, and will align with DCS' OCP.

The work plan for creating the LAP should include the following steps:

1. Review and gather the necessary technical and policy information related to the study area, including:
 - a. OCP policy zoning and permitted uses
 - b. Geotechnical and Hydrological investigation
 - c. Reclamation plan for the property
 - d. Phase 1 Environmental Assessment (and Phase 2 if required)
 - e. Servicing analysis identifying location and size of all pertinent infrastructure⁸
 - f. Transportation infrastructure
2. Identify traffic/transportation infrastructure improvements, including:
 - a. Pedestrian, bicycle, transit, parking; and underground and overhead utilities
 - b. Changes that may be required to access properties in the LAP
 - c. That development contains prominent connections to alternative modes of transportation including public transit and walking/cycling paths. Including current and future transit plans.

⁸ The Butler lands owner has advised that the cement operations and adjacent activities will remain, leaving approximately 13.8 Gross Hectares of developable area. The LAP should include this area as a priority which is located to the west, adjacent to the municipal yard, along with some portions along the ridge below Sean Road

POLICY/REGULATION/STUDY INITIATIVES

P2

West Keating Local Area Plan

3. Prepare materials for public consultation, and hold meetings with:
 - a. Advisory working group
 - b. MOTI
 - c. Adjacent residents and property owners
 - d. BC Transit
 - e. Council
4. Completion of a LAP should outline the following:
 - a. The locations, massing, and heights of buildings which will be serviced primarily by surface parking
 - b. Draft bylaw amendments to add new uses to zones in study area, and consider associated regulations;
 - c. Building/Lot configurations/options that would apply to the property if subdivided by either public or private streets.
 - d. Storm water management features and compliance with current DCS policy and regulation, and that also serve complementary purpose(s)—a green space amenity or focal point of the development.
 - e. Adoption of LEED™ designation for building projects
 - f. Options for the P1 Zone located adjacent to Keating Cross Road that may include work live uses or other minor commercial/retail activities that support the industrial uses of the KBD. This would require a land use and zoning bylaw amendment within the OCP and Land Use Bylaw.
5. Establish urban design and/or architectural guidelines.
6. Prepare cost estimates for frontage works and other capital improvements.
7. Prepare implementation and phasing plan for new land uses and bylaw amendments.
8. Presentation of the LAP to Council for adoption/endorsement.

Priority

High

Timing

Near term: 2017–2025

Estimated Budget

Planning and studies could be completed in 7–9 months at an estimated cost of \$140,000–\$160,000—apportioned between the land owner and the DCS.

Recommended Metrics

- Density/employment targets for the overall development of 80 employees per net hectare.
- Reduce energy use through energy efficient building design.
- Reduce storm water runoff over the municipal standard.
- Connect to amenities, cycling/trail systems.
- Increase Agri-Industrial Uses.

POLICY/REGULATION/STUDY INITIATIVES

P3

Keating District Future Marketing Opportunities

Rationale

As a member of the South Island Prosperity Project (Prosperity Project), the DCS has a strategic opportunity to market the KBD as a place to invest both regionally and internationally. Launched in 2016, the Prosperity Project is the first time the South Island region has come together to pool resources for economic development initiatives. In alignment with the Prosperity Projects' third sector development initiative—International Markets and Export Development, it is recommended that the DCS:

- Capitalize on its annual contribution to promote the KBD as a unique place to live work and play.
- Market itself as a place of business for both eco-industrial and agri-industrial investment.
- Explore opportunities to market its tourism potential (e.g., streetscape improvements along Keating Cross Road).

Once a positive level of interest has been identified (through a survey, or through business investment enquiries), the DCS should explore creating a Business Improvement Areas (BIA).

The authority to create a Business Improvement Area (BIA) is contained in the Community Charter.

Annual BIA budgets are funded through a special property tax levy on properties within the designated BIA boundaries. A Business Improvement Area must be established through a BIA local service area bylaw. The bylaw establishes a method and geographic area for collection of a BIA levy through the property tax system. The BIA levy is then passed on to a BIA management group or association to undertake marketing or other projects.

Council can only grant money to a BIA that has, as one of its aims, the planning and implementation of a business promotion scheme.

A BIA provides an opportunity to focus community, stakeholder and land owner needs through various initiatives that may include funding, marketing, and education. BIA's cannot proceed without municipal support

Based on both verbal and written consultation feedback, there was some support for developing a BIA or similar entity to further the growth of the KBD. The development of a BIA would act as a vehicle in obtaining community improvement funds for streetscape and public realm improvements over and above existing funding and capital project channels.

For additional information please see <http://www.bia.bc.ca/>.

POLICY/REGULATION/STUDY INITIATIVES

P3

Keating District Future Marketing Opportunities

Recommended Approach

1. Allocate funds to initiate a survey and meetings to determine the viability of a BIA.

The municipality may hold meetings with business and land owners in the proposed KBD BIA zone to gauge general support for a new BIA. The following approach is recommended:

Stage 1

- Identify interested parties to develop a BIA within the KBD community.
- Develop a concise case for a BIA.
- Develop a Frequently Asked Questions package (FAQ) to help to detail the concept of what a BIA is, why it is needed, what the benefits will be and how it will be funded in the DCS.
- Conduct a survey and meetings to determine initial support.

Stage 2

- If the idea of a BIA is supported—provide funding to prepare a proposed budget and determine boundaries (the current KBD study area is suggested).
- When assured of support from KBD property and business owners, BIA organizers should be meeting with other staff and Council to formally request a BIA designation. The DCS could then proceed with developing a formal structure and process for enacting a BIA.

NOTE: Council and Staff may wish to incorporate this approach with other areas such as Brentwood Bay and create an incubation process for BIA's within DCS.

1. Work with the community, business, and land owners to determine the viability of a BIA for the KBD. Assuming adequate support, the focus of this BIA could include:
 - a. **Marketing:** Understanding who area customers are, and creating effective promotions to retain and expand the customer base.
 - b. **Business recruitment:** Working with property owners to ensure that available space is occupied, and that an optimum business and service mix is achieved and maintained.
 - c. **Streetscape improvement and other amenities:** Providing for more customer-friendly lighting, signage, street furniture, planters, banners, and sidewalk treatment.
 - d. **Special events:** Organizing and collaborating in special events that highlight the unique attributes of the area and increase customer visits.
2. Add new policies for Section 5.2.5. Keating Industrial/Business Area: that address:
 - a. The development of a Business Improvement Area (BIA) for the Keating Business District.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

POLICY/REGULATION/STUDY INITIATIVES

P3

Keating District Future Marketing Opportunities

Priority	Timing
High	Near term: 2017–2025
Estimated Budget	
Funding: Stage 1—\$4,000–\$5,500 for survey and meetings Stage 2—\$5,000–\$6,500 for preparing budget, terms of reference etc.	
Recommended Metrics	
<ul style="list-style-type: none">• % of support for Keating Business District BIA• No. of business that actively participate in the BIA• Number of initiatives launched by BIA	

POLICY/REGULATION/STUDY INITIATIVES

P4

Official Community Plan Development Permit Area Update/Streetscape Guidelines

Rationale

The OCP should include updated Development Permit Area (DPA) guidelines for the KBD

Recommended Approach

1. DPA

- a. Amend section 11. 4 Light Industrial/Arterial Commercial DPA to incorporate KBD guidelines that will guide future development, streetscape, and urban design standards for this district. The guidelines should contemplate:
 - i. A cohesive “Keating Cross Road” streetscape (cross sections/transit stops/ bikeways and greenways) and public realm development (signage, wayfinding, and public Art) including:
 - A. A concept plan identifying:
 - I. The strategic replacement of shared turning lanes along Keating Cross Road between Central Saanich Road and Butler Crescent, with pedestrian crossing islands located near transit stops. The location of the crossing points should not interfere with current traffic patterns and turning for large vehicles.
 - II. The long term consolidation of curb cuts along Keating Cross Road to rationalize entry and exit points and create a cohesive frontage. This may be a condition of development permit or zoning amendment required by DCS in the event of redevelopment of a property.
 - III. Typical road cross section(s)
 - IV. Tree and landscape planting islands
 - V. On street parking—where feasible
 - ii. Urban Design requirements for
 - A. Arterial- Frontage—Urban Design requirements for the form and character of buildings and structures along the Keating corridor between Central Saanich Road and Willow Way
 - B. Buildings located behind arterial frontage properties
 - C. Screening and Landscape
 - D. Noise control
 - E. Lighting
 - F. Parking and Servicing Areas
 - I. Parking Design with emphasis on storm water management, provision of smaller car spaces, recharging stations, car sharing and future autonomous vehicle infrastructure (AV’s will communicate with each other and interact with smart infrastructure)

NOTE: All updated DPA’s should be reviewed for consistency and accurately references to related sections of the OCP and maps.

POLICY/REGULATION/STUDY INITIATIVES

P4

Official Community Plan Development Permit Area Update/Streetscape Guidelines

Priority

High

Timing

Near term: 2017–2025

Estimated Budget

Preparation of Streetscape Guidelines and OCP Update \$45,000–\$60,000

Recommended Metrics⁹

1. Intensity of Industrial Development:
 - a. Employee per land acre/hectare or per building sq. ft/m² (labour intensity)
 - b. Business revenue/profit per unit (value generated per unit of land, or building floor area)
 - c. Volume of goods produced/processed/stored per unit (per building floor space, amount of land, employee, or some other measure)
 - d. Vehicle or equipment movement per hour (trucks, loading, crane lifts)
 - e. Quality and pay of jobs (education and pay levels)
 - f. Number and diversity of businesses per land area
 - g. Multiplier job impacts of different types of businesses (secondary and induced impacts on wider economy)
 - h. Value of lands and improvements
 - i. Value or level of equipment/technology investment (such as automation, racking warehouses)
 - j. Level of building specialization
 - k. Building lease absorption period, vacancy rates, rental rates
 - l. Transportation infrastructure (Ferry, airport, highways) utilization rates (goods/trips per unit)
2. Density of Industrial Development:
 - a. Building floor area ratio (building floor space divided by lot area)
 - b. Building site coverage (building floor plate/coverage divided by lot area)
 - c. Number of floors (with upper floors potentially being used for other uses)
 - d. Building height/volumes (such as higher ceiling 'high bay' warehouses)

⁹ Source: Summary Report Opportunities for the Intensive Use of Industrial Land – Metro Vancouver, 2013 p.10

POLICY/REGULATION/STUDY INITIATIVES

P5

LAND USE BYLAW AMENDMENTS–USES/DENSITY

Rationale

The Land Use Bylaw should be amended to regulate existing zones within the KBD in support of recommended policies.

NOTE: It is recommended that during bylaw amendments or updates all development permit areas and related definitions are checked for consistency with the OCP and any related maps.

Recommended Approach

1. Land Use Bylaw

- a. Consider the following changes to the current I1 Zone Designation to support agri-industrial development within the KBD.
 - i. Permitted Uses—add “Agricultural Related Industries” which may include:
 - A. Husbandry services
 - B. Bulk sales outlet dealing primarily in farm-related goods and supplies
 - C. Custom machinery operators
 - D. Farm implement establishment
 - E. Farm supplies dealership
 - F. Grain drying
 - G. Greenhouse
 - H. Retail store engaged in the sale of farm produce or landscaping and garden supplies
 - I. Seed cleaning plants
 - J. Agricultural warehousing and storage
 - K. Fish and seafood processing industries
 - L. Peat moss packaging
 - M. Small-scale wind turbines
 - N. Hi tech agricultural manufacturing
 - O. Food and crop research facilities
 - P. Medical marijuana facilities
- b. In consideration of workforce amenities consider adding ‘Daycares’ as a permitted use.
- c. Density:
 - i. For Light Industrial Zone I1 the DCS should consider an industrial/commercial density bonus from current **1.0** to a maximum of **1.5** FAR in exchange for a Community Amenity Contribution for local streetscape improvements, affordable housing, or recreational amenities. An affordable housing contribution should be priority to provide for increased demand of housing stock for the workforce and/or families seeking affordable housing within the area.)

POLICY/REGULATION/STUDY INITIATIVES

P5

LAND USE BYLAW AMENDMENTS–USES/DENSITY

- ii. Alternately the DCS may consider providing a bonus proposed in the circumstances where a development contains certain light industrial and/or service uses (key production, distribution, and repair uses which are noted in on the ground floor, an equal amount of office space can be built as a bonus in addition to the 1.0 FSR of office allowed. This means a mixed use building could be comprised of 1.0 FSR of the identified light industrial/service space on the ground floor and 2.0 FSR of "General" Office space above. This means that uses such as professional services etc. could be permitted over industrial uses.
- iii. For example:
"the maximum floor space ratio shall be 1.0 for the following Office uses:
"General" Office, which may be increased to another 1.0 FSR if an equal amount of floor area provided on the ground floor"
- 2. Properties located on 2046 and 2070 Keating Cross Road (Slegg Lumber) are split zoned C2 and I1. It is recommended that the zone I1 be increased in depth and the C2 reduced to align with properties either side. The benefit of this is additional development space for industrial uses are provided. This must be done in coordination with the CRD to determine the status of the main water supply line to Brentwood Bay Village. The CRD will need then to confirm if the waterline can be relocated from its current location which runs diagonally east to west on these two properties. (see summary map in Appendix A).

Priority

Medium

Timing

Near term: 2017–2025

Estimated Budget

Amendments and Consultation: \$20,000–\$25,000

Recommended Metrics

NA

Policy/Regulation/study initiatives

P6

Parking and Access Management–KBD

Rationale

- The OCP calls for a parking management or transportation demand measures to be implemented as part of transportation choices policies.
- Parking and traffic are significant challenges to the community and business owners.
- Future growth and attraction to the KBD should be supported by well-managed parking and traffic.
- Ease of access and safety for large transportation vehicles is critical to the success of local business within the KBD.

Recommended Approach

There are three recommendations:

1. Undertake a parking study of the current and potential future parking demand for the KBD and revise the current Land Use Bylaw accordingly:
 - a. Parking Maximums and Minimums
 - i. Parking maximums are designed to use regulatory frameworks to set an absolute upper limit on how much parking may be provided at any given building or site. Implementing parking maximums also prevents developers from oversupplying parking for a land use.
 - ii. Removing minimum parking standards can overcome a significant barrier to in-fill development, effectively reducing the cost by requiring less parking than normal.
2. As part of the Five-Year Capital Plan, prepare a current Parking Management Plan (PMP) for the current KBD—the plan's objectives will be to:
 - a. To identify any deviations between the current parking supply and the parking requirements (number and size of parking spaces) of the DCS Zoning Bylaw.
 - b. To identify alternative strategies to satisfy and reduce demand for parking requirements (e.g., integration of a transit hub to eliminate parking demand, streamlined zoning regulations, shared parking opportunities, payment-in-lieu, and off-site parking).
3. Consider amending the parking section of the Land Use Bylaw to reflect PMP techniques. A PMP is a best practice tool in Travel Demand Management (TDM) and to achieve land use goals. This approach addresses:
 - a. Timing and permits—when parking spaces are used and by whom
 - b. Pricing—whether parking is priced, how much it is priced at and whether the structure of the pricing can impact travel behaviour
 - c. Incentives for smarter travel choices
 - d. The regional component—how consistent regional policy can overcome local variances which may impact competitiveness

Policy/Regulation/study initiatives

P6

Parking and Access Management–KBD

- e. Economic vitality and viability—ensuring optimal supply to meet the local business needs
- f. Access—parking can improve people's access to key destinations, including to transit through park and ride and informal arrangements
- g. Affordability—for example parking is estimated to account for approximately 10% of housing costs
- 4. For new, proposed developments, require the developer submit a Parking Plan that aligns with the updated parking requirements as established by the PMP. The objective of a Parking Plan is to estimate the parking demand generated by a development and, on this basis, to establish the number and size of on-site parking spaces that should be provided, recognizing the site constraints and local conditions. Alternatively, a parking strategy could be developed to identify how the parking demands of the project can be satisfied. This work may be required to justify the requested amendment to the Zoning Bylaw.
 - a. A Parking Plan s should include the following information:
 - i. Location plan of the subject study area
 - ii. Property description
 - iii. Inventory of parking facilities in the area On-site parking /On-street parking /Off-street public parking in the area
 - iv. Utilization of existing facilities during peak periods of parking demand
 - v. Estimate of the parking demand generated by each component of the development including, where applicable: Residents/ Employees/Tenants Visitors/Customers/Suppliers
 - vi. An assessment of the feasibility and appropriateness of shared parking on the site

Policy/Regulation/study initiatives

P6

Parking and Access Management–KBD

- vii. For the KBD we recommend reviewing the current parking requirements for I1, I2 and Commercial Uses and developing a new set of parking regulations based on a minimum- maximum framework—for example only:

Land Use	Min Vehicular	Max Vehicular	Min Visitor Vehicular	Max Visitor Vehicular
For All Industrial Land Uses				
Accessory Buildings and Structures	0	0	0	0
Office	Use lesser of 0.85/Employee (Not Already Accounted for in Primary Use) or 3.2/100 m ² GFA	Use greater of 1.0/Employee (Not Already Accounted for in Primary Use) or 4.25/100 m ² GFA	0	0.75/100 m ² GFA
I-1 (Light Industrial Zone)				
Automobile Body Shop	Use lesser of 0.75/Employee or 1.5 /Service Bay	Use greater of 1.0/Employee or 2.0/Service Bay	1.0/Service Bay	1.0/Service Bay

In this example the equivalent DCS Land Use Bylaw requires 1 stall per 50 m² gross area which means that the developer with a 1400 m² building with approximately 15 service bays, would have to provide 28 stalls as a minimum. Using parking maximums, the same owner would have the flexibility of 22 stalls vs. 30 maximum. This means that through more efficient planning the development could free up land for other uses.

- b. Flexible Parking Standards
- Traditional parking standards set a minimum parking requirement by land use that is often applied to all new development, regardless of location and the local context.
 - By analyzing actual vehicle ownership and/or parking occupancy for a certain district or type of development, level of accessibility to transit) and walkability, flexible parking standards can be utilized.
 - The standards should reflect how the level of parking demand generated by a project will vary, depending on the mix of land uses, and transportation programs such as car sharing.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

Policy/Regulation/study initiatives

P6

Parking and Access Management–KBD

- iv. Flexible parking standards also allow for reductions to be made in those developments that will generate less parking demand such as live/work, low income housing, development near transit, and some mixed-use projects.
- c. Shared Parking
 - i. In mixed-use areas, it may be redundant to provide designated off-street parking for the wide range of users. For instance, many retail or office establishments will not need off-street parking overnight during the hours that residents have a high demand. Mixed-use settings offer the opportunity to share parking spaces between various uses, thereby reducing the total number of spaces required compared to the same uses in stand-alone developments.
 - ii. This may be of importance to shift workers who can utilize other parking stalls during the evening and night period.

Priority	Timing
Medium	Near term: 2017–2025
Estimated Budget	
Parking Study: \$25,000–\$35,000	
Amendments and Consultation: \$15,000	
Recommended Metrics	
<ul style="list-style-type: none">Number of parking stalls reduced due to PMP amendments	

POLICY/REGULATION/STUDY INITIATIVES

P7

Cash In Lieu For Parking Bylaw Amendment

Rationale

Current and future parking in the KBD is an emerging concern which was reinforced during the consultation process by business owners. It was determined with the industrial community on the Saanich Peninsula that significant numbers of employees (almost 80%) are commuting from the West Shore and Victoria, and are therefore creating a parking demand. An important initiative will be to continue to work closely with BC Transit to ensure future transit realignment includes service for KBD lands to help alleviate the need for driving to places of employment. Initial discussions with BC Transit determined that the current population density does not currently justify increased service in the KBD.¹⁰

Under the *Local Government Act* municipalities can now allocate funds for alternative transportation policies and programs (e.g., public transit, bicycle infrastructure, electric charging stations). Related initiatives may be used by the DCS to help reduce demands for on-street parking.

This area currently has a significant amount of "free" on-street parking that is well used because many of the existing businesses in the area do not have underground parking, or only limited surface parking.

A significant number of the businesses cannot provide underground parking because of lot dimensions and/or because of the loading and storage requirements. Underground parking is very expensive to develop and typically only feasible for high density developments

Depending on the speed of development, the DCS may wish to consider that developments provide structured parking or provide common structured parking for use by the entire development, over and above the parking provided by each individual site owner/developer.

Although the capital costs can be considerably higher than surface parking, the DCS could include these costs in the development charges, land taxes, or as part of the overall land costs. The DCS could also consider the option of operating these parking structures as a source of revenue, where parking spots could be leased on longer terms to surrounding businesses, or provide shorter-term pay parking.

A cost benefit analysis tied to a detailed traffic and parking study may be warranted in near term to address the following:

- Traffic Impact due to growth
- Parking capacity and needs
- Transport Demand Management options

¹⁰ Stantec recommends further cost benefit analysis be conducted specifically around transportation and transit to ensure that investment of municipal funds will help achieve near and long term objectives. This work should be done in close coordination with the Ministry of Transportation and Infrastructure (MOTI) and BC Transit (BCT).

POLICY/REGULATION/STUDY INITIATIVES

P7

Cash In Lieu For Parking Bylaw Amendment

- Updates to the current Parking section of the Land Use Bylaw
- Alternately, in the short term, the DCS could consider the implementation of a Cash in Lieu policy followed by amendment to the OCP and Land Use Bylaws that would allow funds to be collected and allocated for parking or TDM Transport Demand Management initiatives

Recommended Approach

1. Develop a Policy for Cash in Lieu for Parking (CILP) to provide the DCS with more flexibility in managing and consolidating parking needs. The following is a suggested framework for developing a Cash in lieu Policy. Key factors to consider are:
 - Providing the rationale for instituting a Cash in Lieu Bylaw
 - The general process
 - The basic structure of the policy and bylaw
 - Some indicative costs and calculations to consider
 - a. *The Local Government Act s.906* permits a Local Government, to receive money as specified in a Parking Bylaw in lieu of complying with the prescribed parking space requirements set out in the Zoning Bylaw.
 - b. There is no clear policy framework in the current OCP to support consistency in the implementation of CILP or the review of the applications, as DCS staff determines the appropriateness of the approval. This should be addressed as an amendment to text in OCP.
2. Key Drivers for Implementation
 - a. CILP bylaw may be appropriate where the adjacent area has a surplus of parking spaces; there is limited space available in older neighbourhoods, industrial or commercial areas, or for technical reasons, where previous land use changes to the property have not provided enough parking. Notwithstanding the drivers for cash in lieu application, the developer should make every attempt to provide parking and acquire additional land for parking.
 - b. CILP supports the redevelopment of older industrial buildings on transit routes where individuals use public transit and do not require parking. This may also help promote "eco-friendly" methods of transportation by encouraging people to walk and bike instead of driving to businesses.
 - c. Greater flexibility for developers: Developers can reduce the amount of lot area dedicated to parking by designing structures with cash-in-lieu of parking in mind. Flexible parking requirements incentivize efficient use of developable land.
 - d. More efficient use of parking spaces: A private parking space will only be used by patrons of a business or facility, while public spaces will be used for various purposes over more hours of the day. This is particularly important if live work and other minor commercial/retail components see

POLICY/REGULATION/STUDY INITIATIVES

P7

Cash In Lieu For Parking Bylaw Amendment

growth with the industrial sector.

- e. More intelligent urban design: The DCS improves its ability to monitor the quantity and accessibility of parking by assuming responsibility for a greater share of the available parking in a geographic area. This can support local businesses/services, a superior modal split, and walking friendly districts.
- f. Pace of Growth and Development: As a note of caution, CILP tend to be most successful in municipalities undergoing rapid growth in business development. The pace of growth is significant in generating sufficient CILP revenue to fund additional parking supply and management. For instance, the DCS may wish to defer this policy until growth is clearly occurring - and thus the use of CILP is justified. In dynamic growth centres, there is stronger incentive for businesses to build and operate in these areas despite CILP costs. In contrast, communities with slower growth tend to avoid the CILP approach since it poses a possible disincentive to the revitalization of their development areas. Council and Staff should consider this risk prior to initiating any studies.
- g. Designated Areas: Applying CILP only in designated areas in the DCS. The CILP fund will need to be reinvested specifically into these designated areas.

See Appendix B for additional details regarding policy implementation process for CILP.

Priority

Medium

Timing

Near term: 2017–2025

Estimated Budget

Cash in Lieu Policy development and amendments: \$12,500–\$15,000 (including legal review)—the costs of administration of the process if enacted would need to be determined based on available resources and as part of the application process.

Recommended Metrics

- Target Level of business and land owner support

POLICY/REGULATION/STUDY INITIATIVES

P8

Housing Initiatives–Live/Work + Future Residential Density

Rationale

Housing of the workforce is a key for employers in attracting employees to the KBD. The potential for over 3,400 new jobs in 25 years, will require development of appropriate housing forms and levels of affordability

Recommended Approach

1. As a component of the Multi-Family Residential Densification Study include analysis for live/work as another housing type. Where indicated, develop appropriate policies that support the inclusion of **live/work** design as an **accessory use** within zones of the KBD. Future policies should contemplate:
 - a. The number of permissible units within the KBD that will not impact the integrity of industrial employment lands protecting the KBD from encroachment and displacement from residential or other uses.
 - b. Provision for the appropriate development of units that incorporate both living and working space.
 - c. Flexibility for the development of live/work units, particularly within existing buildings.
 - d. Provide locations where appropriate new businesses can start up.
 - e. Provide opportunities for people to live in mixed-use industrial and commercial areas, where compatible with existing uses.
2. **Live/Work:** consider amending the Land Use Bylaw to include Live/Work as an accessory use in designated parts of the KBD. The following draft definition could be considered:

“Live/work unit” or “live/work space” means a building or spaces within a building used jointly for light industrial, commercial, and residential purposes where the residential use of the space is secondary or accessory to the primary use as a place of work.

 - a. Live/Work as an accessory use could be considered in the following existing Zoning Designations:
 - i. Light Industrial II
 - ii. Arterial Commercial C2
 - iii. Neighbourhood Commercial C3
 - iv. Comprehensive Development Zone 4–CD-4
 - b. Where permitted, live/work units located at ground level are subject to the development standards for ground-floor retail or commercial establishments as follows, and any additional standards for ground-floor commercial establishments provided in other sections of the Land Use Bylaw.
 - c. A minimum of 80% of a building's street front facade at street level shall be occupied by non-residential uses.
 - d. A minimum of 51% of the portion of a building's street front facade that

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

POLICY/REGULATION/STUDY INITIATIVES

P8

Housing Initiatives–Live/Work + Future Residential Density

contains required non-residential use shall be at or above sidewalk grade.

- e. Where live/work units are permitted at street level, the live/work unit shall have a minimum floor-to-floor height that matches the primary use (i.e., 4 metres).
 - f. A separate entrance is required at grade for a Live/Work unit.
 - g. Where live/work units are permitted at street level, parking for live-work units on neighbourhood commercial streets and other zones should be prohibited in front of the building.
 - h. Within each live/work unit, the living area shall not exceed 33% of the total floor area of the unit.
3. Consider rezoning the Neighbourhood Institutional Zone P2 currently located on the Butler lands to a Light Industrial I1 designation, only if the current property is deemed unfeasible for maintaining institutional use and development on the site. We would recommend that there is higher social and economic value in permitting both Work/Live with Light Industrial on this property.
 4. **Tanner Ridge:** The DCS may wish to review the long term (20+ years) housing opportunities within the Tanner Ridge area. Increased density and/or introduction of alternate housing types within this area might be considered to address future workforce demand from the KBD.

Priority

High/Medium

Timing

Near term: 2017–2025

Estimated Budget

Resources required for Amendments and Consultation: \$25,000

Minor update to Densification Study: \$5,000–\$7,500

Recommended Metrics

Provide 5% of new projected employment workforce housing within the KBD. This would translate into approximately 60 units over 25 years.

POLICY/REGULATION/STUDY INITIATIVES

P9

Transit Hub Test Fit Study–Keating Cross Road and Oldfield Road Area

Rationale

A key issue for the KBD is the level of service currently provided by BC transit which has indicated that they are willing to work with the DCS in exploring transit infrastructure improvements, but are not able to provide an increase in service due to the lack of critical mass for ridership in the area.

If local and regional transit services are improved or other mobility choices are offered in the future, multi-level industrial buildings with industrial uses on the ground floor and some accessory uses (e.g. office/live/work) on an upper floor may be appropriate and feasible. For this to be supportable, it would have to be done in a way that does not compromise the industrial function of the land and surrounding industrial uses. This can be achieved through amendments to the Zoning Bylaw.

Recommended Approach

1. Undertake a Transit Hub Test Fit study of Keating Cross Road and Oldfield Road area (see P8 in Appendix A).
2. Continue to hold meetings with BC Transit/DCS and MOTI.
3. Develop a Concept Site Plan accommodating up to three small buses on a rapid service to and from Hwy 17, and options for a drive through/walk up coffee pavilion.
4. Preliminary costing to Class D
5. If the concept is deemed viable, the DCS will need to prepare a feasibility study and business case for the project.

Priority

Medium

Timing

Near term: 2017–2025

Estimated Budget

Estimated \$4,500–\$6,500 Costing to Class D
(a business case for the project could add another \$15,000)

Recommended Metrics

NA

POLICY/REGULATION/STUDY INITIATIVES

P10 District Energy Feasibility Plan–KBD

Rationale

District energy systems provide thermal energy (heat and/or cooling) and/or electricity (through cogeneration) from a central plant or network of plants to customers, including commercial and industrial. The benefit of district energy systems is that they significantly reduce the demand for electricity, while greatly increasing the energy efficiency of heating and air conditioning service.

A District Feasibility Plan provides an opportunity to study the potential for investing in a district energy system, and market potential of branding the KBD as an Eco-Industrial Development (EID) area. If warranted, a district energy system would:

- a. Make industrial development more attractive to members of the community who may be supportive of green solutions—specifically where industrial lands border the ALR or residential areas.
- b. Reduce the per unit costs of energy consumption and result in reduced energy losses.
- c. Reduce the demand for electricity, while increasing energy efficiency for both light industrial and commercial operators of the KBD.

Recommended Approach

1. Work with the community, business, and land owners to determine the interest and feasibility for investing in a district energy system for the KBD. Assuming adequate support, the focus of this District Feasibility Plan may include:
 - a. Determine current energy and emissions profile (using Community Energy and Emissions Inventory or other method).
 - b. Forecast energy and emissions trends with current consumption rates and projected population growth/land-use pattern developments.
 - c. Document the planned growth in the community.
 - d. Map current and future energy density, and identify and map local energy sources, energy infrastructure and future energy needs.
 - e. Identify energy demand and emissions reduction opportunities in existing and new growth.
 - f. Identify amount of bio/agricultural waste locally available as a potential source of fuel.
 - g. Develop strategies and policies to reduce energy use in new and existing buildings, including policies and strategies to encourage connection to a district energy systems.
 - h. Estimate energy use reduction and identify reduction of electrical energy use resulting from implementation of new strategies and policies in providing energy service.
 - i. Identify opportunities for district energy systems.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

POLICY/REGULATION/STUDY INITIATIVES

P10 District Energy Feasibility Plan–KBD

- j. Identify renewable energy strategies for areas that do not have district energy potential.
- k. Identify opportunities for local electricity generation, either stand-alone or combined with district energy systems.
- l. Develop land use strategies to support vision and goals.
- m. Develop sustainable transportation strategies.
- n. Identify strategies to increase energy efficiency program participation in the community (in the industrial, commercial business and residential sectors of the DCS).

Stage 1

- Identify interested parties to develop a District Energy Feasibility Plan within the KBD community.
- Develop a concise case for investing in a district energy system, while focusing on the potential of the project to act as a catalyst for future development of the DCS.
- Develop a Frequently Asked Questions package (FAQ) to help to detail the concept of what a district energy system is, why it is needed, what the benefits will be and how it will be funded in the DCS.
- Conduct a survey and meetings to gauge support.

Stage 2

- If the feasibility plan is supported—provide funding to prepare a proposed budget and determine scope for the RFP (the current KBD study area is suggested).

Stage 3

- When assured of support from KBD community, The DCS should prepare an RFP for consultant to prepare the District Energy Feasibility Plan.

Priority

Medium

Timing

Near term: 2017–2025

Estimated Budget

Funding:

Stage 1— \$5,000–\$7,500 for survey and meetings

Stage 2 — \$5,000–\$6,500 for preparing budget, terms of reference etc.

Stage 3— \$150,000 for District Energy Feasibility Plan

Recommended Metrics

- Number of business that actively participate in survey
- Proportion of stakeholder support for District Energy Feasibility Plan

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

2.2 KEATING BUSINESS DISTRICT CAPITAL PROJECTS

2.2.1 Summary Map

A summary map is provided in Appendix A of this report to orientate the reader to the location and extent of various capital projects. Each project is keyed to the tables below. Where appropriate, initiatives from the Policies/Regulation and Study tables above are also linked.

2.2.2 Capital Projects

The following tables provide an overview of recommended potential capital projects for the KBD.

CAPITAL PROJECTS	
CP1	Streetscape Improvements–Keating Cross Road
Rationale	
<p>Community and business input suggested that streetscape beautification improvements would be supported if costs and burden on the taxpayer were reasonable and a clear benefit was evident to the local businesses and community.</p> <p>The OCP supports the development of an improved tourism experience along Keating Cross Road as the major route to Butchart Gardens and often is the first introduction of Central Saanich to visitors.</p> <p>Streetscape improvements are not just aimed at beautification, but also should also improve traffic movement, safety, pedestrian and bike movement, storm water management and wayfinding.</p>	
Recommended Approach	
<ol style="list-style-type: none">1. Develop streetscape and road improvements in three phases:<ul style="list-style-type: none">o Phase 1: Central Saanich Road—Veyaness Road "Keating Gateway"o Phase 2: Veyaness Road to Butler Crescent (includes realignment of Main water supply)o Phase 3: Butler Crescent to Willow Way (Realignment of Keating Cross Road between Butler Crescent and Butler Way)	
Priority	Timing
High	Long Term: 2033–2042

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

CAPITAL PROJECTS

CP1 Streetscape Improvements–Keating Cross Road

Estimated Budget

Estimated budget is based on construction of improvements between Central Saanich Road and Willow Way that are approximately 1.9 km in length and assumes a 4-lane arterial high use. Costs include construction, engineering, miscellaneous and utility relocation, engineering design, but does not include any property acquisition.

Summary of Estimated Budget

6 new buses shelters (Co funded with Province)	\$120,000 (source BC Transit Shelter Program)
Phase 1 Allowance: \$1.9 million per kilometre (CP1a in map)	0.5 km X 1.9 = \$950,000
Phase 2 Allowance: 2.3 million per Kilometer (factors in coordination for major utility service relocation ¹¹) (CP1b in map)	0.7 km X 2.3 = \$1.61 million
Phase 3 Allowance: Realignment of Keating—assumed area is mined out and pre-graded by owner. 3.1 million per km (CP1c in map)	0.7 km X 3.0 = \$2.1 million
Contingency @20%	\$4,770,000.X 20% = \$ 954,000
Engineering Design @ 10%	\$5,724,000 X 10% = \$572,400
Total estimated costs (2016 Dollars)	\$6,296,400.00

¹¹ The cost of the main water line relocation will be likely borne under CRD budgets. It is recommended that the DCS discuss options with the CRD as soon as possible in moving the line to align with Keating Cross Road. This project should be coordinated with rezoning properties located on 2046 and 2070 Keating Cross Road.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

2.3 SUMMARY OF RECOMMENDATIONS

The following table provides a summary of the recommended strategies and actions for the KBD.

- Undertake a LAP for the West Keating study area to evaluate existing land use, transportation conditions, and infrastructure improvements.
- Capitalize on DCS annual contribution to the Prosperity Project to promote investment.
- Market the KBD as a place of business for both eco-industrial and agri-industrial investments.
- Explore interest in creating a BIA for the KBD.
- Update the OCP and DPA guidelines for the KBD.
- Prepare Streetscape Guidelines.
- Undertake a parking study of current and future demand.
- Consider amending the parking section of the Land Use Bylaw to reflect PMP techniques.
- Revise the current Land Use Bylaw according to parking maximum and minimum standards.
- Develop flexible parking standards.
- Implement a CILP Amendment policy followed by amendment to the OCP and Land Use Bylaws that would allow funds to be collected and allocated for parking or TDM initiatives.
- As a component of the Multi-Family Residential Densification include an analysis for live/work and another housing types.
- Undertake a Transit Hub Test Fit study of Keating Street and Oldfield Road area
- Develop a Concept Site Plan accommodating up to three small buses on a rapid service to and from Hwy 17, and options for a drive through/walk up coffee pavilion.
- Prepare a traffic study for the KBC that will identify the transportation needs to safely accommodate the future traffic demand, including the need of an interchange on Highway 17. Findings and recommendations of this study will be shared with MOTI for review. MOTI will determine if the project meets the criteria outlined on the 10-Year Transportation Plan. If the project meets the criteria and there is funding available, then the corresponding adjustments to the MOTI's capital plan would be made.
- If the interchange is feasible, work with MOTI on the update of the benefit cost analysis and prepare a business case to identify the most feasible option.
- Work with MOTI and BC Transit to develop a concept design study for an interchange between Highway 17 and Keating Cross Road.
- Undertake a community survey to determine support for a District Energy Feasibility Plan.

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

Budget Summary – Proposed Policy/Regulation/Study Initiatives

Code	Initiative	Priority	Cost Estimate	Time Frame
POLICY/REGULATION/STUDY INITIATIVES				
P1	Highway 17 Transportation Planning	High	Estimate for traffic study \$50,000	Near term: 2017–2019
P2	West Keating Local Area Plan	High	\$140,000–\$160,000	Near term: 2017–2025
P3	Keating District Future Marketing Opportunities	High	Funding: Stage 1—\$4,000–\$5,500 for survey and meetings Stage 2—\$5,000–\$6,500 for preparing budget, terms of reference etc.	Near term: 2017–2025
P4	Official Community Plan Development Permit Area Update/Streetscape Guidelines	High	Preparation of Streetscape Guidelines and Amendments: \$45,000–\$60,000	Near term: 2017–2025
P5	Land Use Bylaw Amendments–Uses/Density	Medium	Amendments and Consultation: \$20,000–\$25,000	Near term: 2017–2025
P6	Parking Management–KBD	Medium	Parking Study: \$25,000–\$35,000 Amendments and Consultation: \$15,000	Near term: 2017–2025
P7	Cash In Lieu For Parking Bylaw Amendment	Medium	Cash in Lieu Policy Development and amendments: \$12,500–\$15,000	Near term: 2017–2025
P8	Housing Initiatives–Live/Work + Future Residential Density	High/ Medium	Resources required for Amendments and Consultation: \$25,000 Minor update to Densification Study: \$5,000–\$7,500	Near term: 2017–2025
P9	Transit Hub Test Fit Study–Keating Cross Road and Oldfield Road Area	Medium	Estimated \$4,500–\$6,500 Costing to Class D	Near term: 2017–2025

IMPLEMENTATION PLAN

Implementation Tables
March 9, 2017

Budget Summary – Proposed Policy/Regulation/Study Initiatives

Code	Initiative	Priority	Cost Estimate	Time Frame
P10	District Energy Feasibility Plan–KBD	Medium	Stage 1 — \$5,000–\$7,500 for survey and meetings Stage 2 — \$5,000–\$6,500 for preparing budget, terms of reference, etc. Stage 3 — \$150,000 for District Energy Feasibility Plan	Near term: 2017–2025
Cumulative Cost of Initiatives			\$511,000 - \$633,000	
CAPITAL PROJECTS				
CP1	Streetscape Improvements–Keating Cross Road	High	Total estimated costs (2016 Dollars): \$6,296,400	Long Term: 2033–2042
Cumulative Cost of Capital Projects			\$6,296,400	

IMPLEMENTATION PLAN

Funding and Partnerships
March 9, 2017

3.0 FUNDING AND PARTNERSHIPS

As funding opportunities change regularly, this information is subject to change. The DCS and its member municipalities should regularly check with all levels of government to keep up-to-date on currently available funding opportunities. The following funding sources provide various level of support through grants or in-kind contribution.

3.1 FIRST NATIONS PARTNERSHIPS

We would recommend that ongoing dialogue with the Tsawout First Nation be a priority for the DCS. There may be opportunities to collaborate on housing development, to help address current and future affordable housing needs, as well as building upon existing business opportunities to grow First Nation employment within the KBD community.

3.2 MUNICIPAL

There are several funding sources and strategies that DCS can use to fund and implement studies and projects outlined above.

- **General Funds:** Property tax or other revenue streams provide general funds. Capital projects are generally not allowed to utilize funding from this source unless funding is allocated as part of the annual budget. Bicycle and pedestrian infrastructure, education, and enforcement projects may be an acceptable use of general fund dollars.
- **Development Cost Charges:** Municipalities can charge developers a series of “development cost charges” (DCCs) on new developments. The intent of these charges is to assist the municipality in funding the costs associated with infrastructure to serve a growing and changing community. For the DCS, these charges now include sewer, as well as the previous water, recreation, and transportation charges. Municipalities can use the transportation and recreation DCCs collected for active transportation infrastructure expenditures.
- **Street User Fees or Maintenance Fees:** The revenue generated by a street user fee is used for operations and maintenance of the street system, and priorities are established by the DCS Engineering and Public Works Department. Revenue from this fund should be used to maintain the KBD.
- **Local Improvement Districts (LIDs):** Local Improvement Districts (LIDs) are most often used by cities to construct localized projects such as streets, sidewalks, or bikeways. Through the LID process, the costs of local improvements are generally spread out among a group of property owners within the benefitting area. The cost can be allocated based on property frontage or other methods such as traffic trip generation
- **Business Improvement Districts (BIDs):** Pedestrian improvements can often be included as part of larger efforts aimed at business improvement and retail district beautification. Business Improvement Districts collect levies on businesses to fund area-wide improvements

IMPLEMENTATION PLAN

Funding and Partnerships
March 9, 2017

that benefit businesses and improve access for customers. These districts may include provisions for streetscape improvements, pedestrian and bicycle improvements, such as wider sidewalks and landscaping. We have outlined in detail (P2) how this may be developed for the KBD.

- **Cash-in-Lieu Parking:** The *Local Government Act* allows municipalities to use funding from cash-in-lieu parking reserves to fund alternative transportation such as active transportation network upgrades. This has been described in detail under Section P6.

3.3 OTHER GOVERNMENT SOURCES

3.3.1 Regional District Grant (BC/CRD)

The Regional District Grant is an unconditional grant for regional districts to assist with administration costs. Grant amounts are determined utilizing a formula which incorporates both regional district and rural area populations. Each regional district receives an additional \$5,000 for each local community commission in the regional district. This may provide funds toward administering policy and studies outlined in this report.

3.3.2 Gas Tax Fund (Federal)

Jurisdictions receive a proportion of the federal dollars based on their population through the Gas Tax Fund (GTF). The GTF provides 100% funding to local governments for a variety of capital and planning projects. The GTF provides a predictable and long-term funding source for local governments. There are several programs available through the GTF:

- Community Works Fund provides allocated funding to municipalities, BC Transit, and their partners. Eligible costs range from construction to project development and planning. Funds are allocated twice annually on a per capita basis.
- Strategic Priorities Fund provides funding for strategic investments that are larger in scale or regional in impact. This fund is created by pooling 50% of the region's per capita allocation among local governments within the CRD. Grants may fund up to 100% of project costs.
- Innovations Fund supports projects that reflect an innovative approach to achieving the intended outcomes of reduced GHG emissions, cleaner air, and cleaner water.

3.3.3 Green Municipal Funds (FCM)

The Federation of Canadian Municipalities (FCM) manages the Green Municipal Fund, with a total allocation of \$550 million. This fund is intended to support municipal government efforts to reduce pollution, reduce greenhouse gas emissions, and improve quality of life. The program provides funding for three types of initiatives: sustainable community planning, feasibility studies and field tests, and implementing capital projects.

IMPLEMENTATION PLAN

Funding and Partnerships
March 9, 2017

All local governments are eligible to apply for Green Municipal Funds. Grants are provided up to 50% of eligible costs, to a maximum of \$350,000. The expectation is that knowledge and experience gained in best practices and innovative environmental projects will be applied to national infrastructure projects.

3.3.4 The Insurance Corporation of British Columbia Community Grants Program

Insurance Corporation of British Columbia (ICBC) has, in the past, provided funding for active transportation facilities, particularly where these have the potential to reduce crashes, improve safety, and reduce claims costs to ICBC. Funding is available through ICBC's Road Improvement Program

3.3.5 BikeBC (BC)

The BikeBC program funding is a cost-sharing partnership between the Province and eligible local governments. The program will be administered by the BC Ministry of Transportation and Infrastructure (MOTI).

BikeBC will provide the lesser of the granted amount, or 50% of the actual eligible cost of a project. If a third party, including another Provincial agency, is contributing to a project, that contribution must be deducted from the project's total eligible cost and the BikeBC share calculated on the balance.

The 2015/16 BikeBC program is made up of three separate budgets totaling \$5.9 million.

- Cycling Infrastructure Partnerships Program—\$2.2 million
- Provincial Cycling Investment Program—\$1.4 million
- Gateway Program Cycling—\$2.3 million

The provincial mandate requires fair regional distribution of funding. The maximum size of any one project cost-sharing is 20% of the program's budget in the case of the Cycling Infrastructure Partnerships Program and the Gateway Program Cycling. There is no maximum project size for the Provincial Cycling Investment Program.

3.3.6 The Infrastructure Planning Grant Program (BC)

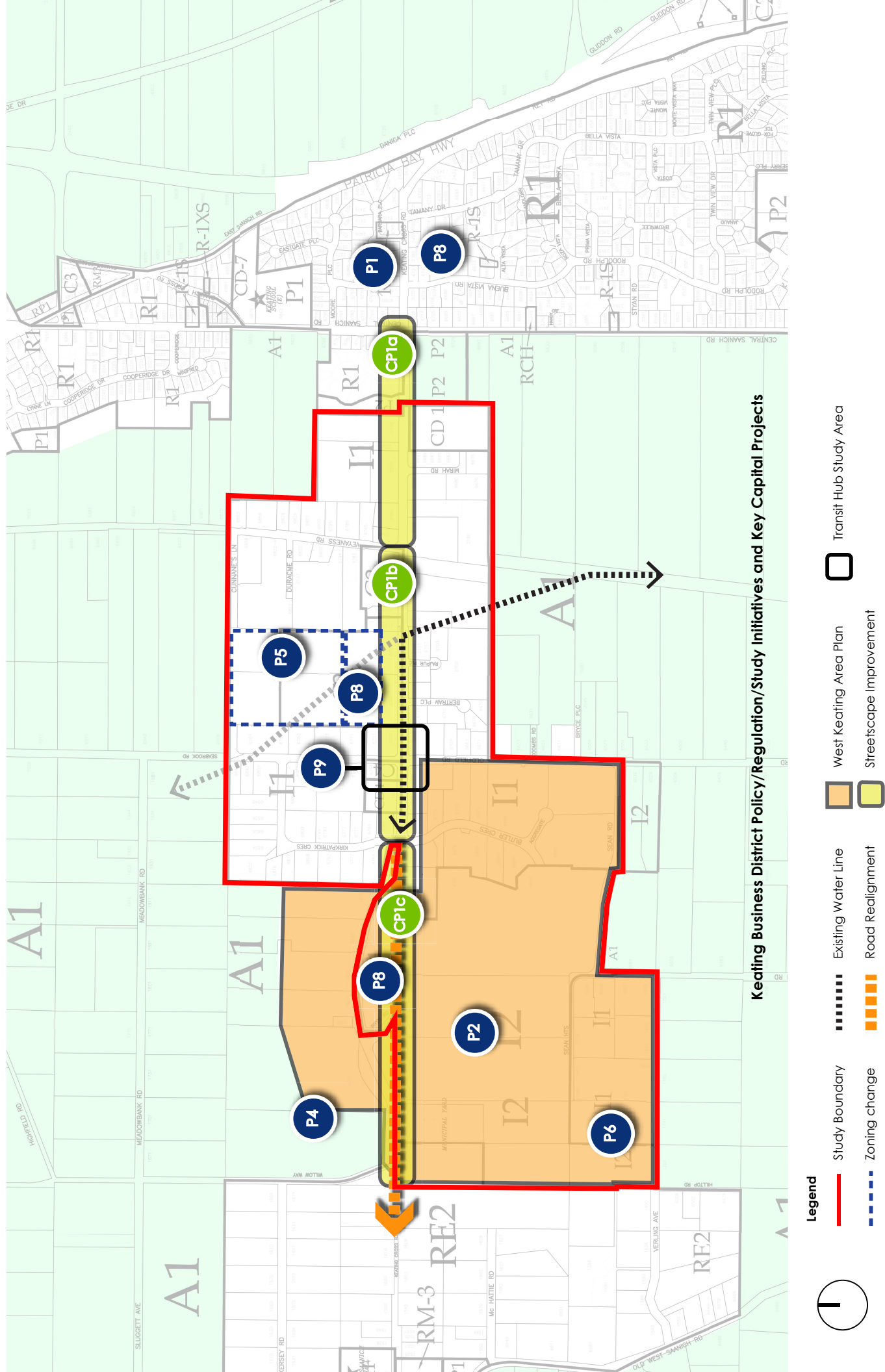
This program offers grants to support local government in projects related to the development of sustainable community infrastructure. Grants up to \$10,000 are available to help improve or develop long-term comprehensive plans that include, but are not limited to: capital asset management plans, community energy plans, integrated storm water management plans, water master plans and liquid waste management plans. Grants can be used for a range of

IMPLEMENTATION PLAN

Funding and Partnerships
March 9, 2017

activities related to assessing the technical, environmental, and/or economic feasibility of municipal infrastructure projects.

APPENDIX A
KEATING BUSINESS DISTRICT
POLICY/REGULATION/STUDY INITIATIVES
AND KEY CAPITAL PROJECTS



APPENDIX B
CASH IN LIEU POLICY
IMPLEMENTATION PROCESS

IMPLEMENTATION PLAN

Appendix B Cash in Lieu Policy Implementation Process
March 9, 2017

Appendix B CASH IN LIEU POLICY IMPLEMENTATION PROCESS

B.1 PROCESS

- a. During a development proposal, a development permit, or parking variance application, an applicant needs to address undersupply of onsite parking with the development property. The intention of CILP is to provide compensation to the DCS for assuming the responsibility of providing parking when a landowner or developer cannot meet the minimum parking requirements established in the DCS's zoning by-law.
 - b. In exchange for providing the required parking, the CILP agreement requires the developer to provide a sum of money, which is calculated by the DCS and paid to the DCS as consideration of the agreement. The funds obtained from CILP applications are placed in a reserve fund.
 - c. The CILP Reserve Fund is intended for the acquisition, establishment, layout or improvement of additional parking lots or other parking facilities. The revenue generated may be used to build alternative transportation infrastructure, such as infrastructure that supports walking, bicycling, public transit, or other alternative forms of transportation. It is required that the municipality report on the reserve fund and their disposition prior to June 30th annually. *Local Government Act, s.906 (9)*.
2. Principles
- a. In developing a CILP policy and bylaw, Staff may wish to consider the following principles:
 - i. The onus is on the applicant to justify the request.
 - ii. Payment for CILP should reflect the "true cost" that the DCS assumes to provide public parking.
 - iii. CILP policies assume that an automobile user will be displaced by the inadequate provisions of private parking and will therefore occupy an on-street or off-site public parking space instead. Thus, the DCS requires financial compensation for assuming a portion of a private uses parking requirements.
 - iv. Costs should be regularly reassessed to ensure that they reflect market conditions.
 - v. Reductions in the amount of CILP payable must be limited to situations when the parking requirements set out in the Zoning Bylaw exceed the actual parking demand associated with the proposed use/development. When a reduction in fee is requested, it must be clearly demonstrated to the satisfaction of the DCS, that the parking for which the exemption is requested exceeds the actual parking needs for the use/development.
 - vi. The fee for CILP is only required once and the parking rights stay with the property.
 - vii. In reviewing the application staff should also explore the following:
 - A. That the provision of on-site parking is not physically possible; or it would be more desirable to develop shared public parking facilities than to provide on-site parking; or the approval will allow key planning objectives to be realized for the development and for the area.

IMPLEMENTATION PLAN

Appendix B Cash in Lieu Policy Implementation Process
March 9, 2017

- B. The existing parking supply in the surrounding area could accommodate the on-site parking deficiency without undue adverse impacts on adjacent areas; without spill-over of parking into residential or other business areas.
3. Zoning Areas Contemplated.
 - a. For the purposes of this proposed policy and bylaw the entire DCS is considered under this regulation. This may be broken down into various zoning districts reflecting various tiers of charges based on land designation. For example, the proposed DCS Light Industrial I1 zone, may be considered due to the known limitations of parking space as well as Council's desire to support growth in this area. Consideration may also be given to the proposed residential infill area RA-1, which is intended to encourage densification and would likely trigger variance application for parking relaxation.
 - b. This recommendation provides a basic calculation approach that can be applied across the board. However, with the preparation of a PMP for the KBD, consideration should be given to variables in the offsite parking costs.
4. Costs
 - a. Cost per Stall: The cash in lieu per stall should be set based on the cost of land and the cost per stall of the type of parking facility to be developed as well as the portion of operating and capital costs that DCS wants to recover. The typical discounted rate for cash in lieu of parking that is 50% of the actual all-in development costs (serviced land, soft costs, construction costs) of providing parking.
 - b. Reduced rates are set to:
 - i. Provide financial incentives to developers to contribute creating strategically located public parking facilities.
 - ii. Recognize that the municipality can recover some of the costs through future user fees.
 - iii. Acknowledge that municipal facilities, such as parking facilities, are not subject to certain taxes.
 - iv. Recognize that the developer/cash in lieu contributor does not obtain ownership in the parking facility.
 - c. The calculation for cash-in-lieu of parking can be based on either a **flat rate** or a **mathematical formula**.
5. Flat Rate
 - a. A flat rate is generally easier to administer than a formula, but does not reflect the true cost of parking development.
 - b. Many flat rates provide much less than the desired funding level and may be eroded by inflation. Furthermore, flat rates may inadvertently encourage landowners/developers to apply for cash-in-lieu of parking as it would be less costly than constructing the required parking on site.
 - c. Additionally, using a flat rate without any differentiation between various land use areas in the municipality may result in a skewed level of parking provision.
6. Mathematical Formula

IMPLEMENTATION PLAN

Appendix B Cash in Lieu Policy Implementation Process
March 9, 2017

- a. A funding formula is generally preferred as it can accurately account for changing development and land costs. While more time-consuming than a flat rate, the use of a funding formula accounts for multiple variables such as size and design of a parking space and land cost in each area. The typical cash-in-lieu of parking funding formula is as follows:

$$\text{\$} = (C + (L \times P)) \times N \times S$$

Where:

C= Construction cost of parking space including soft costs ; L = Land cost per m²; P = Area of parking space in m²;

N = Number of parking spaces; S = Share of contribution towards total costs.¹²

For example:

- Assume 2.7m x 7m parallel parking on-street stall = 18.9m².
- Construction costs asphalt paving, amenity, line painting, drainage, and grading etc.
- Land cost estimated at \$250 per m² = 18.9 x \$250 = \$4725
- Maintenance cost = \$63

Applying the second formula:

$$L = \$4725; C = \$2600; P = 18.9 \text{ m}^2$$

Therefore:

$(\$2600 + (4725 \times 18.9)) \times 1 \text{ stalls} \times 0.50 \% \text{ of shared cost}$ is likely around 4500–5500 per stall

A maintenance charge should be factored into this calculation.

Template for CIL Policy

- b. Parking requirements are identified through a review of Zoning Bylaw conformity as part of processing the following:
- i. A change of use permit
 - ii. A building permit application
 - iii. A site plan application, or
 - iv. A site Zoning Bylaw Amendment
- c. Upon identification of a parking shortfall for an application within the Specified Zone(s), the applicant may apply for cash-in-lieu of parking.
- d. The purpose of this policy is to provide guidance when implementing and collecting CILP, as applicable under the DCS Land Use Bylaw
- e. Cash-in-lieu of parking is permitted subject to Council approval on properties zoned as follows:
- f. Should an applicant wish to apply for cash-in-lieu of parking, they shall fill out an application form which shall include applicant information, property information, details on the exemption being sought and the rationale for the parking exemption.

¹² Even though not foreseeable as part of DCS long term development policies, calculations for multi-level parking facilities the land cost per parking space (L x P) is divided by the number of levels. The value of "C" (Construction) would increase significantly for multilevel parking facilities to account for the increased construction cost of an above grade or an underground parking garage.)

IMPLEMENTATION PLAN

Appendix B Cash in Lieu Policy Implementation Process
March 9, 2017

- g. Council is the approval authority, and at its discretion, may exempt an owner from providing a set number of parking spaces and accept cash-in-lieu of any exempted parking spaces.
- h. Pursuant to Section 906 of the *Local Government Act*, should Council agree to exempt any parking, the DCS and the owner shall enter an agreement which outlines the parking exemption for the agreed upon number of parking spaces and cash-in-lieu of providing parking. The agreement may be registered in the proper land registry office against the land to which it applies.

Any payment of CILP must be paid in full upon entering the Agreement described in the Policy.