



THE DISTRICT OF SAANICH

Saanich, British Columbia



POPULATION PROJECTIONS, TREND & CAPACITY BUILD-OUT ANALYSIS

**Prepared for:
The District of Saanich
September 2013**

**Prepared by:
MXD Development Strategists, Ltd.**

MXD Development Strategists Ltd. (“MXD”) was commissioned by the District of Saanich (“Saanich”) in November 2011 to conduct a Population Projections, Trend & Capacity Build-Out Analysis for the entire District.

The study was carried out over the period November 2011 to February 2013.

The objective of this study was threefold:

- 1) To document Saanich’s future population growth using Conservative, Moderate and Aggressive scenarios, followed by a profiling of the evolving demographic composition and its impact on future demand (for residential and commercial land uses).
- 2) To document Saanich’s current retail, office, industrial, hotel and multi-family inventory (aka supply) and overall historic performance metrics.
- 3) To quantify future demand for commercial, industrial and residential sectors and allocate future demand in and across Saanich’s various nodes.

Reference material for this report was obtained from, but not limited to; District of Saanich, Capital Regional District (“CRD”), Commercial Real Estate Brokerage Firms (e.g. Colliers International), City of Victoria, Province of British Columbia, Environics Analytics, Statistics Canada, International Council of Shopping Centers and MXD Development Strategists Ltd.

MXD Development Strategists Ltd. do not warrant that any estimates contained within the study will be achieved over the identified time horizons or population thresholds, but that they have been prepared conscientiously and objectively on the basis of information obtained during the course of this study.

This analysis was conducted by MXD Development Strategists Ltd. as an objective and independent party; and is not an agent of the District of Saanich.

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*MXD Development Strategists Ltd.
February 2013*

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SECTION 1.0
PROJECT OVERVIEW AND
METHODOLOGY



1.0 Project Overview & Methodology

1.1 Scope of Study & Project Background

MXD Strategists Ltd (MXD) was commissioned by the District of Saanich (Saanich) to provide population projections and a contextual analysis for Saanich in relation to the region. The study provides an overview of commercial, industrial, residential and recreational land uses. It looks at economic sectors, and more specifically at Centers and Villages to provide projections based on a most likely scenario.

This study identifies important changes to population, land uses and economic sectors of the economy as they affect Saanich. The study builds on the regional projections and uses additional resources to provide population projections for the years 2018, 2028 and 2038. However, recognizing Saanich's unique and regionally central locational context and evolving demographic trends, this study's approach looks at what would be the anticipated needs once the population reaches a threshold, as this may take more time.

The report then focuses on Saanich's Major Centres and Villages and provides individual profiles, including an outlook for future planning considerations.

This approach recognizes that Saanich is uniquely situated in an urban and rural context surrounded by adjacent municipalities central to the region.

Through analysis, based on historical trends, the scope of work considers concurrent studies in relation to population and seeks to provide a "snap shot" of population, housing, commercial, industrial and employment to serve as a quick reference of statistics and growth trends for the area.

The information in this report could be used to:

- assess expected growth scenarios in relation to other centers in the region
- assess economic and environmental impacts
- facilitate the formulation of recommendations for future development
- provide an indication of transportation and infrastructure servicing needs
- provide a population and employment projection method that could be updated and built upon with new data in future years, for more accurate and reliable forecasts

1.2 Saanich Context

Saanich is Vancouver Island's most populated municipality and includes its busiest transportation corridors. There are many dynamic aspects shaping Saanich and understanding the various trends and capacities inside and outside its boundaries is imperative to planning for its future growth.

Saanich is diverse in its land uses, containing several Centres and Villages that include a mixture of commercial and residential development catering to different audiences, some of which may include students from the University of Victoria and Camosun College, Provincial and National athletes training at Pacific Institute of Sport facility or the University of Victoria Gordon Head facility. It also includes social housing occupants, seniors from nearby retirement homes, local area residents, domestic tourists arriving from the Swartz Bay Terminal and city commuters from the Western communities.

1.0 Project Overview & Methodology

One of the most important centres to Saanich's future growth is the area known as Uptown. Uptown is the prime gateway to the Province's Capital, the City of Victoria and the area where the Patricia Bay Highway and the Trans-Canada Highway intersect.

The Patricia Bay Highway is a vital connective arterial between Victoria and the Saanich Peninsula which contains Victoria's International Airport and the Swartz Bay Ferry terminal connection to the Lower Mainland. The Trans-Canada Highway connects Victoria and the Saanich Peninsula to the rest of Vancouver Island.

The convergence of these two main arterials in combination with the arterials from western communities and western residential areas creates an opportunity for Saanich to not only serve the local population but also enhance the regional appeal of this important gateway.

Having a strong understanding of the local areas and regional area trends in population, housing, commercial, industrial and employment will enable the District of Saanich to assess future growth scenarios, economic impacts, environmental impacts, transportation and infrastructure needs and ultimately make stronger and more informed recommendations for future development and zoning.

For Saanich, the importance of this local and regional understanding is heightened due to its relationship to the above mentioned transportation corridors which pass and converge through much of its boundaries.

As a vital step of this study, detailed field assessments were conducted to understand capacities, potential regional and local audiences, trade area demographics and spending capacities of individual Centres and Villages in Saanich, as well as the synergistic relationship between the uses that constitute mixed-use commercial development. Market opportunities were assessed for all of the different asset classes simultaneously, in order to truly understand the intricacies of integration of all commercial uses, vehicle and pedestrian circulation and parking.

In addition, MXD used additional detailed data collection process and expertise in statistical analysis to create alternative scenarios which respond to conservative, moderate and aggressive growth estimates. Alternative development scenarios ensure that our recommendations are flexible to future shifts in trend, thereby increasing the overall accuracy and success factor.

The study considers the relationship between the strength of the local economy, and how all of these positive growth factors lead to the necessary creation of a population, land capacity and employment strategy to accommodate and equitably allocate future growth in the District of Saanich.

1.0 Project Overview & Methodology

1.3 Report Structure

MXD Development Strategists Ltd. conducted research between November 2011 and April 2012, to gain a firm understanding of the existing economic and real estate market conditions in the Greater Victoria Region.

These investigations specifically examined and documented in detail the retail, office, industrial, hotel, recreation facilities and multi-family residential sectors. The purpose of this research was to establish a solid foundation and basis for determining the realistic forecasted amount and allocation of land uses within Saanich. To respond to the work program process, this report is presented in the following sections:

Section 1 - Introduction: provides the study process and structure.

Section 2 - Market Overview: provides a brief synopsis of overall market conditions and performance benchmarks in the Capital Region and more particularly in Saanich.

Section 3 - Economic Cluster Analysis: identifies the regional Economic Clusters to consider what niches can be embraced to establish a competitive framework for future employment growth and land use opportunities.

Section 4 - Population Projections: identifies future population growth scenarios for Saanich in the context of the Capital Regional District, as well as a profile of the demographic composition with an emphasis on the specific Saanich aging population and its implications on housing and service needs.

Section 5 - Commercial Centre Overview: provides a synopsis or snapshot profile of each existing commercial centre in Saanich including a locational context summary.

Section 6 & 7 - Retail Supply & Demand Analysis: assesses the local and regional existing/planned retail supply performance metrics, and projects demand scenarios over specific horizons.

Section 8 & 9 - Office Supply & Demand Analysis: assesses existing/planned office supply, performance metrics and projects demand scenarios over specific horizons.

Section 10 & 11 - Industrial Supply & Demand Analysis: assesses existing/planned industrial supply, performance metrics and projects demand scenarios over specific horizons.

Section 12 & 13 - Hotel Supply & Demand Analysis: assesses and documents notable existing/planned hotel supply, performance metrics and projects demand scenarios over specific horizons.

Section 14 - District-wide Commercial & Industrial Summary: identifies summarizes the retail, office, industrial and hotel demand forecasts over specific horizons.

Sections 15 & 16 - Multi-Family Residential Supply & Demand Analysis: assesses and documents notable existing/planned multi-family residential supply, performance metrics and projects demand scenarios over specific horizons.

Section 17 & 18 - Recreation Facility Supply & Demand Analysis: assesses and documents notable existing/planned recreation facility supply, performance metrics and projects demand scenarios over specific horizons.

Section 19 - Centre and Village Profiles: provides a summary of Saanich's Centres and Villages in terms of future demand and using demand forecasts as a foundation, allocates and distributes future floor space and land demand in each nodal area reflecting on the potential opportunities and constraints of each center.

1.0 Project Overview & Methodology

Section 20 - Market Summary: provides a summary outline of the salient findings and land use/capacity recommendations.

- Appendix A - Industrial Development Trends
- Appendix B - Industry Terminology, Acronyms & Definitions
- Appendix C - Bibliography of Resources, Reports & Studies
- Appendix D - Retail, Office & Industrial Demand Forecast Tables
- Appendix E - Greater Victoria Detailed Hotel Inventory Listing

1.4 Consultation Process

In addition to the Work Program articulated previously, the approach utilized by MXD Development Strategists in this study also includes significant consultation with stakeholders and organizations to ensure a transparent, inclusive, objective and comprehensive analysis.

In between these various milestone dates, significant interaction between MXD and the municipality as well as other groups took place.

1.5 Stakeholder Input

During the course of this *Population Projections, Trend & Capacity Build-out Analysis Study*, numerous individuals and organizations provided critical data and input, including District of Saanich Staff.

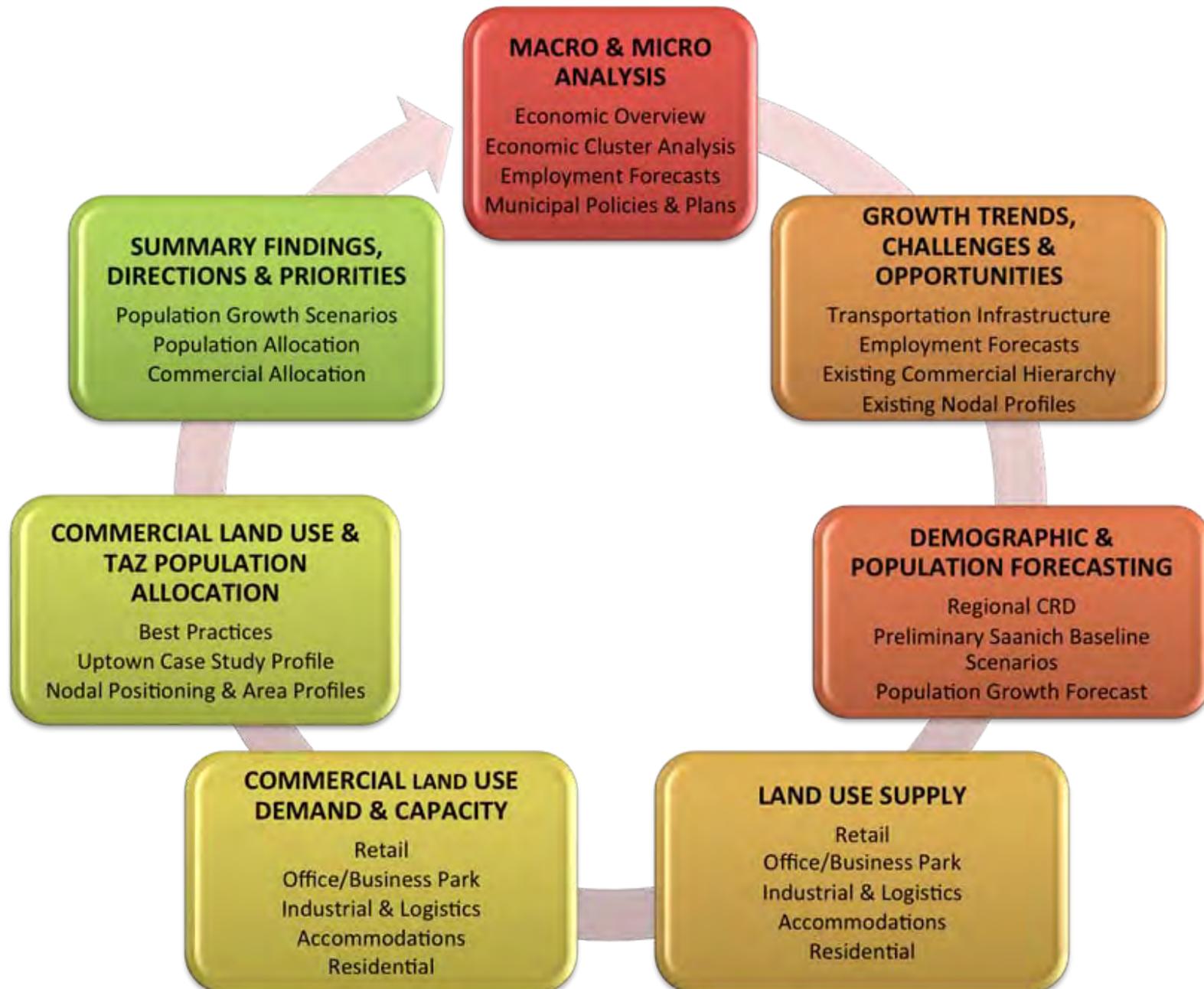
Local/National Organizations & Companies:

- BC Stats
- BC Transit
- Capital Regional District
- Chemistry Consulting
- City of Victoria
- Colliers International
- Conference Board of Canada
- District of Saanich
- Environics Analytics Western Canada 2011
- Greater Victoria Development Agency
- HVS
- International Council of Shopping Centers
- Morguard Investments
- Property Development Group
- Smith Travel Research
- Statistics Canada
- Times Colonist Newspaper
- Tourism BC
- Tourism Victoria
- University of Victoria
- Vancouver Island Tech Park
- Victoria Real Estate Board Multiple Listing Service

Accordingly, the following events took place during the process:

Nov 7 - 9, 2011:	PROJECT KICKOFF
Jan 31, 2012:	PROGRESS PRESENTATION
Mar 14, 2012	INTERIM WORKSHOP PRESENTATION
June 5, 2012	WORKSHOP & PRELIMINARY DRAFT PROGRESS
Oct 26, 2012	DRAFT #1 FINAL REPORT SUBMISSION
Nov 21, 2012	ADDITIONAL VILLAGE PROFILES
Jan 2013	SAANICH COMMENTS & EDITS
Feb 2013	DRAFT #2 FINAL REPORT CIRCULATION
Apr 2013	WORKSHOP DRAFT #3 FINAL REPORT SUBMISSION
May 2013	SAANICH REVIEW
Jul 2013	OUTSTANDING ITEMS & FINAL REPORT
Sep 2013	FINAL PRESENTATION

Figure 1.1 Population Projections, Trend & Capacity Build-out Analysis Work Plan & Methodology



SECTION 2.0

MARKET OVERVIEW



2.1 Regional Economic Conditions

According to the Conference Board of Canada, Greater Victoria will experience modest performance over the next 5 years, as restrained budgets and declining construction growth will continue to effect overall growth for a second straight year.

With public administration and defense output accounting for almost 15% of economic activity, government fiscal restraint impacts economic growth in Victoria.

Industries such as professional, scientific and technology services, construction, retail trade, education services will continue to grow and occupy a significant portion of the workforce.

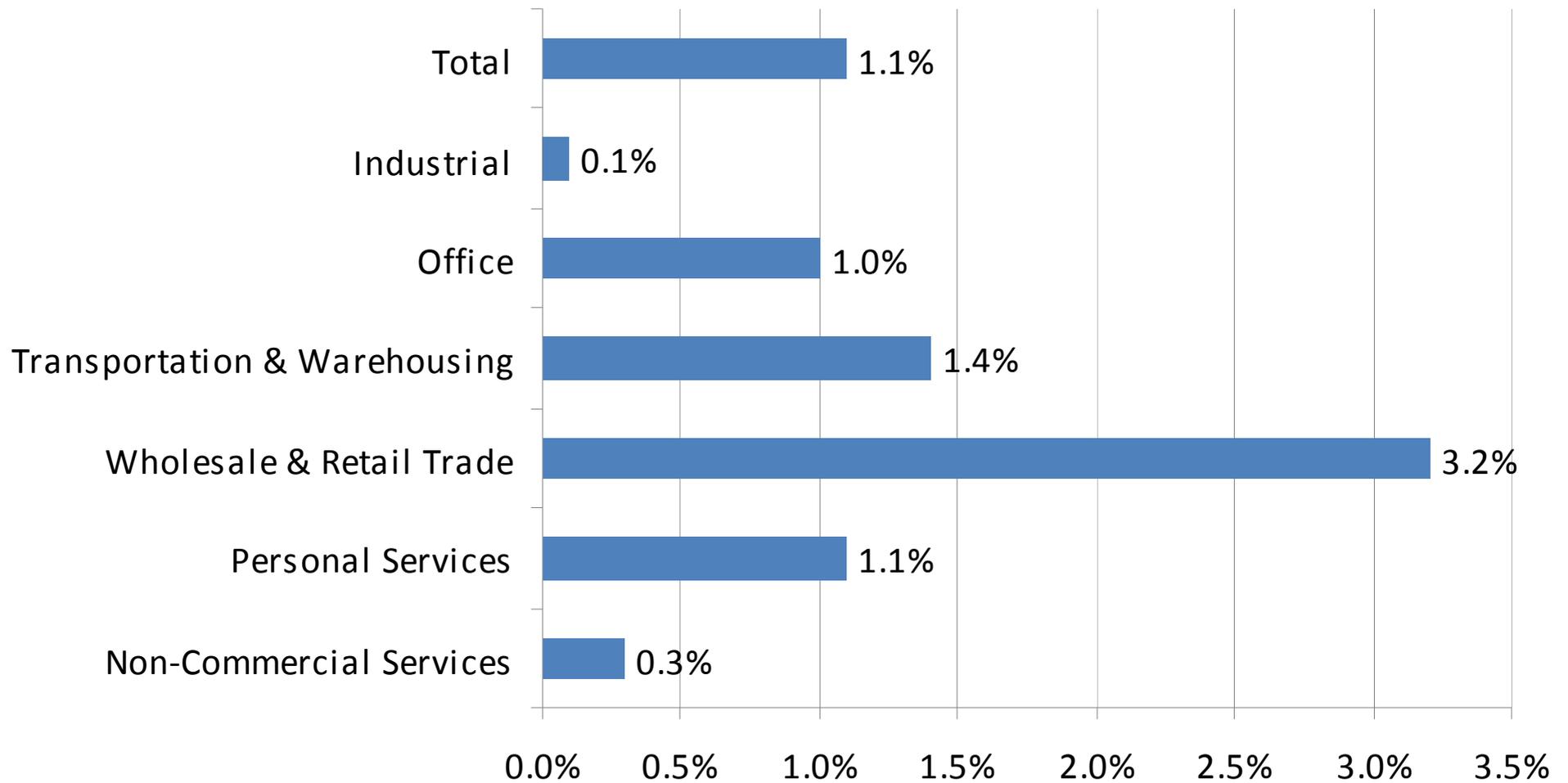
Table 2.1 Regional Economic Outlook 2012 - 2016

2012 Economic Outlook								
ECONOMIC INDICATORS	2009	2010	2011	2012(F)	2013(F)	2014(F)	2015(F)	2016(F)
Real GDP at basic prices (2002 \$ millions)	11,685	12,021	12,226	12,458	12,783	13,100	13,403	13,633
<i>Percentage Change</i>	-0.8	2.9	1.7	0.1	2.6	2.5	2.3	1.7
Total Employment (000s)	183	183	184	186	188	192	194	196
<i>Percentage Change</i>	-3.9	0.2	0.1	1.1	1.5	1.9	1.2	0.7
Unemployment Rate	6.5	6.0	6.3	5.9	5.3	4.8	4.6	4.5
Personal Income per Capita	38,765	39,260	39,434	40,300	41,583	43,064	44,492	45,876
<i>Percentage Change</i>	-1.9	1.3	0.4	2.2	3.2	3.6	3.3	3.1
Total Housing Starts	1,034	2,118	1,649	1,560	1,590	1,620	1,661	1,640
Retail Sales (\$ millions)	3,886	4,069	4,110	4,234	4,391	4,555	4,707	4,848
<i>Percentage Change</i>	-4.1	4.7	1.0	3.0	3.7	3.7	3.3	3.0
CPI (2002 = 1.0)	1.119	1.131	1.155	1.176	1.198	1.223	1.248	1.273
<i>Percentage Change</i>	0.1	1.0	2.2	1.8	1.9	2.1	2.0	2.0

*(F) = forecast

Sources: Stats Canada, CMHC Housing Time Series Database, The Conference Board of Canada

Figure 2.1 Victoria Region Employment Outlook 2012 to 2015 (Average Annual Compound Growth Rate)



Source: Conference Board of Canada, Metropolitan Outlook, Winter 2011

Table 2.2

Capital Regional District Top Employers 2011	
Employer	Total
Province of British Columbia	12,226
Vancouver Island Health Authority	10,009
Department of National Defence	6,000
University of Victoria	4,886
Thrifty Foods Inc.	2,338
School District # 61 (Greater Victoria)	2,011
District of Saanich	1,611
School District #63 (Saanich)	1,500
Government of Canada	1,328
School District # 62 (Sooke)	1,300
BC Ferry Services	1,290
Camosun College	1,102
Capital Regional District	1,036
BC Transit	879
City of Victoria	771
Victoria Shipyards	700
Canadian Corp of Commissioners	551
Fairmont Express Hotel	520
Coast Capital Savings	511
Royal Roads University	427

2.2 Major Employers

The Capital Region’s largest employment sectors include government, health, education, technology, tourism, marine shipyards, construction, agriculture, as well as retail.

As shown in **Table 2.2**, the Province of British Columbia, the Vancouver Island Health Authority, National Defense, as well as various education positions represent the dominant employers in the region and the district.

The share of government jobs is high in Victoria and therefore a major contributor to the stability of the local economy.

Overall, 10 out of the top 20 employers listed in **Table 2.2** are located or have a portion of their operations in Saanich.

The top employment generators in Saanich are the University of Victoria, the District of Saanich, School Districts, and Camosun College.



2.3 Local & Regional Development Initiatives

The following **Table 2.3** provides an indication where construction projects are occurring as of 2012 in the Greater Victoria and more specifically in Saanich. **Table 2.3** includes all major construction projects that have a commercial, hotel, residential or office uses.

One example of a significant project in the region that has a commercial, hotel, residential or office use includes:

The Capital City Centre, Colwood (Formerly Colwood Corners) This project (refer to **Figure 2.2 on pg 11**) is indicative of the evolution of West Shore area with the largest live/work project currently proposed on Vancouver Island. A **\$250 million** first phase and an “Urban Village” population of 4,000 is anticipated at buildout. This development has the potential to have significant impacts.

5.6 ha/13.8 acres
46,452 sq.m./500,000 sq.ft. retail & office
2,200 residential units

The current limited number of projects “Under Construction” is a reflection of market conditions and the challenges associated with financing projects. Similarly, the number of “Approved” and “Proposed” suggests that as market confidence returns in terms of financing availability, more projects are expected to enter the market.



Table 2.3 Local & Regional Construction Projects

Construction Projects List			
	Storeys	Use(s)	Municipality
Under Construction			
The 834	14	Residential/Commercial	Victoria
The Sovereign	11	Residential/Commercial	Victoria
Oak Bay Beach Hotel	8	Hotel/Residential	Oak Bay
601 Herald	4	Residential/Commercial	Victoria
Approved			
The Roundhouse Tower I	23	Residential/Commercial	Victoria
The Hudson Tower I	24	Residential/Commercial	Victoria
Promontory	21	Residential	Victoria
The Roundhouse Tower II	18	Residential/Commercial	Victoria
Bayview, tower III	17	Residential/Commercial	Victoria
The Hudson Tower II	17	Residential/Commercial	Victoria
The Roundhouse Tower III	16	Residential/Commercial	Victoria
Gateway Green	15	Office/Commercial	Victoria
Fra	15	Residential/Commercial	Victoria
Tillicum Centre Towers	13 & 9	Residential/Commercial	Saanich
Hudson Mews	12	Residential/Commercial	Victoria
The Roundhouse, Tower IV	12	Residential/Commercial	Victoria
The Mandarin	10	Residential/Commercial	Victoria
257 Belleville	8	Residential/Commercial	Victoria
The Jukebox	8	Residential/Commercial	Victoria
The Skyline	6	Residential/Commercial	Esquimalt
Kunju	4	Residential/Commercial	Victoria
Proposed			
Olympic View Tower I	33	Residential	Colwood
Colwood Corners Tower I	29	Residential	Colwood
The Legion Tower	17	Residential/Commercial	Esquimalt
Speed Ave Residential	14 & 8	Residential	Victoria
937 View/930 Fort Tower	14	Residential/Commercial	Victoria
2771 Jacklin	14	Seniors Care Residential	Langford
669 Constance Tower	14	Residential	Esquimalt
640 Michigan	8 & 4	Residential	Victoria
Andrew Sheret Office	8	Office/Commercial	Victoria
200 Douglas	7	Residential	Victoria
The Sawyer Residences	6	Residential/Commercial	Victoria
Northern Junk Complex	5	Residential/Commercial	Victoria

Source: Vibrant Victoria

2.4 Regional Commercial Building Permit Analysis

The majority of the region experienced a decline in the total value of commercial building permits between 2008 and 2010 as profiled in **Figure 2.3**.

In recent years, Building Permit activity has been impacted by several “one-off” projects.

In Oak Bay, the redevelopment of the Oak Bay Beach Hotel drove up building permit activity in 2010.

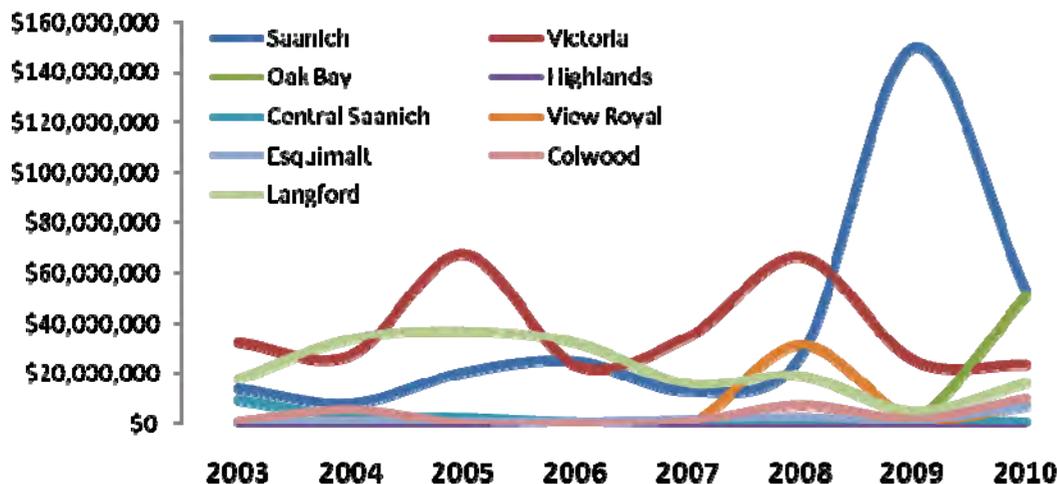
In Saanich, the redevelopment of Town & Country Mall into the Uptown Shopping Centre, resulted in a large increase in 2009 building permit value. The redevelopment of the Town & Country Shopping Centre into the Uptown Shopping Centre is the most important single project in the region, as the project concludes in the next couple of years,

building activity is expected to decrease. The first phase of Uptown included a commercial Gross Floor Area (GFA) of 49,639 sq.m. (534,327 sq.ft.) and Phase 2 currently under construction will add another 28,859 sq.m. (310,646 sq.ft.) Phase 3 is currently in the application process for its commercial component. The residential component will be part of a separate application and is essentially on hold until the developer finds a residential partner and more favorable market conditions.

As noted in Figure 2.3 prior to the redevelopment of Uptown, the value of Commercial Development Permits issued by the District of Saanich was relatively lower per capita than other municipalities in the region.

Based on market trends and historical performance, building permit activity is expected to continue in Saanich with smaller scale and moderate sized projects.

Figure 2.3 Annual Commercial Building Permits by Value



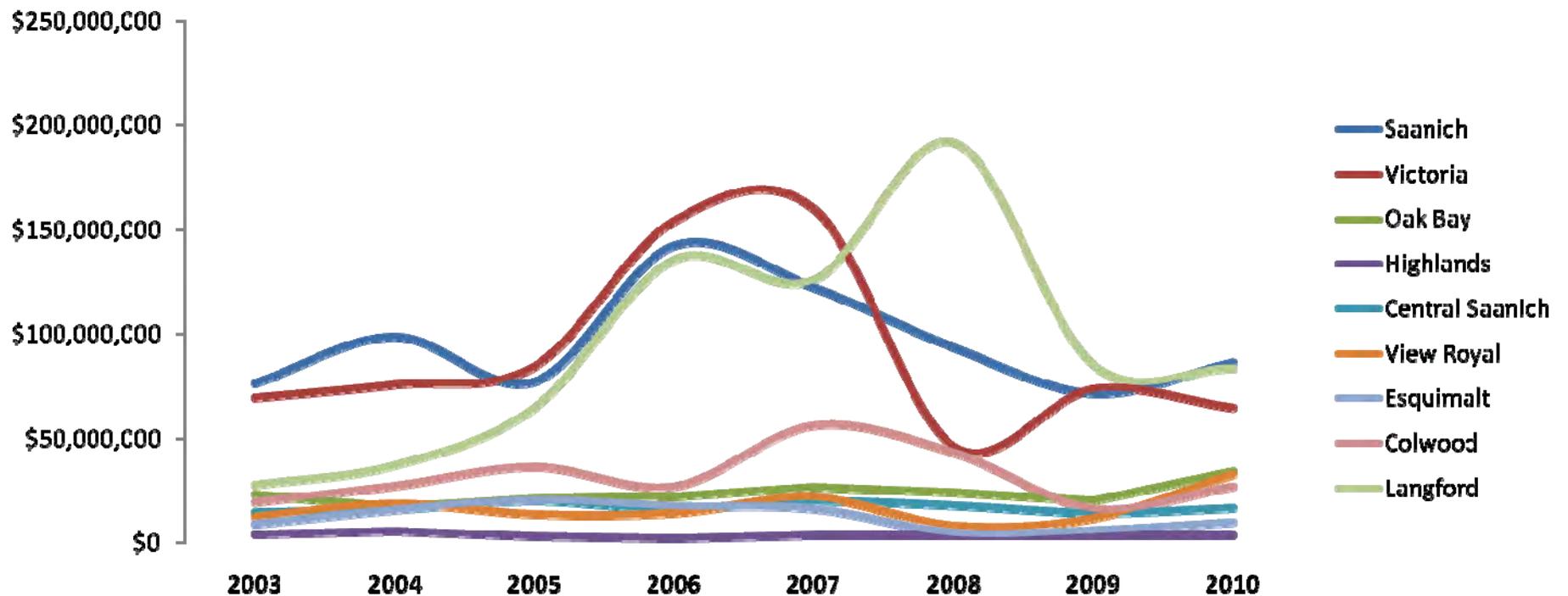
2.5 Regional Residential Building Permit Analysis

The permit analysis indicates that the District of Saanich, Victoria and Langford have garnered the majority of Residential Building Permits in the region (by value), as highlighted in **Figure 2.4**.

There was a general decline in the value of residential permits between 2007 and 2009, with a slight recovery in 2010.



Figure 2.4 Annual Residential Building Permits by Value



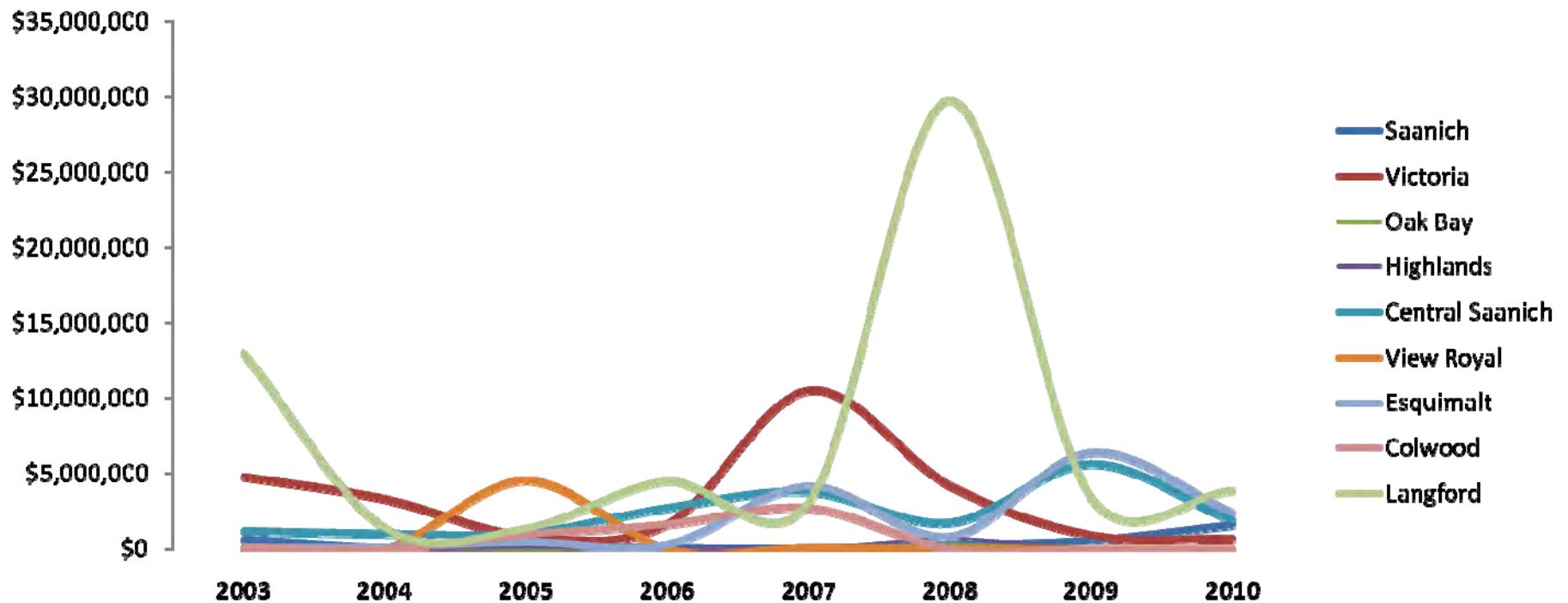
2.6 Regional Industrial Building Permit Analysis

Referring to **Figure 2.5**, the permit analysis shows that although industrial development has varied year to year, Langford has provided significant industrial development opportunities over the past ten years.

The District of Saanich has not been a chosen location for industrial development over the past ten years in comparison with other areas due to a lack of industrial land availability.



Figure 2.5 Annual Industrial Building Permits by Value



2.7 Regional Building Permit Analysis Annual Averages

The Building Permit Analysis documented in **Table 2.4** shows how Saanich compares to other areas in the Capital Region by total value, number of building permits and average value by type.

Between 2003 and 2010, on average the District of Saanich and the City of Victoria generally experienced the highest total annual values of commercial, institutional and residential building permits.

An assessment of building permits and values suggests that overall, Saanich is not viewed as a major market for industrial development and with limited non-agricultural land available, the future for industrial development in Saanich is limited to either redevelopment, intensification and/or densification of existing industrial lands.

However, from a commercial, institutional and residential perspective Saanich is a significant and important location for providing opportunities to live, work, shop, stay and play. For Saanich, the higher value proposition for taxes, land utilization, retention of workforce and protection of environment (physical, social and cultural) lies in promoting commercial, institutional and residential projects which can most efficiently be clustered in and around Saanich's Centres and Villages, while being served by existing road and transit infrastructure.

Table 2.4 Annual Total Building Permits by Value and by Location (2003-2010)

Average Annual Total Building Permits by Value				
	Commercial	Industrial	Institutional	Residential
Saanich	\$38,944,803	\$408,289	\$35,612,401	\$96,047,921
Victoria	\$37,548,570	\$3,342,375	\$39,227,500	\$91,245,805
Oak Bay	\$6,944,136	\$49,625	\$11,962,198	\$23,703,633
Central Saanich	\$2,559,975	\$2,366,778	\$3,171,305	\$16,933,515
Highlands	\$59,163	\$97,341	\$4,375	\$3,802,340
View Royal	\$5,435,445	\$575,000	\$2,657,206	\$16,636,315
Esquimalt	\$1,713,983	\$1,843,875	\$2,403,922	\$12,568,209
Colwood	\$3,454,125	\$681,545	\$4,480,982	\$31,520,050
Langford	\$22,022,940	\$7,547,946	\$2,599,604	\$93,802,177
Average Annual Total Building Permits by Number				
	Commercial	Industrial	Institutional	Residential
Saanich	100	6	44	662
Victoria	695	85	93	715
Oak Bay	10	2	10	275
Central Saanich	23	23	8	151
Highlands	1	1	0	45
View Royal	5	0	4	92
Esquimalt	10	7	2	104
Colwood	12	1	4	149
Langford	55	8	3	405
Average Value of Building Permit Type				
	Commercial	Industrial	Institutional	Residential
Saanich	\$389,448	\$64,045	\$813,998	\$145,033
Victoria	\$54,007	\$39,380	\$424,081	\$127,594
Oak Bay	\$694,414	\$30,538	\$1,211,362	\$86,117
Central Saanich	\$109,518	\$101,797	\$396,413	\$112,142
Highlands	\$118,327	\$97,341	\$35,000	\$85,446
View Royal	\$1,011,245	\$1,533,333	\$664,302	\$181,322
Esquimalt	\$178,076	\$258,789	\$1,479,337	\$120,414
Colwood	\$300,359	\$681,545	\$1,156,382	\$212,256
Langford	\$404,091	\$928,978	\$866,535	\$231,396

2.8 Saanich Building Permit Analysis

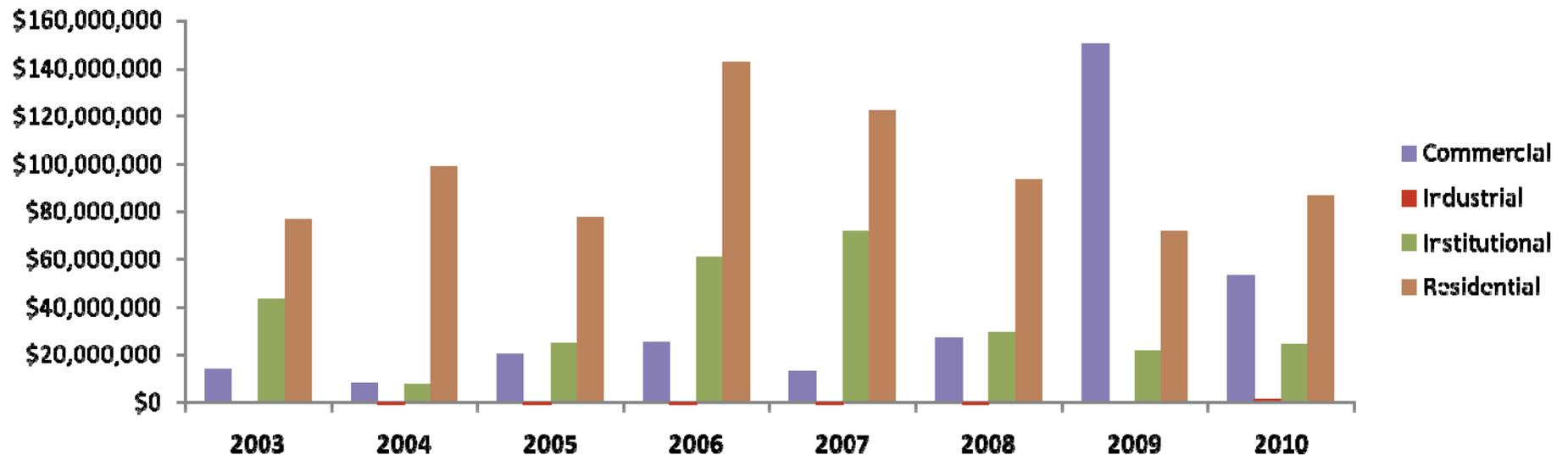
Taking a closer look at Saanich in **Table 2.5** and **Figure 2.6** and comparing all building permits by type and value it is apparent that commercial building permits were low prior to 2009 until the Uptown redevelopment started, which is expected to continue with its commercial component through to 2014.

Industrial Permits have been minimal over the past eight years, however there was an increase in 2010.

Table 2.5 District of Saanich Building Permit Value by Category

The District of Saanich				
Year	Commercial	Industrial	Institutional	Residential
2003	\$14,206,700	\$596,000	\$43,248,369	\$76,406,360
2004	\$8,261,000	\$70,000	\$8,039,348	\$98,757,398
2005	\$20,704,650	\$220,310	\$25,025,289	\$77,166,660
2006	\$25,143,512	\$60,000	\$60,975,699	\$142,299,339
2007	\$13,265,514	\$31,000	\$71,800,543	\$122,240,091
2008	\$27,023,051	\$219,000	\$29,449,959	\$93,606,519
2009	\$149,750,000	\$524,000	\$21,964,000	\$71,529,000
2010	\$53,204,000	\$1,546,000	\$24,396,000	\$86,378,000
AVERAGE	\$38,944,803	\$408,289	\$35,612,401	\$96,047,921

Figure 2.6 District of Saanich Building Permit Value by Category



2.9 District of Saanich Residential Permit Analysis

Similar to other areas, the District of Saanich experienced a decline in residential development between 2006 and 2009 as illustrated in **Figure 2.7**.

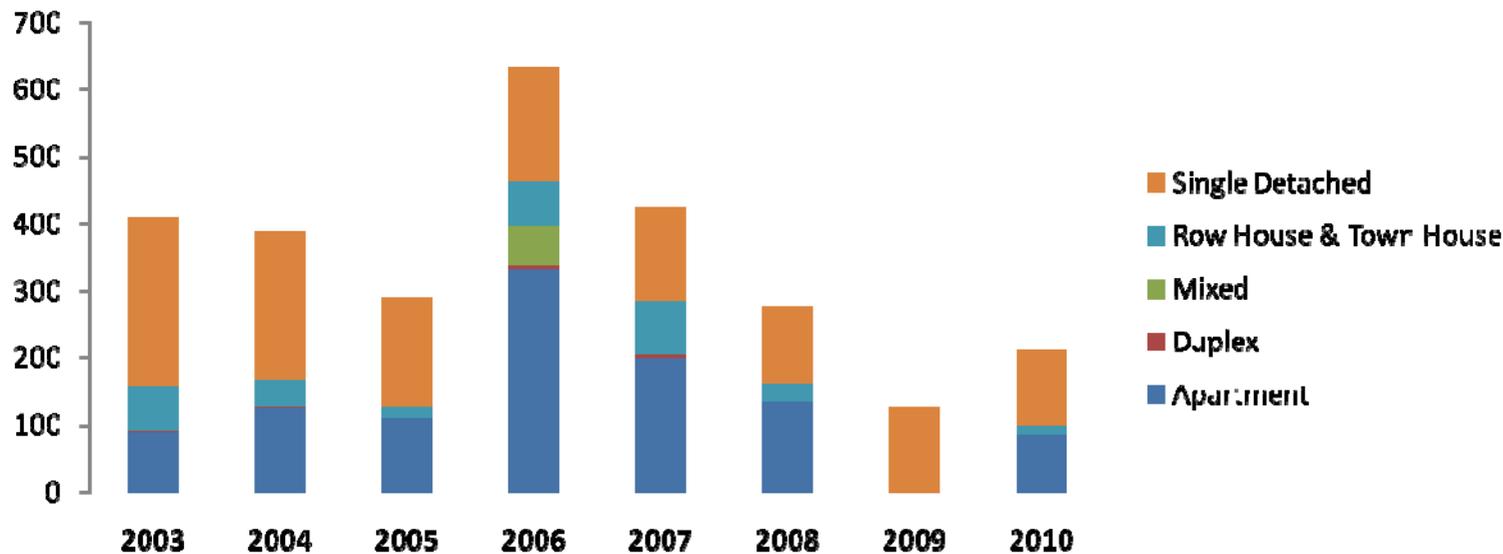
It can be noted that in 2010 a solid mix of low and high density residential development was a positive sign for the areas residential market.

In general, Saanich is largely dominated by single detached homes, however both an aging population and a consistently young population has provided development demand for higher density residential developments throughout the District of Saanich in neighbourhood Centres and Village locations.

As the economy continues to slowly improve residential development will continue, but not at the rapid pace seen in previous years, such as 2006 and 2007.

Forecasted growth, largely because of land availability will be driven by multi-family formats that target the aging demographic and younger adult segment in Saanich.

Figure 2.7 District of Saanich Annual New Residential Building Permits by Type



SECTION 3.0

ECONOMIC SECTORS OVERVIEW



3.0 Economic Sectors Overview

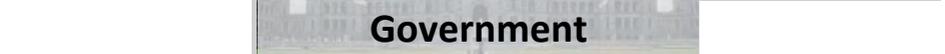
3.1 Introduction

Greater Victoria’s largest sectors which contribute to the overall strength of the regional economy and demonstrate regional diversity include:

- **Advanced Technology**
- **Tourism**
- **Government**
- **Oceans and Marine Space**
- **Education**
- **Construction**
- **Agriculture**
- **Retail**
- **Healthcare & Retirement**

In addition to the above sectors, Greater Victoria also benefits from an emerging film industry fueled by quality and diverse filming locations and the mild winter climate. Recently, the film industry has been experiencing declines due to lack of industry incentives from the Province.

The objective for identifying the regional Economic Clusters present in the region is to consider what niches can be embraced in Saanich to establish a competitive framework for future employment growth and land use opportunities.



3.0 Economic Sectors Overview

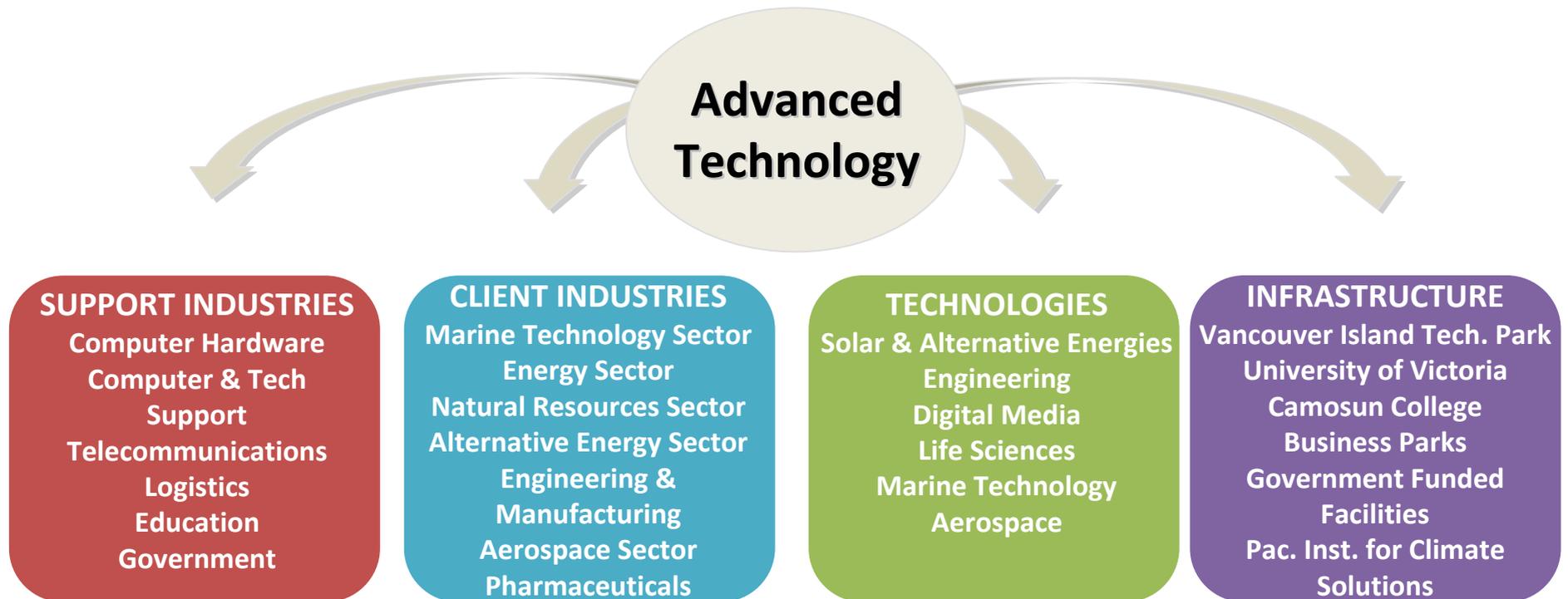
3.2 Advanced Technology

- **Fastest Growing Industry in Greater Victoria**
- **Generates: \$1.95 billion in annual revenues.**
- **Companies: 850**
- **Employment: 13,000**
- **Total Economic Impact: \$2.6 billion**

Advanced Technology is the top private industry in the Greater Victoria Region and its share of the province’s total advanced technology establishments is approximately 10%. At the heart of this growing regional industry sector is the Vancouver Island Technology Park (VITP).

There are other notable centers in the region generating innovation and jobs in the Advanced Technology sector. For example the University of Victoria (UVic) Ocean Networks Canada (ONC) Observatory is creating new economic opportunities in the marine technology sector and the Pacific Institute for Climate Solutions at UVic was created and is supported by the Provincial Government. In addition, the UVic Industry Partnership links researchers with the industry to transform ideas and discoveries into viable businesses.

Overall, this regional sector benefits from access to universities, colleges and technical training institutions, not to mention its proximity to government agencies and funding opportunities.



3.0 Economic Sectors Overview

3.2.1 Advanced Technology in the District of Saanich

Vancouver Island Technology Park (VITP) generates \$317 million in direct, indirect and induced revenue and creates more than 2,000 local jobs.

The VITP, located in the District of Saanich, is home to firms representing 6 technology clusters. Technology Clusters which are currently operating in the VITP include:

- Life Sciences
- Alternative Medicines
- New Media
- Information Communications
- Wireless
- Fuel Cells

Located adjacent to Camosun College’s Interurban Campus, VITP offers investors and companies a strong network to develop lasting partnerships. VITP provides the region with high value jobs for graduates and the UVic Industry Partnership works with the VITP to help facilitate relationships that benefit the community.



3.0 Economic Sectors Overview

3.3 Tourism

- **Tourism is one of the key industries driving the region's economy.**
- **Generates: \$1.19 billion in annual revenue**
- **Annual Visitors: 2.38 million (2010)**
- **Avg. Daily Expenditure/Visitor: \$123 (2010)**

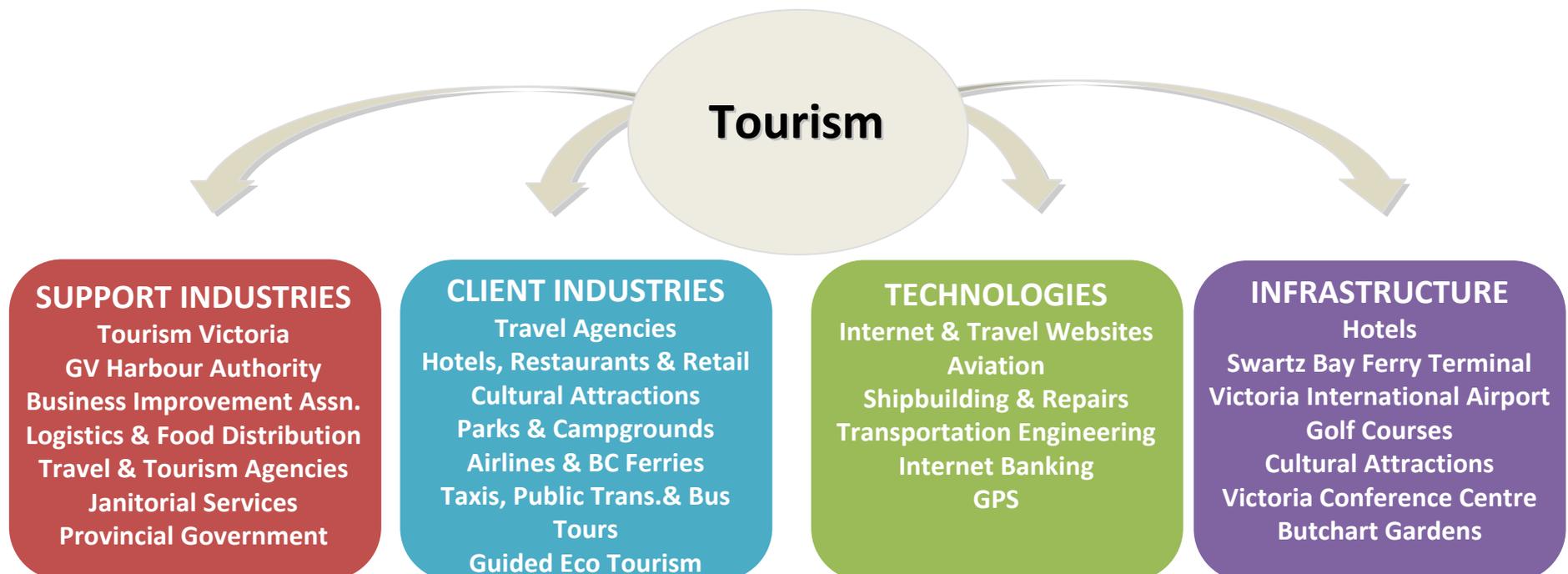
Victoria is frequently cited as one of the top tourist destinations in Canada, with a diversity of tourism activities ranging from business tourism to cultural tourism to sports tourism.

Tourism is a growing industry that has seen significant employment growth over the past decade. For example, Accommodation & Food Services in Greater Victoria increased 16% between 2003 and 2008 compared with 6% in Metro Vancouver.

Some of the regional tourism inputs come from Victoria's Harbour Authority which brought 228 large cruise ships in 2010, bringing in 570,000 tourists and a direct spending impact of \$33.6 million.

Victoria International Airport passenger traffic has grown consistently, and approximately 1.9 million visitors arrive by car on ferries from the Vancouver mainland and the United States.

Outdoor activities are among the most popular attractions for visitors to Greater Victoria. And sport tourism is consistently on the rise with new major sporting events being held each year.



3.3.1 Tourism in the District of Saanich

The District of Saanich offers various attractions and amenities contributing to the regional tourism industry. These attractions and amenities include:

- Parks & Sports Venues
- Hobby Farms
- University of Victoria and Camosun College
- Golf Courses
- Public Beaches
- Shopping Destinations

The topography of Saanich offer several vantage points for tourists including Mount Tolmie and Mount Douglas Park.

The long term legacy of the Commonwealth Games along with the provision of major facilities has also created an opportunity to capitalize on sports tourism as a driver for future economic growth. According to SportHost Victoria, the pool facility at Saanich Commonwealth Place is among the top facilities in Canada and Internationally. The estimated economic impact of major sports events is an estimated \$90 million in Victoria (and Saanich).

Recreation and travel services in the Province are forecast to be among the fastest growing sectors for tourism job growth over the next decade (Tourism Labour Market Strategy, 2012). Saanich will be well positioned to fulfill demand generated by this growth, particularly when utilizing its strong recreational assets.

Recreational tourism and sport tourism is increasingly attracting tourists to the region. The District of Saanich benefits from a number of excellent sport facilities and golf courses.

Sports Facilities within the Saanich area include:

- Saanich Commonwealth Place (Saanich)
- Pearkes Recreation Center (Saanich)
- Cedar Hill Recreation Center (Saanich)
- Gordon Head Recreation Center (Saanich)
- Pacific Institute of Sport Excellence (Camosun)

Golf courses within the Saanich area include:

- Cedar Hill (Saanich)
- Royal Oak
- Prospect Lake
- Cordova Bay
- Uplands Golf
- Henderson Park
- Mt Douglas



3.0 Economic Sectors Overview

3.4 Government

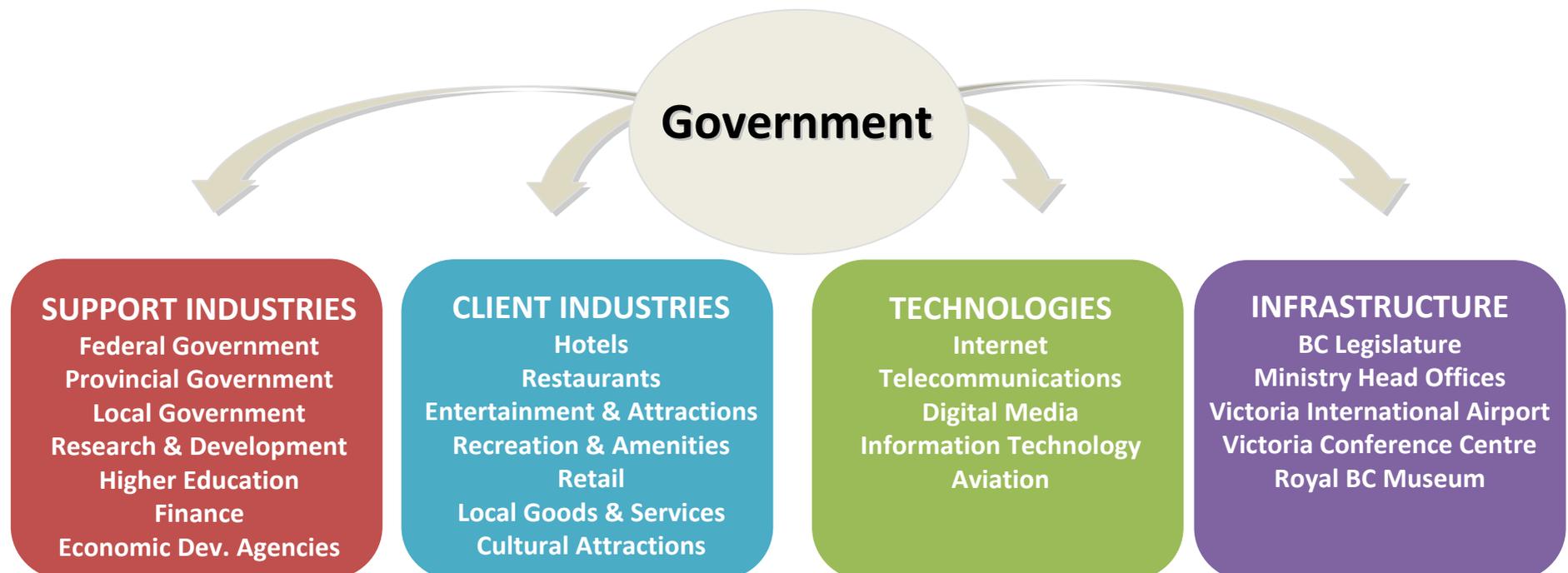
→ **The Federal Government spent \$51.2 million on wages and salaries in Greater Victoria in 2008**

Being the Provincial Capital, Victoria has a strong and stable public sector presence in the region, leading to many benefits for other industry sectors.

Public Sector Agencies account for the majority of top employers in the Capital Region. The number of Government jobs remained unchanged between 2001 and 2006, but have since increased. Government employment grew by 19% between 2006 and 2008.

Although data for 2009 to 2012 is not currently available, estimates suggest that employment remained relatively stable overall, with slight declines in 2009, followed by marginal recovery over the period 2010 to 2012.

One of the many economic spin-offs from the Government Sector presence in Greater Victoria is the higher salaries that help support local businesses. Economies that have strong public sector presence, attract research oriented businesses and other private sector companies that may wish to apply for grants and public funding.



3.0 Economic Sectors Overview

3.4.1 Government in the District of Saanich

One of the government agencies located within the District of Saanich is the Pacific Forestry Centre. This large Federal Government facility is visible from Highway 1 and employs approximately 115 workers.

Saanich's Pacific Forestry Centre is one of five of its kind in Canada and focuses on specific federal forestry services including:

- Fire Management
- Forest Inventory
- Forest Entomology
- Climate Change
- Market Research

The District of Saanich is a major employer in the Region, employing over 1,600 people as shown in **Table 2.2** on page 10.

Another major public sector employer in Saanich is the School District operates a total of 32 schools in Saanich including elementary, middle and secondary schools.

One example of an indirect economic benefit from having such a large public sector presence is Vancouver Island Technology Park. Many of the companies choosing to locate within the Technology Park development, were influenced by the opportunities associated with proximity to the provincial capital.



3.0 Economic Sectors Overview

3.5 Oceans & Marinespace

→ **Victoria’s Shipyard generates \$1 billion in annual economic activity and employs approximately 700 people.**

The University of Victoria (UVIC) is a world leader in ocean research. UVIC’s Venus and Neptune Projects are the world’s first regional-scale research facilities for ocean and atmospheric systems.

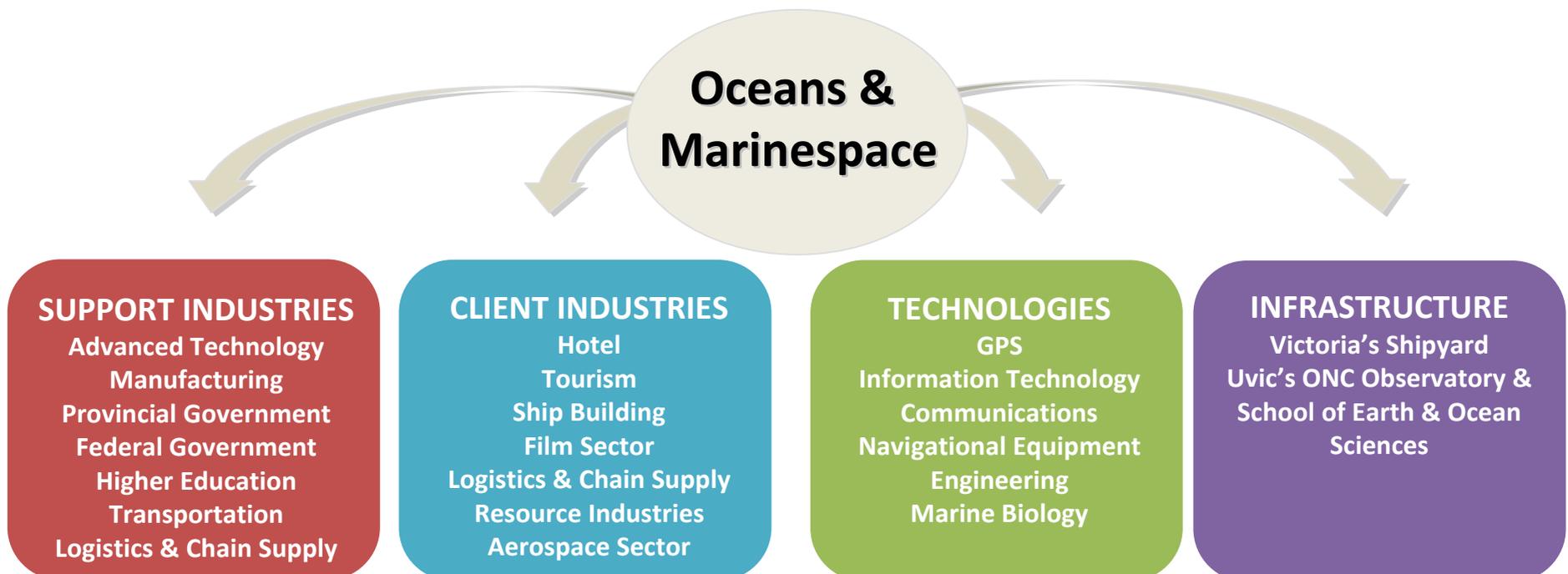
In late 2011, Seaspan Marine Corporation was awarded an \$8B federal contract. The project, expected to start in late 2012, will create an estimated 4,000 jobs over the next eight years in the Vancouver area and across B.C. in smaller shipyards, supply companies, and professional and technical firms.

3.5.1 Oceans & Marinespace in the District of Saanich

Over 200 trade jobs will be created at Victoria Shipyards in Esquimalt, 100 jobs for Nanaimo Shipyards, and another 100 jobs at Alberni Engineering in Port Alberni.

In addition, Victoria Shipyard and Nanaimo Shipyards will benefit from provincial training grants as well as \$30M in infrastructure upgrades. These upgrades will allow both facilities to accept future contract and refit work.

Though not directly impacted, new job creation will attract skilled workers, many of whom will choose to reside with their families in the District of Saanich, attracted by the location of good schools, access to services, recreation facilities and quality of environment.



3.0 Economic Sectors Overview

3.6 Education

The Greater Victoria Region benefits from three major post secondary institutions, two of which are located in Saanich.

- **University of Victoria: 19,905 students (Saanich)**
- **Royal Roads University: 2,700+ students (Colwood)**
- **Camosun College: 12,500 students (Saanich)**

The region benefits from an educated workforce. Approximately 68% of Greater Victoria residents have post-secondary education. Victoria has the third highest number of Ph.Ds per capita in Canada.

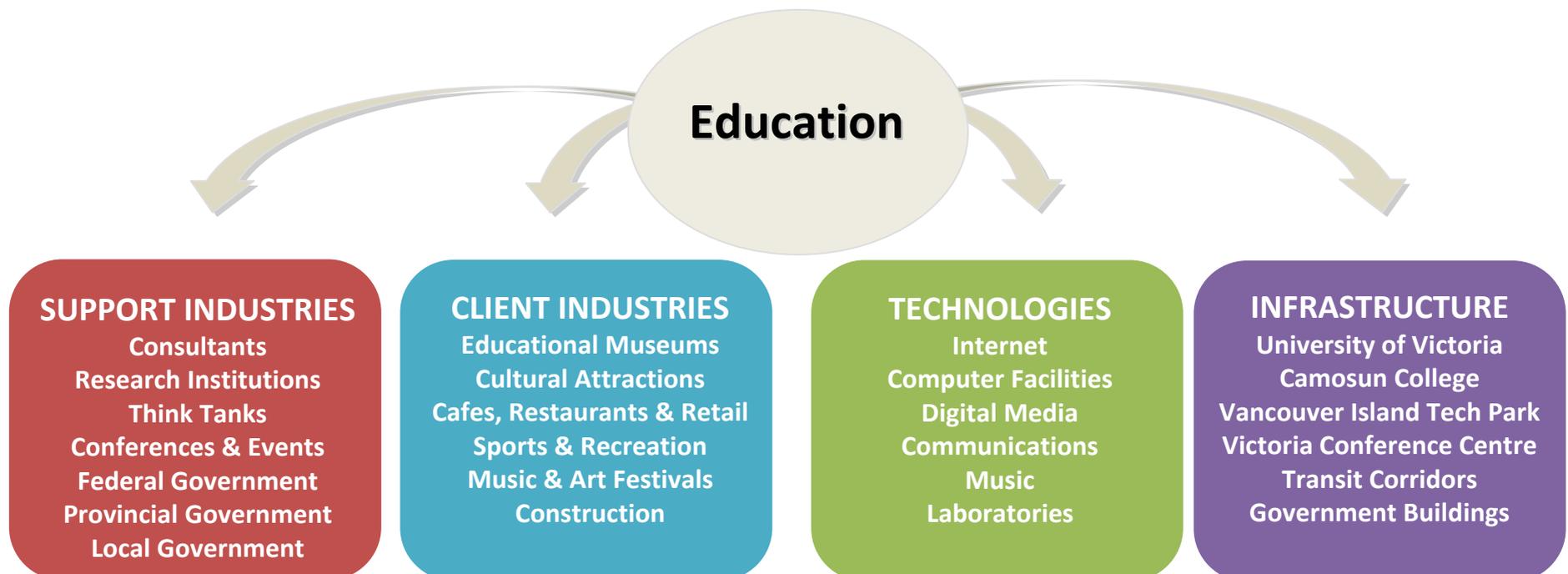
The University of Victoria is one of the top employers in the region and accounts for approximately 5,048 jobs. In addition, the University of Victoria contributed \$1.77 billion in total local economic impacts in 2010.

The economic impact of the university extends to the wider community by providing learning and cultural experiences. These experiences include, but are not limited to:

- Athletic Events
- Concerts, Theatre Performances and Exhibitions
- Public Lectures

The University of Victoria's Division of Continuing Studies serves more than 16,000 students per year with a local economic impact of \$30 million.

The University of Victoria's annual impact on B.C.'s economy, according to a 2012 report is estimated at \$3.2 billion.



3.6.1 Education in the District of Saanich

The District of Saanich benefits from numerous economic benefits associated with the University of Victoria (UVic) and Camosun College. As of 2011, the University had approximately 19,905 enrolled students and employs approximately 5,048 staff. In addition the University's total revenue was listed at \$532 million (2009/2010).

A 2012 Economic Impact Study revealed the following direct impacts:

- University spending estimated at \$585 million annually,
- Student spending estimated at \$177 million annually.
- Visitor spending estimated at \$135 million annually.

Annually, the impact of UVic education and salaries in B.C. is estimated to be \$1.27 billion. The impact of UVic research, development and innovation is estimated at \$994 million.

“Direct spending from the university, students and visitors has the greatest impact on Greater Victoria's economy. UVic is a significant local economic driver, comparable to tourism, shipbuilding and high-tech.”

Bruce Carter, CEO Greater Victoria Chamber of Commerce

Having a highly regarded and Internationally recognized educational institution (UVic ranked #2 in Canada according to MacLean's Magazine) is a significant attribute for the District of Saanich and the local economy.

University of Victoria Development & Land Use

Currently the University has a limited land base, whereby much of the campus is already built out with campus facilities or permanent open space/natural areas.

Camosun College Development & Land Use

Camosun College has two (2) campuses, both of which are located in Saanich. The Interurban Campus is located in a more rural and industrial setting and has land available for future development.

The Camosun Campus Plan advocates increased density, utilization and durations of use ("24/7"), while incorporating sustainable practices.

One such envisioned land use could be (pending funding) a new Health and Human Services facility. The Interurban Campus is actively advocating for funding for a new Health and Human Services facility.

Forecasts indicate the **Interurban Campus** will require between 59,200 and 62,500 gross sq.m. of new building within the next 10 years to accommodate anticipated growth of programs and replacement of existing buildings. This includes at least 21 500 net sq.m. of new housing.

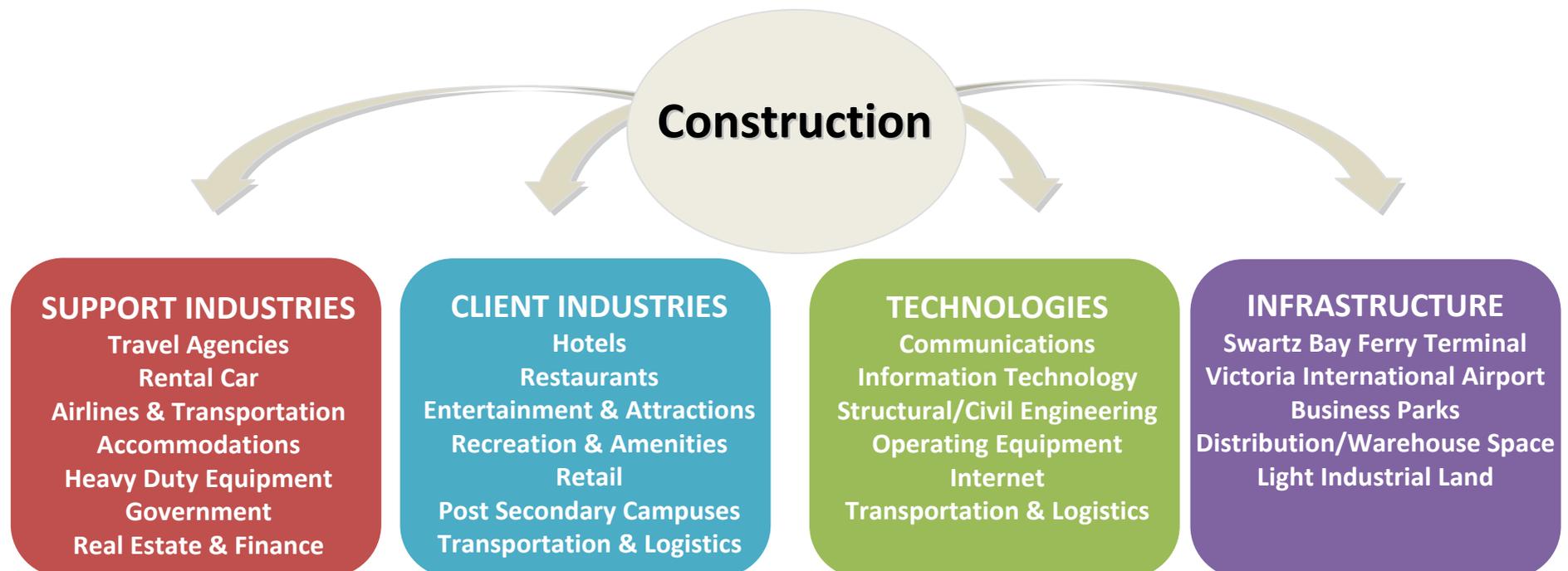
The **Lansdowne Campus**, which is located in a more urban neighbourhood context, is forecast to require about 3,700 sq.m. to accommodate anticipated growth in programs and associated service spaces, plus an additional 3,900 sq.m. to replace existing areas that are slated to be decommissioned.

3.7 Construction

- **\$800 million was spent on new construction in 2010.**
- **Jobs Created (Total Persons/Year) 2010:**
 - **Direct: 6,400**
 - **Indirect: 5,300**
- **Total Wages Generated (2010): \$590 million**

Despite recent declines attributed to the wider economic slowdown, overall housing starts in Greater Victoria are above 10 and 15 year averages.

Major Construction Projects completed in 2010 included the Atrium (180,000 sq.ft. of Office), upgrades at UVic, upgrades to 6 of Victoria’s oldest downtown buildings, Uptown Shopping Centre and several condominiums, commercial and residential heritage restorations.



3.0 Economic Sectors Overview

3.7.1 Construction in the District of Saanich

Construction activity in Saanich includes that generated by the private sector and institutions such as Uptown, VIHA, UVic and construction generated by the Municipality.

Tenders and contracts awarded by the District of Saanich in 2011 for engineering, construction, and infrastructure work included 11 contracts totalling \$12.6 million.

Construction/Development Trends:

- Active proposals consist primarily of office/industrial and infrastructure.
- Limited amounts of residential and commercial proposals pending approval.

Construction activity generated by the Municipality in the form of Capital Projects includes maintenance and upgrade work estimated at over \$8 million annually. This is expected to increase as a result of aging infrastructure and the need for replacement. With municipal works being at or near capacity, it is anticipated that a greater amount of capital projects construction would be contracted in the future.

In 2013, construction activity includes the replacement of Rithet Reservoir estimated at \$8 million, and the construction of the Craigflower Bridge, a major project with a 100-year lifespan.



3.0 Economic Sectors Overview

3.8 Agriculture

The Greater Victoria Region benefits from an active and growing agriculture industry. Farming jobs in Greater Victoria increased by 30% from 2001 to 2006 compared to 5% provincially and -5% in Metro Vancouver.

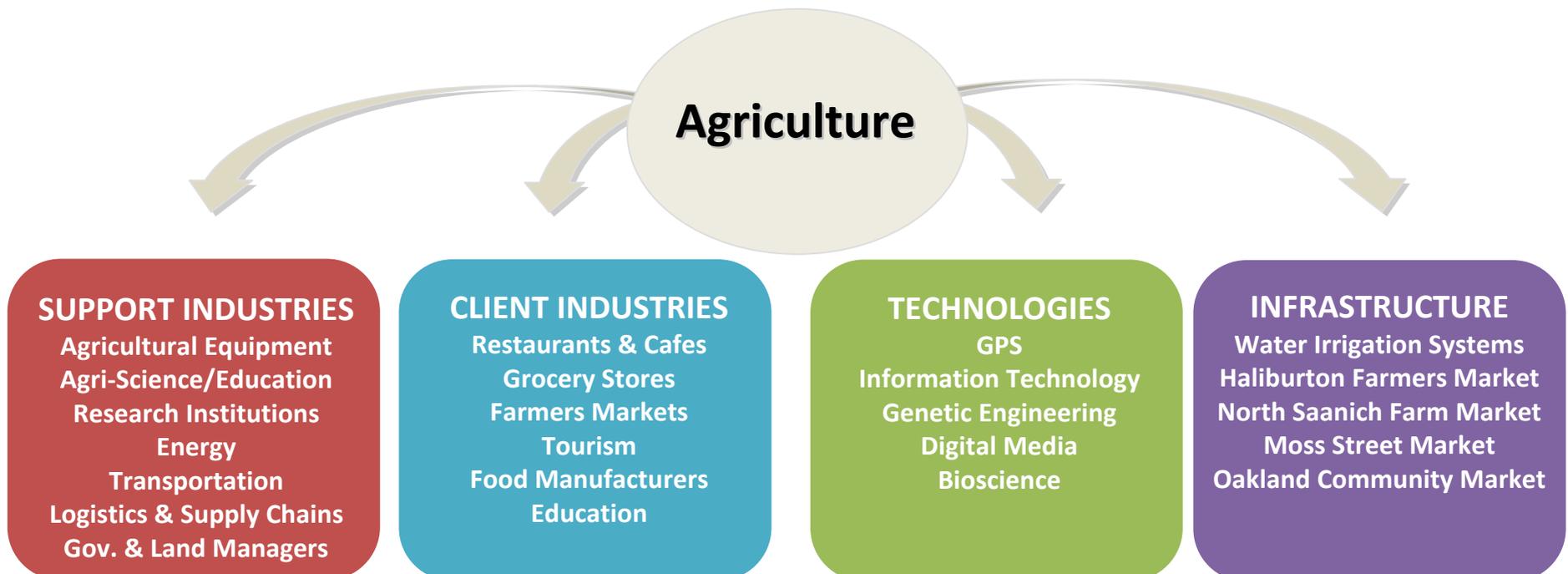
Greater Victoria represents only 0.8% of all land under cultivation in the province, while representing 2.2% of the gross receipts of the province. This trend suggests that Saanich’s agricultural land generates a high yield relative to the amount of land currently under cultivation.

Note: No current data has been made available at this time.

Global and national trends have seen growing concern and attention placed on food production, the influence climate change is having on food security, and the ability for areas to become self-sufficient regarding food production.

The growing interest and concerns surrounding food production has resulted in an increase in urban farming, community gardens, and demand for locally grown and sourced agricultural goods.

Other notable trends include the emergence of agro-tourism, a growing sector providing a wide-range of activities including farm tourism, retail markets, and other recreational activities e.g. Galey Farms, Corn Maze and themed attractions.



3.8.1 Agriculture in the District of Saanich

Saanich has a long history as an agricultural settlement in British Columbia, and has been able to maintain this status through the application of the Urban Containment Boundary (UCB) concept. 52% of Saanich is protected by the UCB, and the Province has designated 20% of Saanich as an Agricultural Land Reserve (ALR). According to the above figure, the total amount of agricultural land in Saanich is approximately 13,294 acres. 380 properties in Saanich have been granted farm-based status, though not all are within the ALR.

Wineries have been a thriving and growing industry in Saanich with 7 located throughout the Saanich Peninsula.

These wineries include:

- Church and State Wines
- De Vine Vineyards
- Dragonfly Hill Vineyard
- Muse Winery
- Sea Cider Farm
- Starling Lane Winery
- Symphony Vineyards



3.0 Economic Sectors Overview

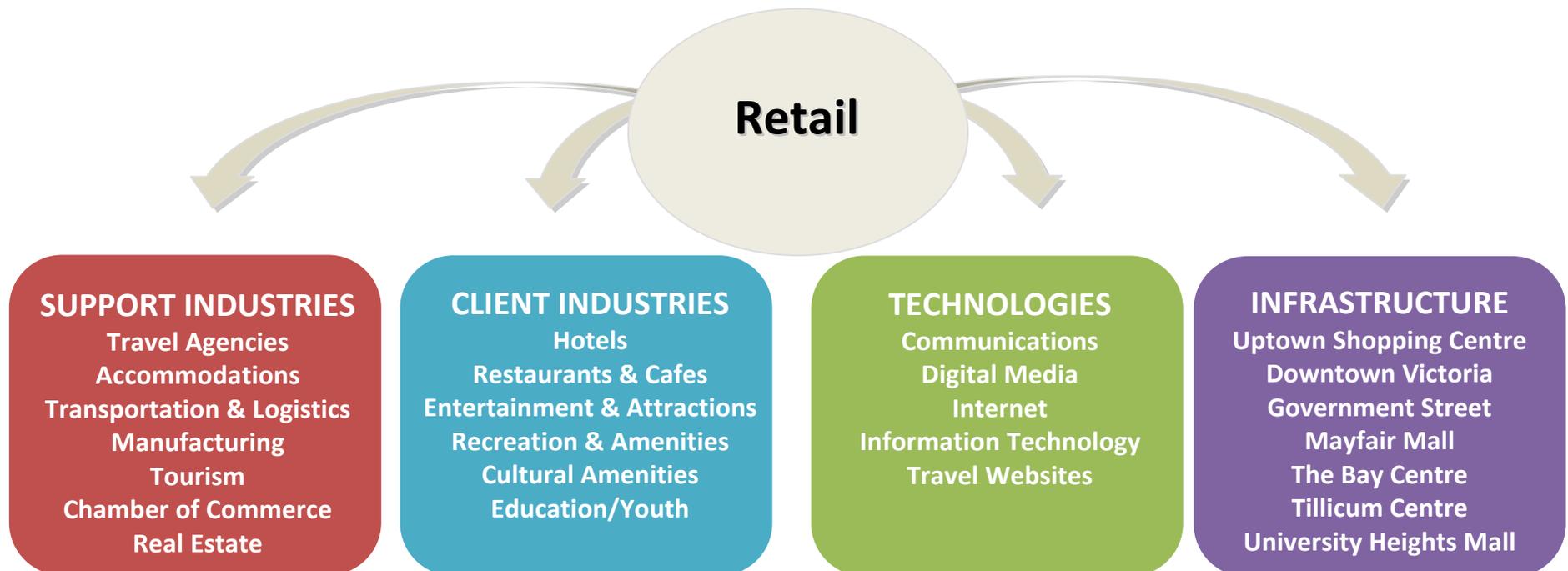
3.9 Retail

- **Greater Victoria retail sales: \$4 billion (2010)**
- **Sales have increased 23% since 2000.**

The Greater Victoria Region benefits from a stable retail market. Factors which are contributing to the stability of the retail market include:

- High average median household income
- Strong and stable public sector
- The impact of tourism

Employment in retail and wholesale trade increased 23% in Greater Victoria from 2003 to 2008 which was significantly higher than BC (8%) and Metro Vancouver (2%).



3.0 Economic Sectors Overview

3.9.1 Retail in the District of Saanich

The Retail Market will be addressed in much greater detail in **Section 6.0** of this Report, however it cannot be understated about how important the retail sector is to the collective social and economic vibrancy of the District of Saanich.

More than simply a community of communities, the retail offering within Saanich provides necessary daily services and amenities for the residents, but also is increasingly seen as a destination for out of town residents and visitors.

Saanich is comprised of thirteen (13) retail nodes comprising a range of sizes from Major Centres such as Uptown to Neighbourhood Centres such as Quadra Mackenzie to Village Centres such as Broadmead or Cadboro Bay and also Rural Villages, such as Prospect Lake.

The regional centrality of Saanich plays a pivotal role in how retail can and should permeate throughout the community. Each centre and village has a distinct character and market appeal.

Recent major developments such as the ongoing redevelopment of the Uptown Shopping Centre are critical to success for the District in retaining as much spending as possible within the community. Other recent events, most notably the opening of Target at the Tillicum Shopping Centre will also help to reinforce strong shopping patterns in the District of Saanich.



3.0 Economic Sectors Overview

3.10 Healthcare & Retirement

→ **Greater Victoria has 230 residents per medical practitioner, a ratio that is lower than BC’s average indicating the importance of healthcare and retirement in the region.**

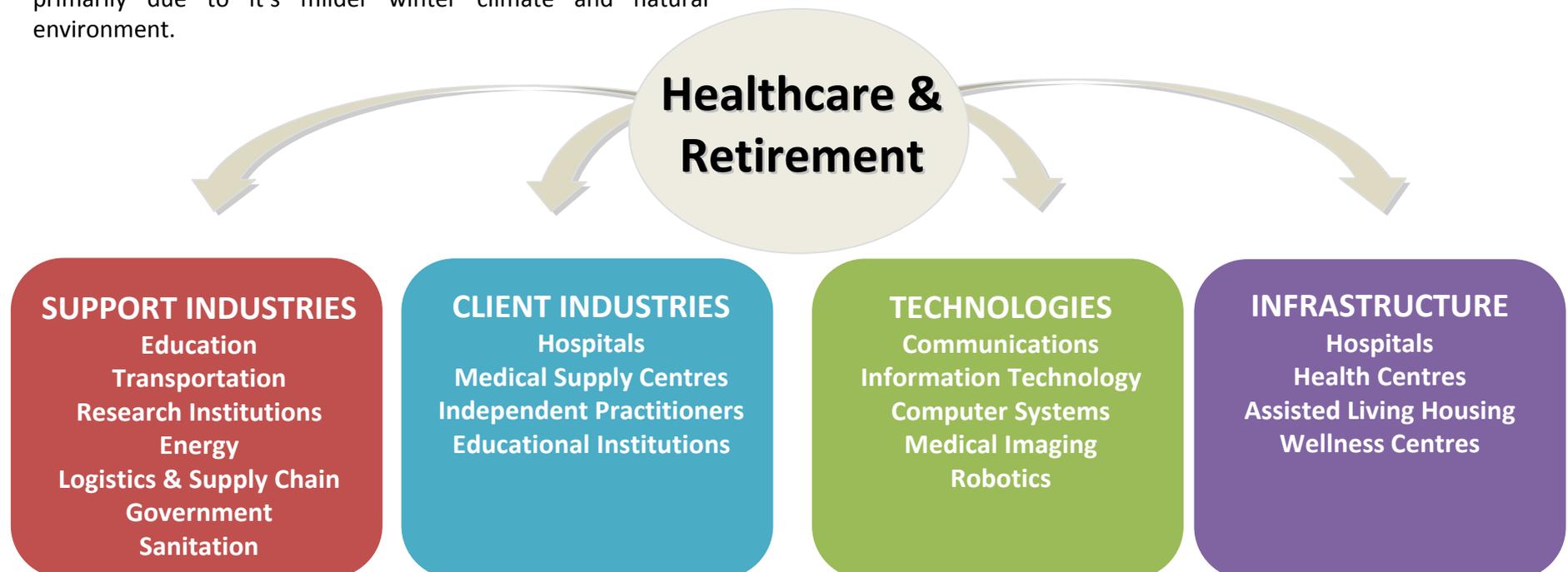
The Vancouver Island Health Authority (VIHA) provides health care to Vancouver Island and employs approx. 18,000 professionals (2012), which includes 1,700 physician partners in over 150 facilities on the Island.

The Health Care industry is, and has been steadily growing indicating that the region is a popular location for retirement. In general, Southern British Columbia and Vancouver Island have become a popular choice for retirement for Canadians, primarily due to it’s milder winter climate and natural environment.

In addition acute care facilities such as the Victoria General Hospital, Royal Jubilee Hospital, or Saanich Peninsula Hospital, facilities include assisted living and residential care homes for people with physical or cognitive disabilities requiring supervision or nursing care. In Saanich, examples include the Lodge at Broadmead, Nigel House, Luther Court and Mount Tolmie residences.

According to VIHA, facilities in the Greater Victoria region or South Island include:

- 37 Supportive Housing Facilities
- 26 Assisted Living Facilities (Public & Private)
- 31 Wheelchair Housing Facilities
- 40 Residential Care Facilities (Public & Private)



3.0 Economic Sectors Overview

3.10.1 Healthcare & Retirement in District of Saanich

The Greater Victoria Region and the District of Saanich are desirable locations for retiree's.

There is a large number of retirement communities located within the Greater Victoria Region including:

- 50 gated communities
- 55 affordable communities, and
- 55 luxury condos and townhouse communities.

By 2026, in the District of Saanich, it is anticipated that one in three residents will be over the age of 55. Population projections indicate retiree age segments will grow rapidly between 2011-2036.

The growth rate of the 65+ population will range between 1.75-3.75% over the next decade which is drastically above all other age groups, which are below 1%.

This gives the region and the District of Saanich some indication as to the future resource and amenity requirements which can be expected, to accommodate such demographic trends.

The forthcoming **Section 4.0** will document in more detail the aging demographics that are expected to take place in the District of Saanich over the next 20 years.



SECTION 4.0

POPULATION & DEMOGRAPHICS



4.0 Population & Demographics

4.1 Introduction

An analysis of the District’s population and demographics, current and projected, was undertaken to understand the dynamics underlying future land use demand.

4.2 Population Profile

Greater Victoria

Population 2006: 345,164
 Population 2011: 359,991 - 0.84% annual growth
 Population 2036: 470,000 - 0.78% annual growth (projected)

The population growth rate is expected to slow down over the next 20 years. Changes in geographic distribution and age distribution will be more profound than actual growth in population.

District of Saanich

Population 2006: 108,265
 Population 2011: 109,752 - 0.28% annual growth
 Population 2036: 123,000 - 0.45% annual growth (projected)

Saanich’s population represented 30% of the Greater Victoria population in 2011 (**Figure 4.1**) and is the most populated Municipality in the region and on Vancouver Island. Langford is the fastest growing community within Greater Victoria, with a population growth of 6,769 residents (30%) between 2006 and 2011 (**Figure 4.2**).

Figure 4.1 Population by Municipality 2006-2011

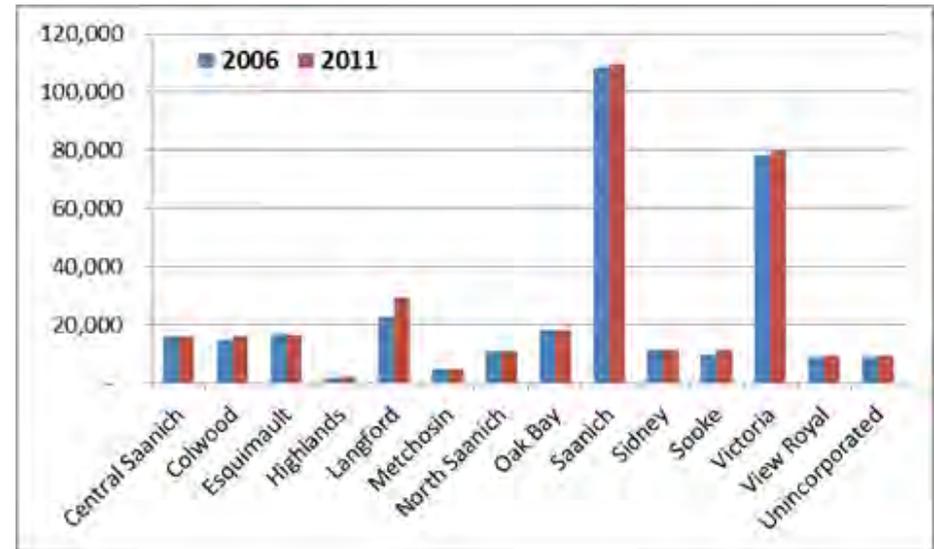
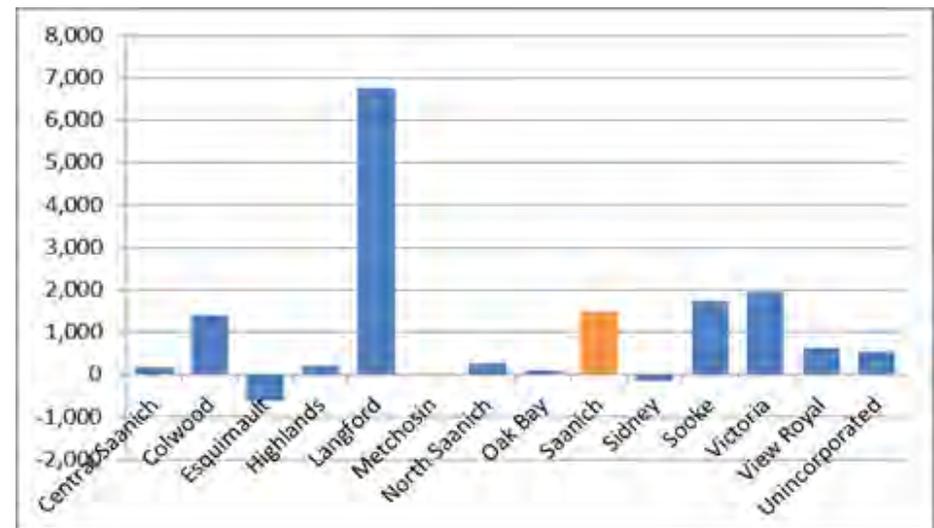


Figure 4.2 Population Change by Municipality 2006-2011



Source: Statistics Canada

4.0 Population & Demographics

4.3 Population Projections

The BC Government’s “Provincial Transit Plan” projects population growth in major sub-areas of Greater Victoria to the year 2036, as follows:

The “West Shore” is projected to grow by 50,000 people, roughly half of total regional growth.

The “Core” area (including the District of Saanich) is projected to grow by 32,000 people.

The “Saanich Peninsula” is projected to grow by 9,000 people.

These estimates concur with other projections, most notably BC Stats, which indicate that Saanich will grow by approximately 13,000 residents by 2036 while the entire Capital Region will grow by between 90,000 and 95,000 people (refer to **Figures 4.3 to 4.4**).



The BC Stats and Provincial Transit Plan projections help to provide a broad estimate of potential population growth in the region. For the purposes of this study, these projections are translated to the Saanich context through the development of low, moderate and high growth scenarios

4.4 Projection Method and Assumptions

The Saanich population projections were based upon several data sources and growth assumptions. As such, it was essential to triangulate the most likely scenario based on an assessment of several potential growth scenarios.

One source of population projections included Urban Futures whose 2009 report “*A Context for Change Management in the Capital Regional District*” included a detailed population projection for the entire Capital Regional District as well as its three major sub-districts: Core, Peninsula and West Shore.

A second source was BC Stats, which also provides a projection of the Capital Regional District’s population, as well as for the District of Saanich. Importantly, BC Stats also includes population projections by age cohorts, which provides insight on likely changes in housing demands over time.

4.0 Population & Demographics

The Urban Futures population projections predict a slightly slower growth rate for Saanich out to 2036, averaging 0.38% a year, while BC Stats predicts an average annual growth rate of 0.49% during this period.

The Urban Futures estimates form the basis of the “Low Growth” scenario population projection for the District as shown in Figure 4.5 (p.43). This low-growth scenario assumes that the District’s share of the Metropolitan total will begin to decline gradually, as future growth patterns shift towards the West Shore.

This scenario also assumes that the municipal OCP policy directions remain in place which will restrain overall population growth. This scenario estimates that the District’s population will cumulatively grow by 10,018 residents between 2011 and 2036 or 0.35% per annum.

A “Moderate Growth” scenario Figure 4.6 (p.44) was based on the BC Stats projections, which estimate a larger influx of new residents between 2011 and 2036 to both the Capital Region District as well as Saanich, specifically. In this scenario, Saanich would maintain its share of the Core Area population, but the Core Area itself would not grow as quickly as the West Shore. In this scenario, the District’s population is expected to cumulatively grow by 13,037 new residents by 2036, or 0.45% per annum.

The “High Growth” scenario Figure 4.7 (p.45) also uses BC Stats projections as its basis, but makes the assumption that the District will maintain its historic share of the metropolitan population, in part through changes to its municipal OCP that could include densification of residential development in key centres throughout the District. This scenario would result in an average growth rate of 0.61%, or a cumulative population growth of 18,022 between 2011 and 2036.

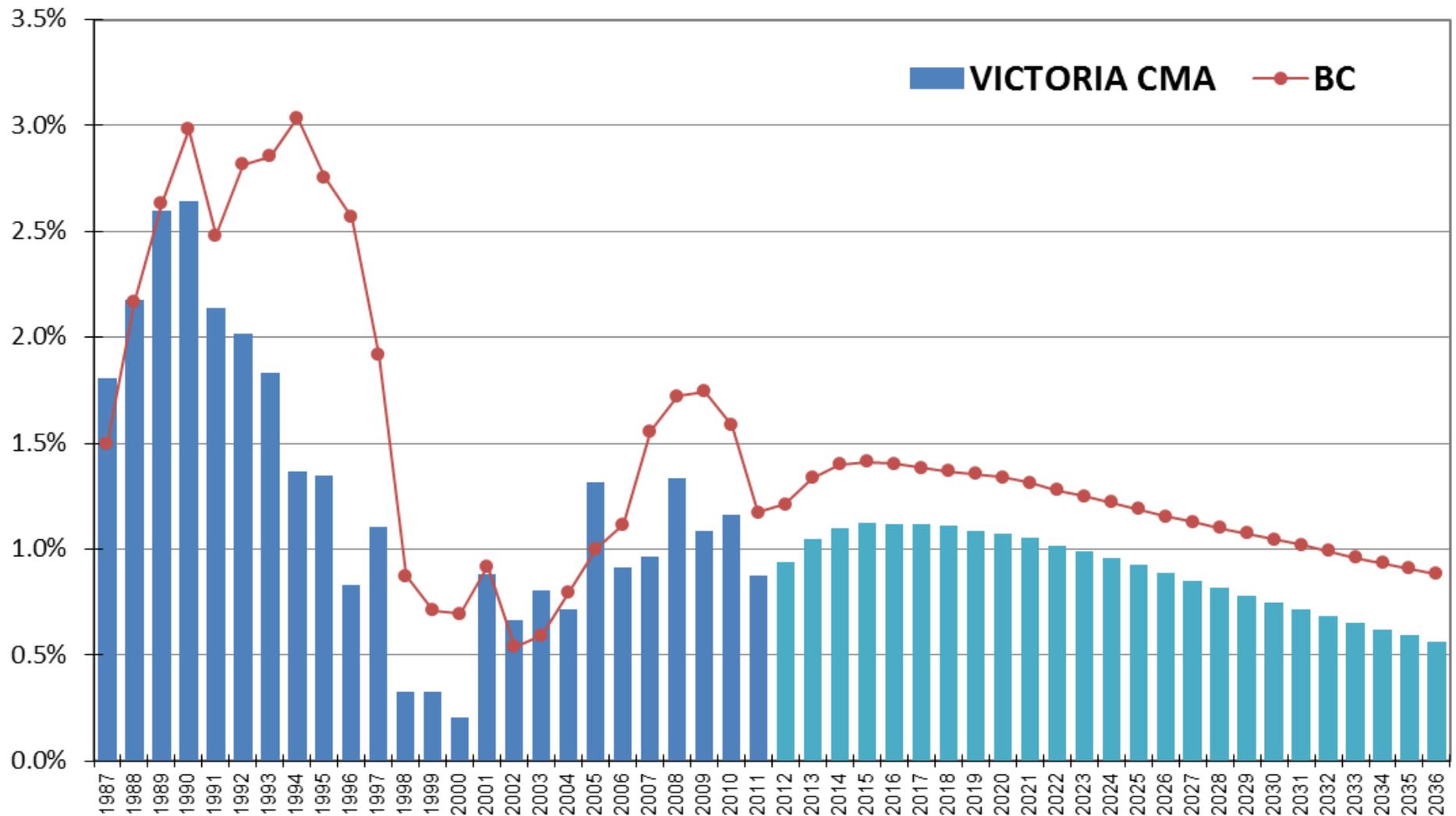
The objective of undertaking these projections is to illustrate the range of population growth for which the District needs to prepare. The estimates range from approximately 10,000 to 18,000 new residents, with the final number dependent in large part to changes to the OCP and economic conditions.

For the purposes of this study, the Moderate Growth scenario is seen to represent the most reasonable and attainable growth forecast that respects the current and forecasted demographic composition, current provision of amenities (commercial and institutional) and available lands for future development or redevelopment.

Population estimates related to the Moderate Growth scenario are used throughout this study to assess projected demand for retail, office, industrial, hotel, recreation and residential uses. This demand is linked to population estimates at key time horizons (2020, 2030, 2036) based on the Moderate Growth Scenario.

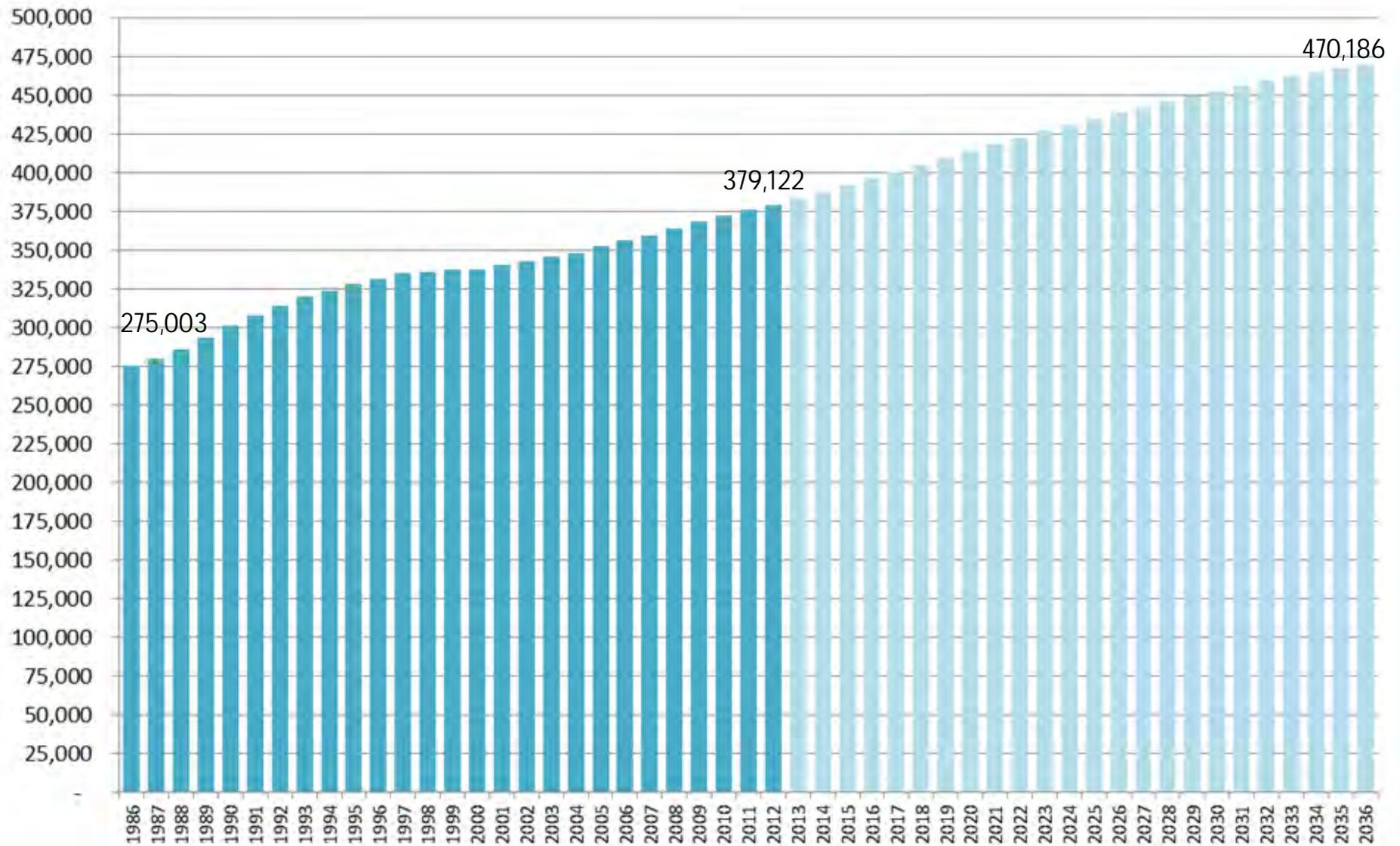
4.0 Population & Demographics

Figure 4.3 Greater Victoria – Historic & Projected Population Growth by Average Annual Growth rate, 1986 to 2036
Comparison with British Columbia Historic & Projected (Source: BC Stats)



4.0 Population & Demographics

Figure 4.4 Greater Victoria – Historic & Projected Population Growth, 1986 to 2036 (Source: BC Stats)



4.0 Population & Demographics

Figure 4.5 District of Saanich – Population Projection 2011 to 2036

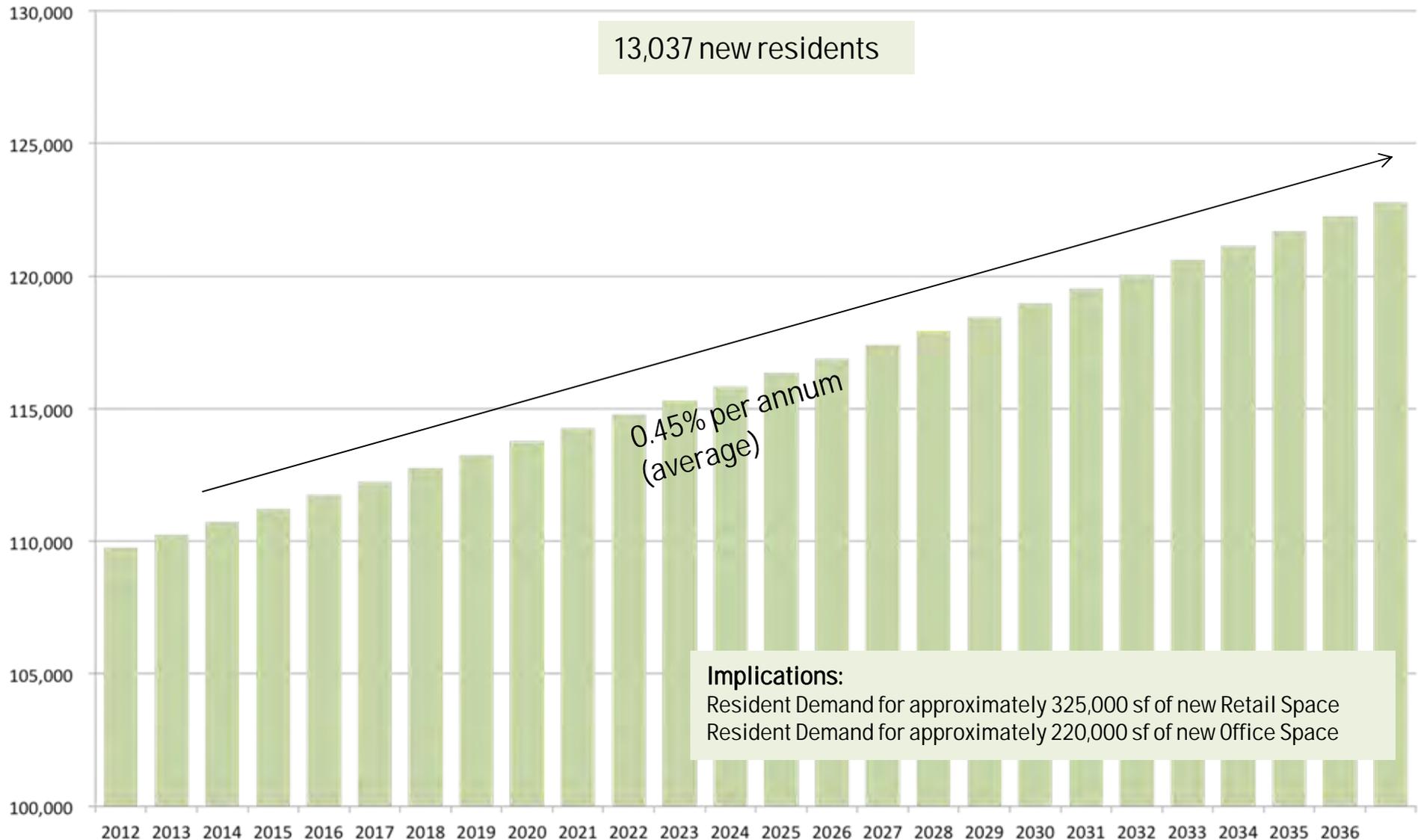
Scenario 1: LOW GROWTH SCENARIO - 10,000 New Residents (Source: Urban Futures, MXD Development Strategists Ltd.)



Implications:
Resident Demand for approximately 250,000 sf of new Retail Space
Resident Demand for approximately 170,000 sf of new Office Space

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Figure 4.6 District of Saanich – Population Projection 2011 to 2036
Scenario 2: MODERATE GROWTH SCENARIO - 13,000 New Residents (Source: Statistics Canada, MXD Development Strategists Ltd.)



4.0 Population & Demographics

Figure 4.7 District of Saanich – Population Projection 2011 to 2036
Scenario 3: HIGH GROWTH SCENARIO - 18,000 New Residents (Source: Statistics Canada, MXD Development Strategists Ltd.)



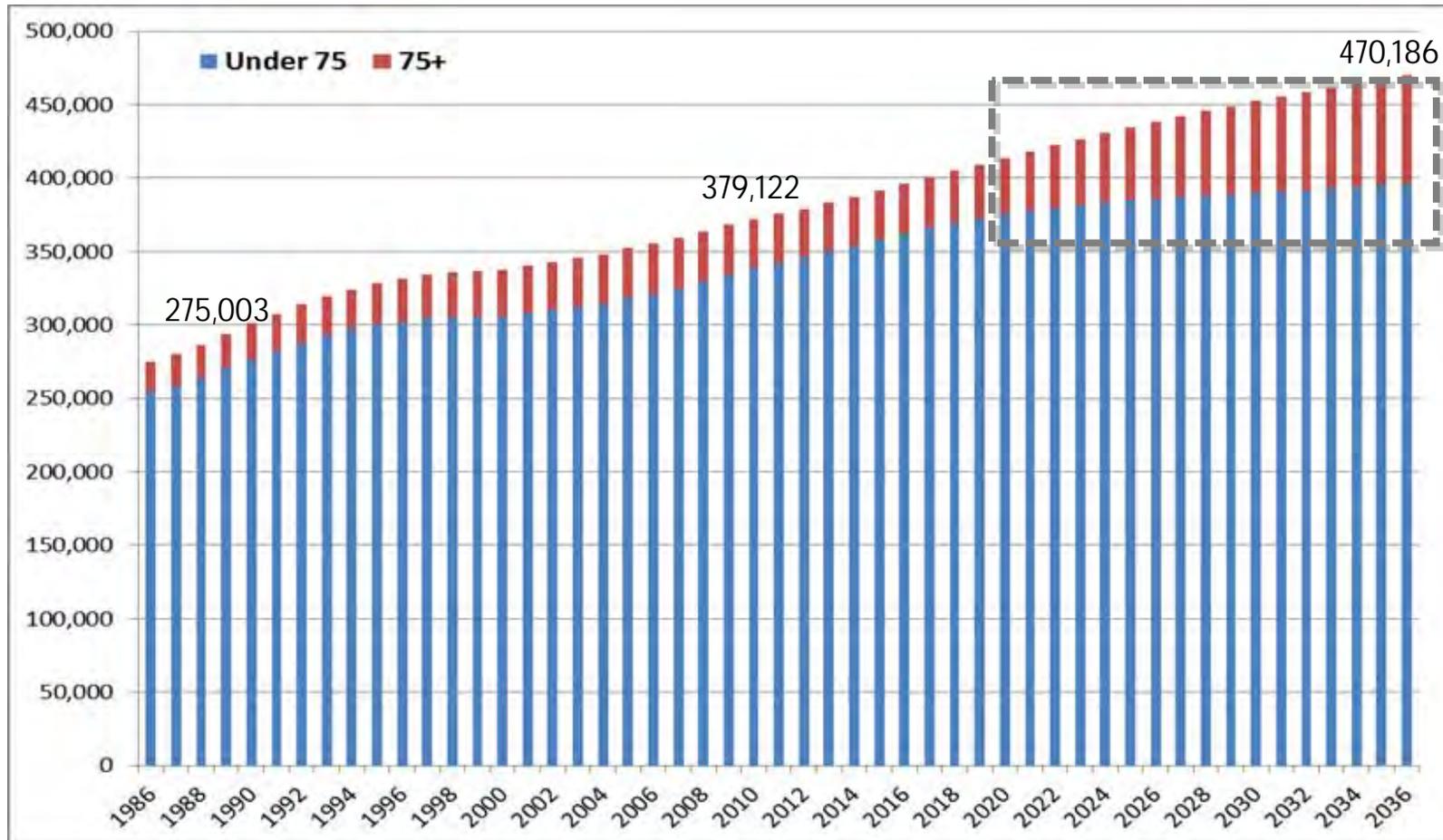
4.0 Population & Demographics

4.5 Age Demographics Analysis

As illustrated in **Figures 4.8 to 4.12**, while population growth out to 2036 is expected to be moderate, changes to age composition will be profound, with older age cohorts growing rapidly as a proportion, particularly in Saanich.

The 75+ year age cohorts typically begin downsizing to Multi-family Housing. This group is forecast to grow at a rapid rate, particularly between 2020 to 2032. As a result, the demand for Multi-family housing is expected to grow disproportionately during this time period, and at a gradually diminishing rate from 2032 onwards.

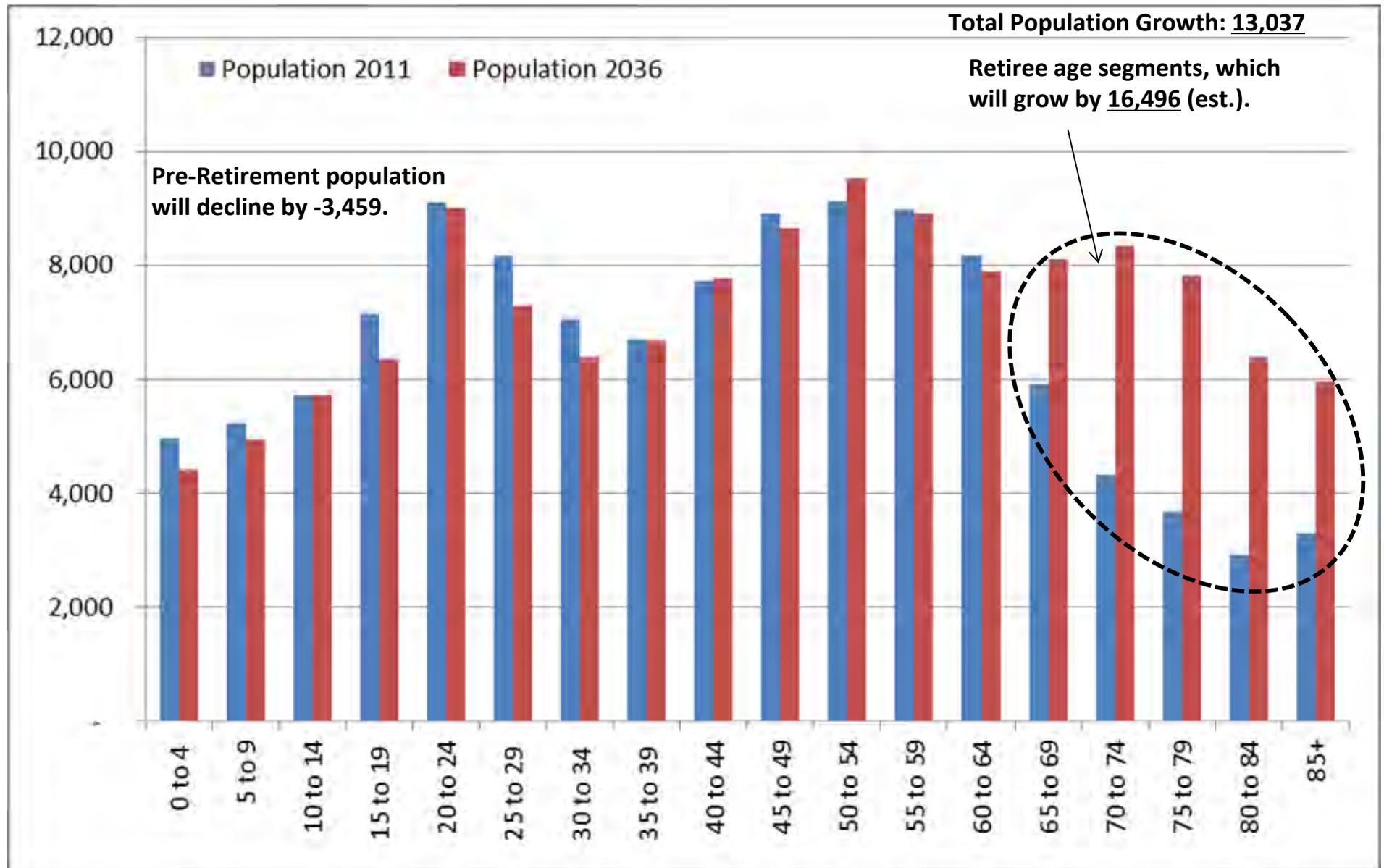
Figure 4.8 Victoria CMA – Historic & Projected Population Growth by Age Group Under 75 & 75+, 1986 to 2036



Source: BC Stats)

4.0 Population & Demographics

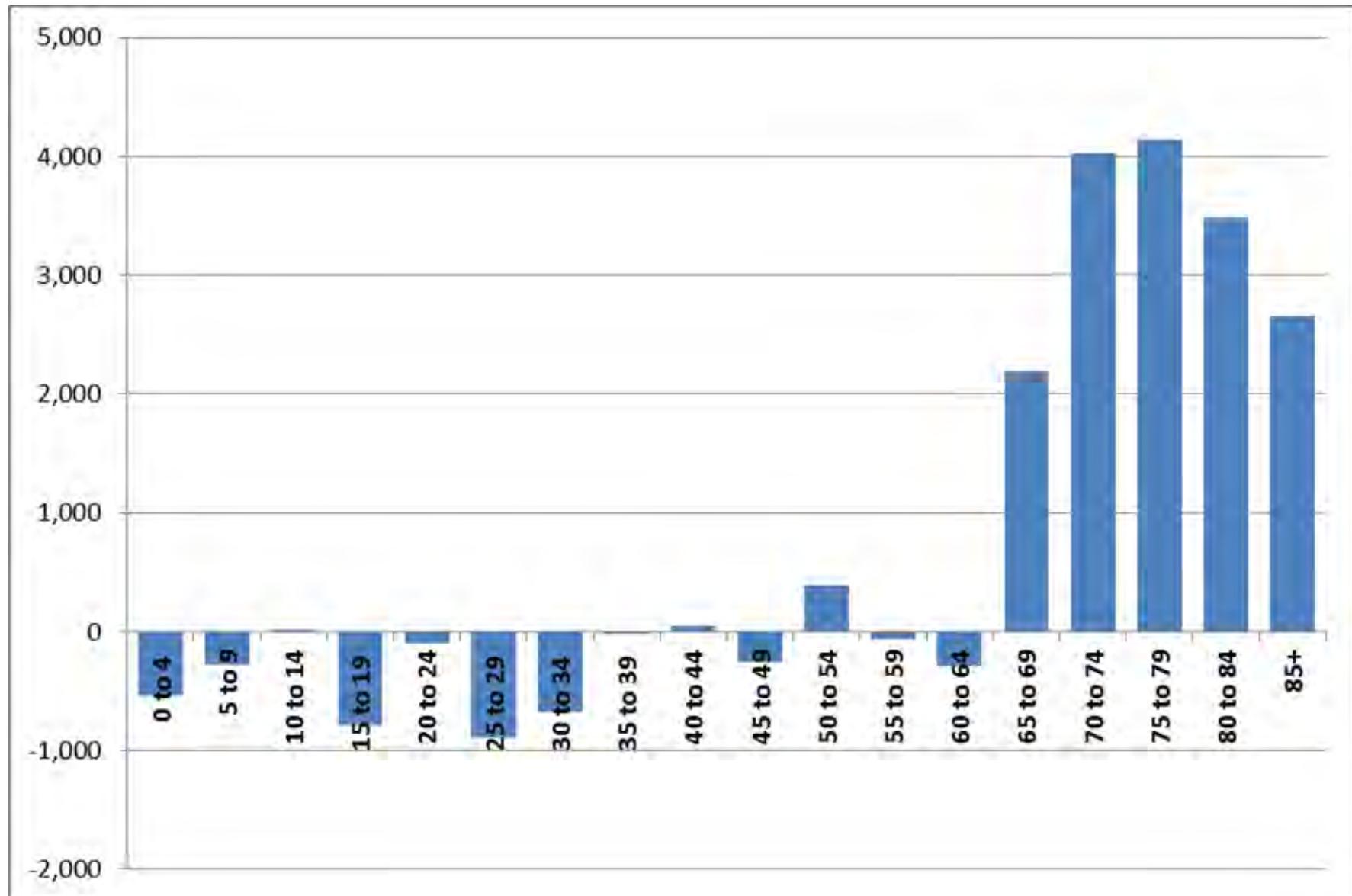
Figure 4.9 District of Saanich – Population Projection By Age Cohort, 2011 to 2036 (Source: Statistics Canada, BC Stats)



4.0 Population & Demographics

Figure 4.10 District of Saanich – Projected Annual Population Change by Age Cohort, 2011 to 2036

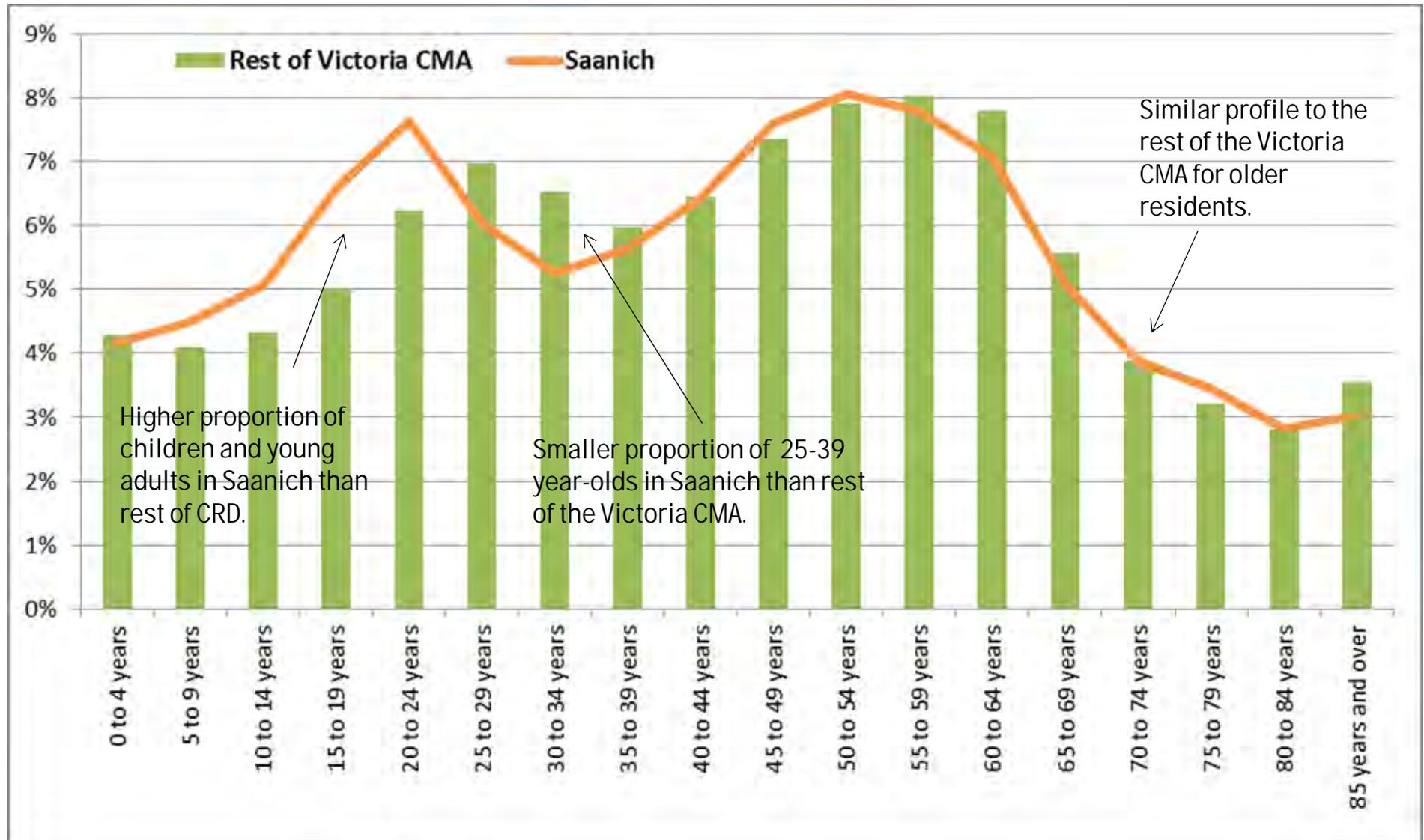
(Source: Statistics Canada, BC Stats)



4.0 Population & Demographics

Figure 4.11 District of Saanich & The Remainder of the Capital Regional District – Age Cohort Distribution for 2011

(Source: Statistics Canada, BC Stats)



4.0 Population & Demographics

4.6 Housing Analysis

As described previously, Saanich under a “Moderate” growth scenario, consistent with CRD and BC Stats forecasts, is expected to grow by approximately 13,037 residents by 2036.

This population growth will result in a growth in the number of households, but a second important factor will be the **declining average household size**.

Household sizes are on the decline throughout much of Canada, driven largely by an aging population base but also an overall trend away from traditional nuclear families, as well as the decision to put off having children and/or to have fewer children.

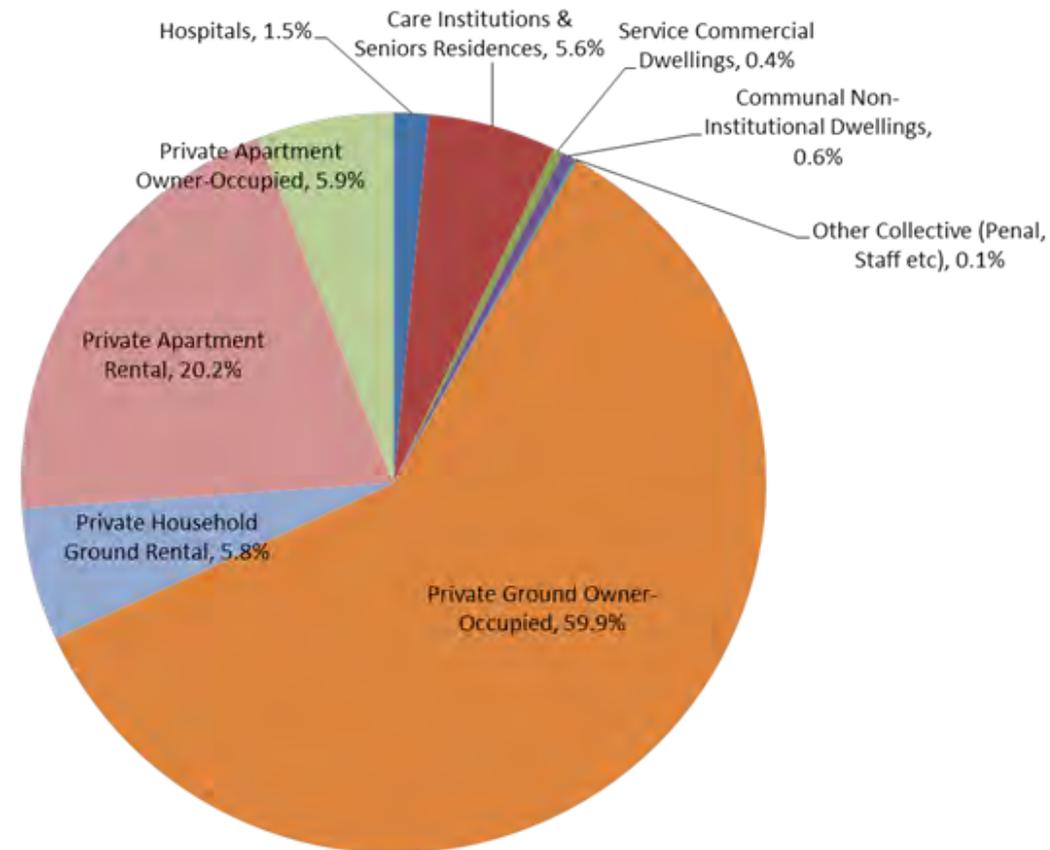
The aging population base, coupled with housing preferences demonstrated by Canadian Seniors, will drive the distribution of housing type occupied by people over 65 in the coming years (**Figure 4.13**).

This trend is expected to be particularly pronounced in Saanich, which is slated for rapid growth in Seniors.

Average household size in Saanich is expected to decline from 2.17 to 2.02 by 2036. This trend can already be seen in BC communities with high levels of retiree population.

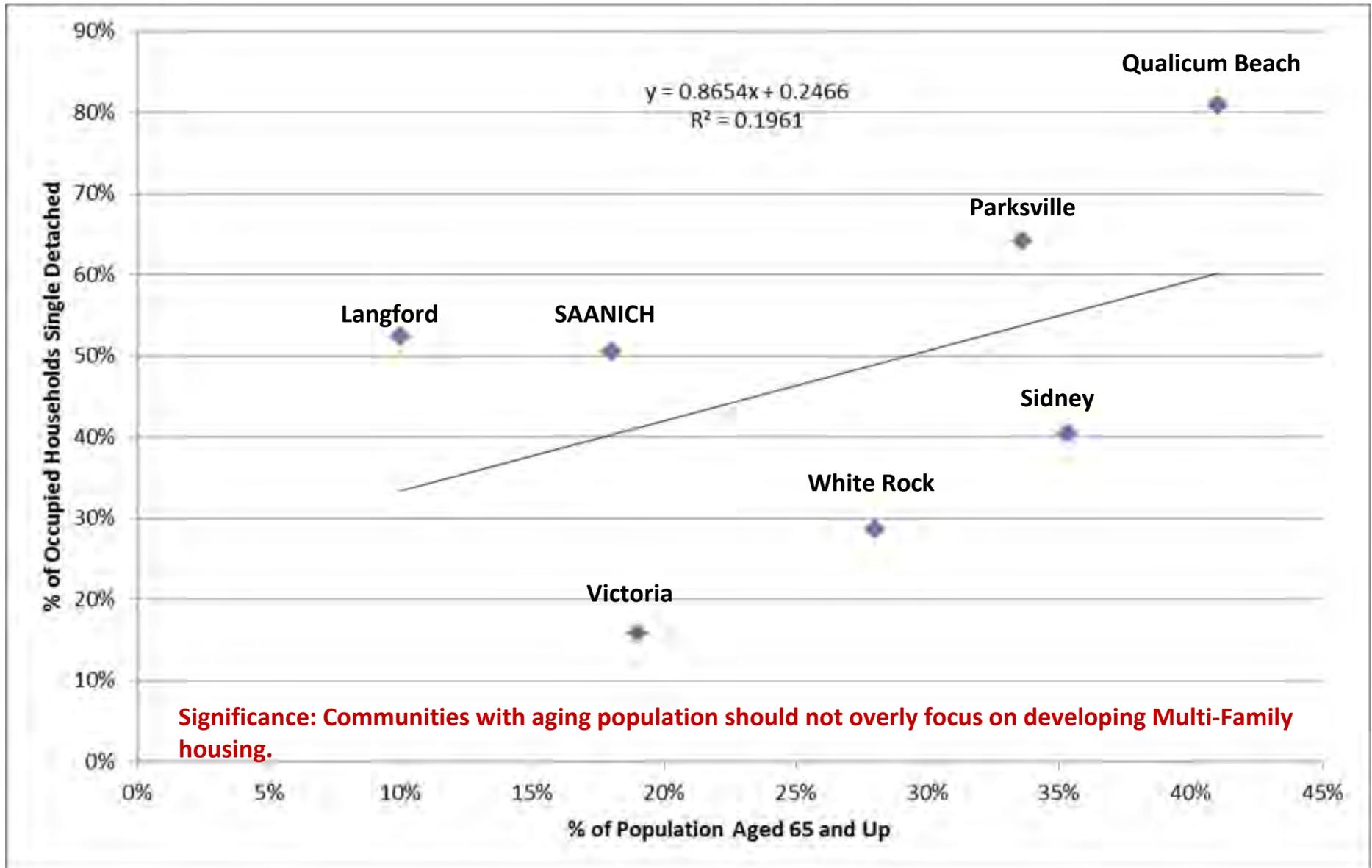
Based on the Canadian average, Seniors would be expected to live 65.7% in ground level units (owner occupied and rental), 26.1% in apartments, 7.1% in Seniors/Care residences with 1.1% in other housing types.

Figure 4.13 Distribution of Housing Types for Canadian Seniors, 2026 (Source: Urban Futures, Statistics Canada)



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Figure 4.14 Percentage of Residents Aged 65+ Compared to Percentage of Housing Single Family Detached



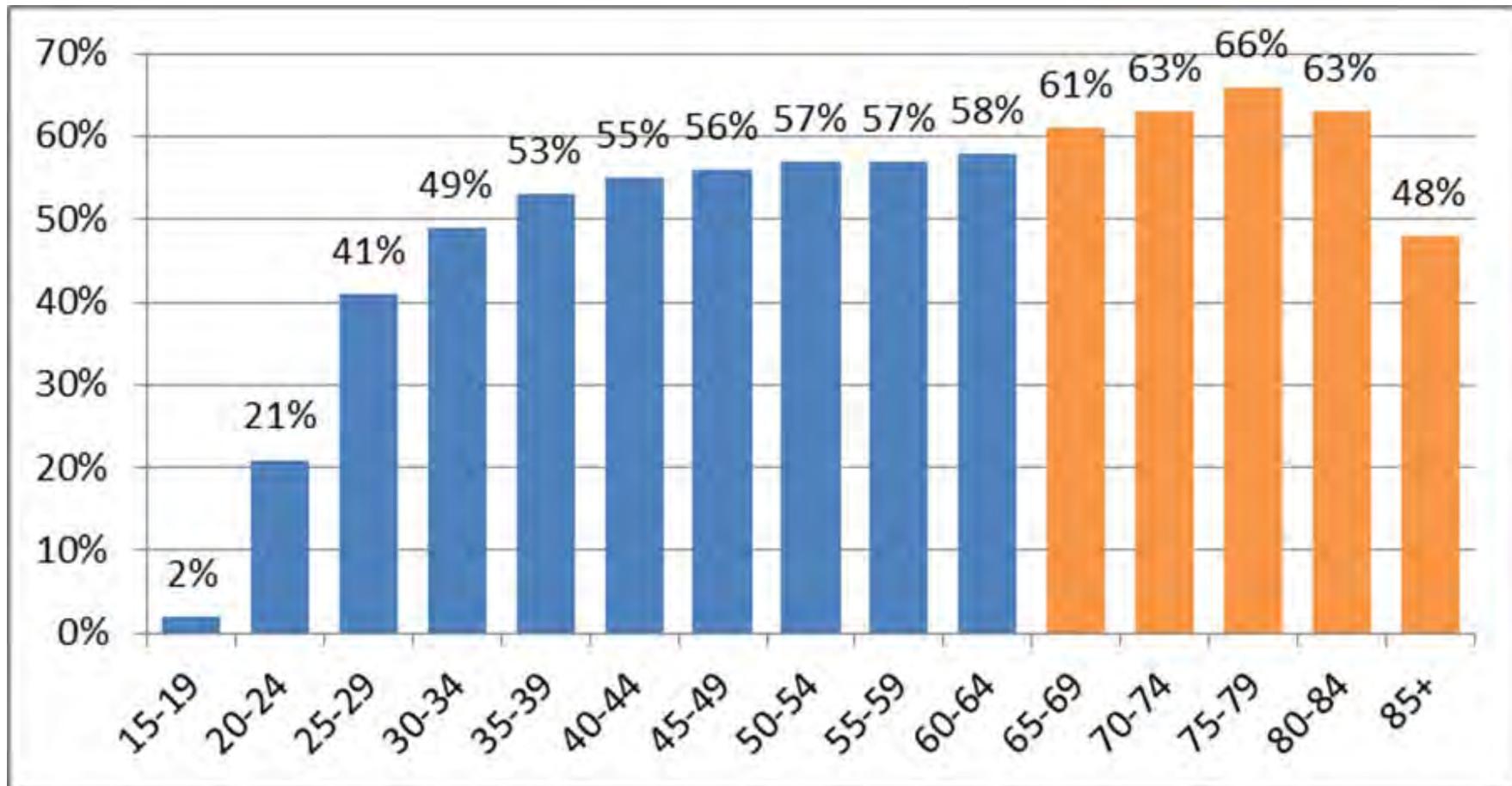
4.0 Population & Demographics

4.7 Household Maintainer Analysis

Housing decisions by Canadian Seniors can be seen in Household Maintainer rates. Household Maintainers are the primary financial contributors to the household or as defined by Statistics Canada: *“First person in the household identified as the one who pays the rent or the mortgage, or the taxes, or the electricity bill, and so on, for the dwelling.”*

Household maintainer rate peaks in the late 70s cohort at 66%, with 6% residents of collective dwellings and 28% in households maintained by someone else (refer to **Figure 4.15**). In later years, institutional residency rates increase and so household maintainer rates decline.

Figure 4.15 Age Specific Household Maintainer Rates



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Historically, the typical pattern is higher Maintainer rates for men as depicted in **Figure 4.16**, but reduced life expectancy causes surge in Maintainer rates among women in later years.

Conversely for Females, the death of a spouse tends to boost their role as Maintainer in later years.

The decline in male household maintainer rates with age is the result of increasing collective dwelling residence rates, not the result of males being in households maintained by someone else, which remains relatively constant at 15%.

For females in the 80+ age group, the rate of living in a home maintained by someone else is 30%.

The overall trend of declining household maintainer rates begins at around 75 years of age, **but is only strongly pronounced after 85**.

This demonstrates why Single Family Detached (SFD) housing remains a popular option with people until they reach their 80s.

Given this analysis, growth in older Retirees in Saanich results in a potential over-statement of the downsizing trend to be expected in the city over the forecast horizon.

Figure 4.16 Household Maintainer Age & Structure Type, Male

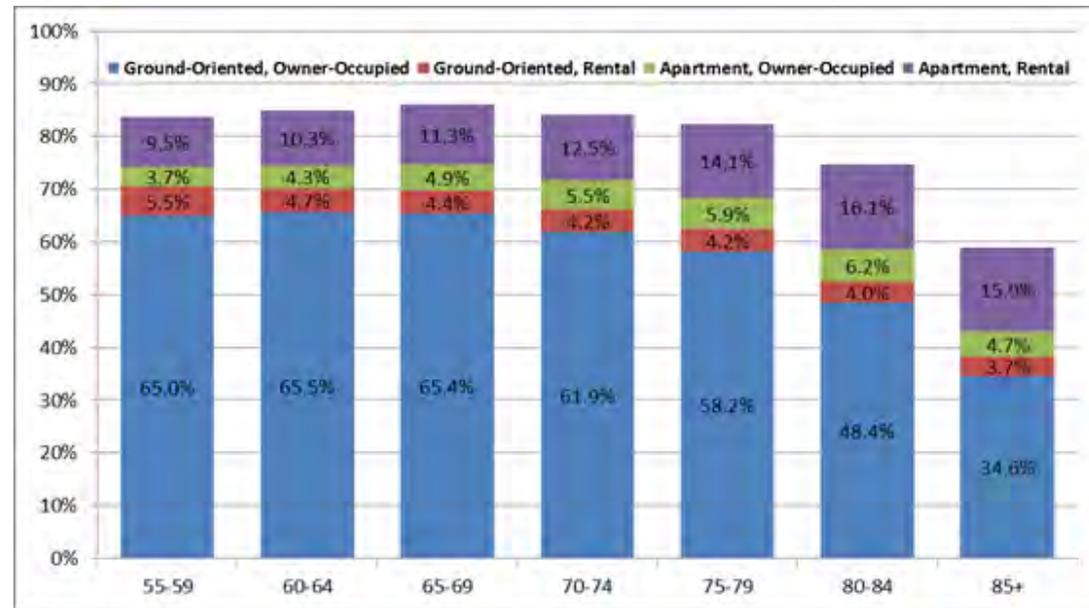


Figure 4.17 Household Maintainer Age & Structure Type, Female



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Household Maintainer Rates indicate the number of persons in a given age group that are the primary maintainer of a household. The Household Maintainer Rates in Greater Victoria suggest that many of the aging citizenry, particularly those in the retirement ages of 65 and older do not have a greater propensity to move or downsize from single family dwellings into multi-family adult communities, condominiums or even assisted living until after 75 years. In fact, a decline in household maintainer rates generally is more pronounced after the age of 85 years.

The implication is that a shift in housing demand to more multi-family, and in particular assisted living is likely not to occur until the population demographic reaches a greater concentration of people aged 75+ years, which according to projections is forecast to begin in 2022.

The desirability and liveability of Saanich for mature and aging adults who currently reside in single family dwellings further suggests that a transition to more dense living will become more pronounced after 2022.

The household maintainer analysis indicates the beginning of a shift in housing preference after 75. Similarly, Greater Victoria is expected to see a rapid growth in these age cohorts annually, particularly after 2020 as shown in **Figure 4.18**.

Seniors aged 85 and up are the primary drivers in downsizing residence to a multifamily unit and/or moving to collective dwellings. This age group is expected to grow rapidly from 2028 onwards (refer to **Figure 4.19**).

Figure 4.18 Greater Victoria, Growth in People 75 Years

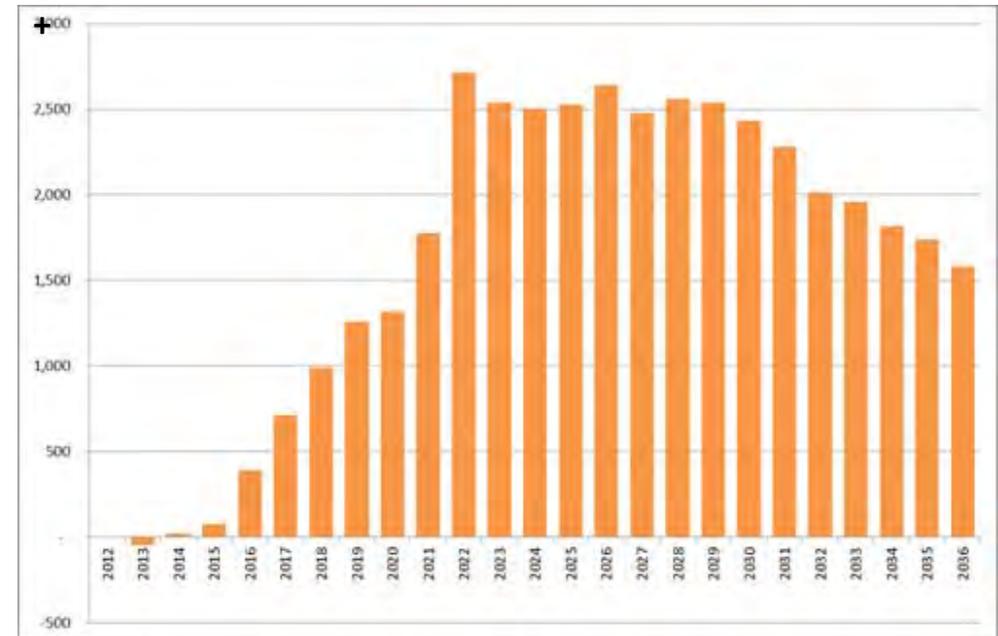
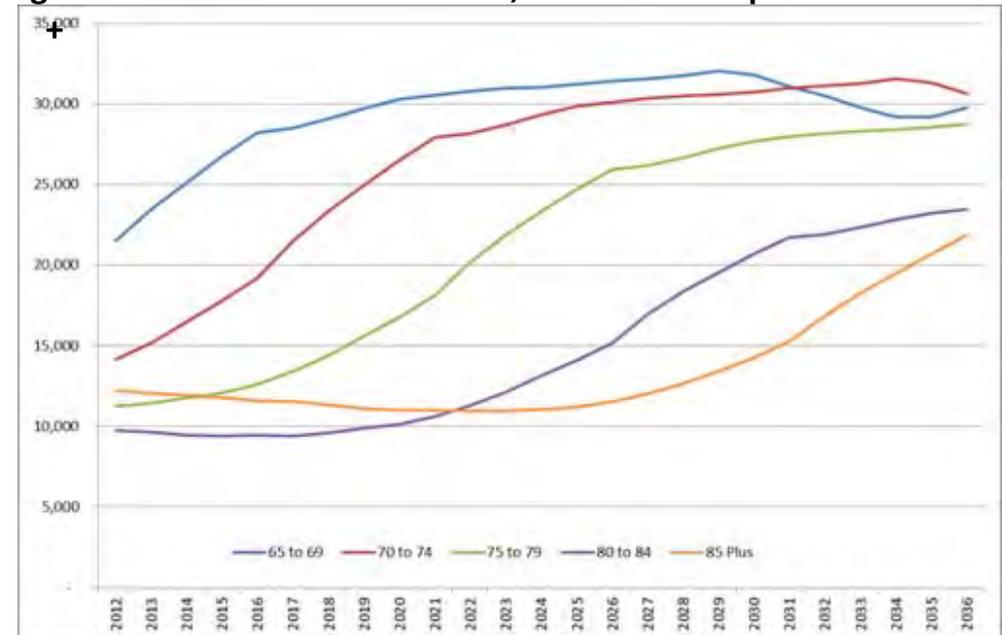


Figure 4.18 Greater Victoria, Growth in People 75 Years



4.0 Population & Demographics

4.8 Aging Demographic Impacts on Saanich Housing

While Saanich is expected to undergo a pronounced shift towards older age cohorts, the impact on the nature of housing in demand will not be as pronounced.

For example, congregate care (most notably nursing homes and other purpose-built institutions) are expected to house just 3,643 of the projected 54,333 Saanich Seniors (6.7%) in 2036 (refer to **Table 4.1**).

A Congregate Care facility combines private living quarters with centralized dining services, shared living spaces, and access to social and recreational activities. Many congregate care facilities offer transportation services, personal care services, rehabilitative services, spiritual programs, and other support services.

The vast majority of seniors would prefer to live in their own homes than move to a new community, so a shift towards less institutional, higher-amenity environments, including Active Adult communities is becoming more common.

Active adult communities are an emerging development trend across North America. They are not age restricted, so provide a more multi-generational environment than more traditional retirement communities, although they are typically dominated by empty-nesters (adults with grown children). Active adult communities tend to be large (refer to **Table 4.2**) and moderately dense, blending single and multi-family residences. They are rich in recreational and social activities, including golf, boating, fishing, tennis, hiking, biking, equestrian activities, as well as fitness and social programming.

The potential market for **active adult units** is **35-50%** of the overall seniors market. This equates to between 19,000 and 27,000 Saanich Seniors by 2036.

In highlighting the opportunity and future for congregate care and/or active adult communities, it is important to realize that these types of facilities will typically be introduced on a project basis, rather than on a community basis.

In other words, they are an emerging development format that is compatible with Saanich's demographic future as a concept for seniors, but it is best that these formats/concepts be seamlessly integrated not as a separate communities unto themselves, but integrated within Saanich's existing Centres and Villages.

Such developments should be located near and within Centres and Villages that include **shopping centres, recreation centres, medical/wellness facilities** and should also have excellent **transit access** and pedestrian friendly streetscapes.

Table 4.1 Congregate Care Requirement Estimate 2036

AGE COHORT	Population 2036	% Collective Dwellings	Population
55 to 59	9,060	1.2%	109
60 to 64	8,023	1.2%	96
65 to 69	8,247	2.4%	198
70 to 74	8,488	2.4%	204
75 to 79	7,960	14.8%	1,178
80 to 84	6,498	14.8%	962
85+	6,057	14.8%	896
TOTAL	54,333	6.7%	3,643

4.0 Population & Demographics

Table 4.2 Seniors Housing Typology

Seniors Housing Type	Target Age Market	Average Stay (Years)	# of Units	Description
Active Adult	55-70	10+	20-1000	Range of housing types. Golf and other pay-per-use amenities.
Independent-Living	75+	3	70-250	Mostly rentals. Provide meals and services.
Assisted-Living	80+	1	50-75	Often mixed with Independent Living. Enhanced services.
Nursing Homes	80+	0.75	50-250	Full-time nursing. More of a medical facility.
Continuing-Care	65+	5	200 (avg)	Two or more levels of care to allow aging in place.



4.0 Population & Demographics

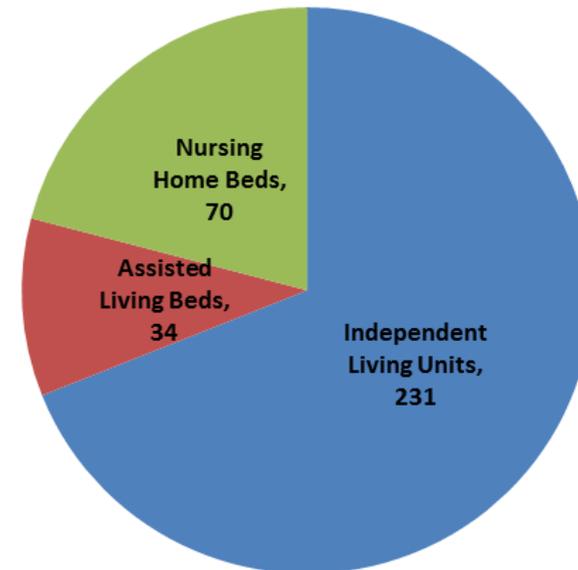
4.9 Continuing Care Retirement Communities

Continuing Care Retirement Communities (CCRCs), such as Shannon Oaks in Oak Bay and the Mt. View Heights currently under construction in Saanich, also provide high amenity environments that create a desirable alternative for older people (particularly 75+) to maintaining their traditional home.

The range of housing formats in Continuing Care Retirement Communities allow for aging in place as shown in **Figure 4.20**, wherein the typical number of units range between 200-300 units. While they can be costly, they are considered good for Seniors who might otherwise live in isolation.

However, they are purpose-built developments for an older demographic, which will be more prevalent in 2020-2036 but will eventually recede. Therefore, it will be important to provide more flexible housing formats that can accommodate future demographic trends beyond 2036.

Figure 4.20 Continuing Care Facility Average Unit Distribution



Shannon Oaks (Oak Bay)



Mt View Heights (Saanich)



4.0 Population & Demographics

4.10 Summary & Implications

A population and demographic analysis was undertaken for Greater Victoria and the District of Saanich in particular. The intent was to determine how fast the population will grow and what its age composition will be.

Saanich closely mirrors the Capital Region's population growth rate out to 2036, as well as its aging population base. While Saanich's retiree population is expected to grow by 16,496 over the next 24 years, its pre-retirement population is expected to decline by 3,450.

An additional important upcoming demographic shift is the decline in average household size. Primarily driven by the aging population base, but also cultural trends occurring throughout Canada, the decrease in household size will result in a relatively rapid growth in households compared to population growth in the District.

An analysis of aging and housing choice reveals that the upcoming demographic shift will not be as pronounced as the statistics indicate. There is a pronounced persistence among older residents to remain in their home, and the move to multi-family housing or more purpose-built collective dwellings is likely to be moderate and delayed to later years.

Therefore, in terms of providing the type of housing that will be in demand over the next several decades, it will be important to provide housing environments in Saanich's existing Centres and Villages that are popular with older residents and are flexible enough to accommodate other age segments as the baby boomer wave passes beyond 2036.

Seniors housing formats such as active adult communities that provide a multi-generational, high-amenity environment are increasingly popular with retirees. These types of developments have the inherent flexibility to integrate seamlessly into Saanich Centres and Villages.

Additional housing types to consider that are both appealing to seniors and flexible over time, while still being compatible in Saanich's centres and villages include congregate housing, condos with services, mixed-tenure housing with services and flex housing (which are able to adjust to new types of occupants).

Given the high land costs in Saanich, it will be essential to create higher density residential developments in the District of Saanich.

These should include a combination of formats built and focussed around Saanich's existing centres and villages, where transit access is very strong and the range of goods and services, such as shops, recreation and medical centres are all within close proximity.

Such developments are already taking place and likely an inevitability in the District, regardless of demographic shifts, as the area builds out and attempts to increase the use of transit, biking and pedestrian activity.

SECTION 5.0

COMMERCIAL OVERVIEW



5.0 Commercial Overview

5.1 Introduction

The following section provides a brief profile summary of each of the various commercial centres within the District of Saanich. The primary focus is to document the retail and office composition as it relates to the local area it serves (i.e. the drive time and local trade area).

Commercial Centres and uses are located within existing Major Centres and Village locations as identified in the Saanich Official Community Plan (2008) and illustrated in **Figure 5.1 and table 5.1.**

Figure 5.1 Commercial Centres in the District of Saanich

MAP 6 General Land Use



NOTES:
The scale and extent of Centres and Villages will be determined through a separate planning process.

5.0 Commercial Overview

Table 5.1 Saanich - Commercial Summary Matrix

No.	NAME	LOCATION	FORMAT (OCP)	RETAIL (EST. SF)	RETAIL (EST. SQ.M.)	OFFICE (EST. SF)	OFFICE (EST. SQ.M.)	TOTAL (EST. SF)	TOTAL (EST. SQ.M.)
1	Uptown Area	Douglas St. & Saanich Rd.	Major Centre	880,000	81,755	623,295	57,906	1,503,295	139,661
2	Hillside Centre	Hillside Ave. & Shelbourne St.	Major Centre	476,000	44,222	98,000	9,104	574,000	53,326
3	University Centre	McKenzie Ave. & Shelbourne St.	Major Centre	304,000	28,243	109,000	10,126	413,000	38,369
4	Royal Oak Centre	West Saanich Rd. & Viewmont Ave.	Major Centre	124,000	11,520	119,000	11,055	243,000	22,575
5	Tillicum - Burnside Centre	Burnside Rd. W. & Tillicum Rd.	Major Centre	538,000	49,982	12,000	1,115	550,000	51,097
6	McKenzie - Quadra Centre	McKenzie Ave. & Quadra St.	Neighbourhood Centre	97,000	9,012	130,000	12,077	227,000	21,089
7	Cedar Hill Centre	Cedar Hill Cross Rd. & Shelbourne St.	Neighbourhood Centre	120,000	11,148	17,000	1,579	137,000	12,728
8	Four Corners Village	Cook St. & Quadra St.	Village	42,300	3,930	28,000	2,601	70,300	6,531
9	Cadboro Bay Village	McKenzie Ave & Cadboro Bay Rd.	Village	35,000	3,252	0	0	35,000	3,252
10	Feltham Village	Shelbourne Str. & Feltham Rd.	Village	26,000	2,415	15,000	1,394	41,000	3,809
11	Broadmead Village	Patricia Bay Hwy. & Royal Oak Dr.	Village	127,000	11,799	35,000	3,252	162,000	15,050
12	Cordova Bay Village	Cordova Bay Rd. & Doumac Ave.	Village	20,200	1,877	5,000	465	25,200	2,341
13	Strawberry Vale Village	Interurban Rd. & Wilkinson Rd.	Village	30,000	2,787	0	0	30,000	2,787
14	Gorge Village	Tillicum Rd. & Gorge Rd. West	Village	45,000	4,181	0	0	45,000	4,181
15	Prospect Lake Rural Village	West Saanich Rd. & Prospect Lake Rd.	Rural Village	6,000	557	0	0	6,000	557
TOTAL				2,870,500	266,678	1,191,295	110,675	4,328,473	1,568,648
2011 Saanich Population		109,752	Floorspace Per Capita:	26.15	2.43	10.85	1.01		

5.0 Commercial Overview

5.2 Uptown Major Centre

Major Centre: Regional Centre, centrally located at the crossroads between downtown Victoria and the University of Victoria, Patricia Bay Highway and Eastern areas of new population growth (West shore).

Anchor Tenants: Walmart, Save-On-Foods

Sub Anchor Tenants: Future Shop, Shoppers Drug Mart, Staples

The drive times and traffic count (Figures 5.3 & 5.4) indicate the “regional potential” of the Uptown area.

Figure 5.2 Uptown Estimated Commercial Space Allocation (sq.m. / sq.ft.)

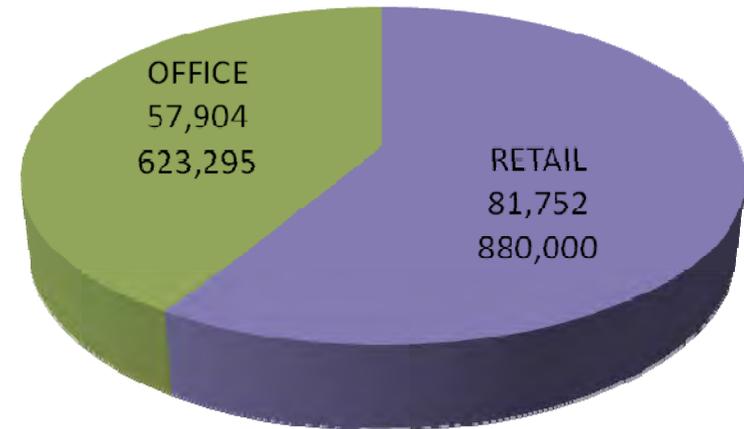


Figure 5.3 Uptown 5, 10 & 15 Minute Drive Time

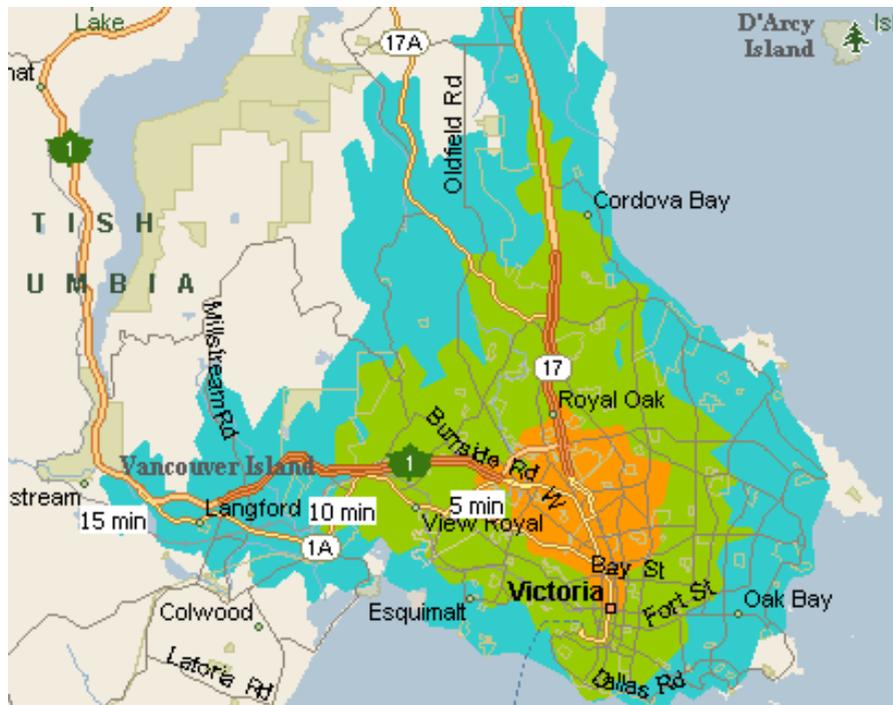


Figure 5.4 Uptown Traffic Count (2008)



5.0 Commercial Overview

5.3 Hillside Major Centre (Officially in City of Victoria)

Major Centre: Regional node between the UVic, Camosun College and the downtown set to commence a major repositioning that is slated to include the introduction of major US retailers Target and Marshall's.

Anchor Tenants: Thrifty Foods, Sears, Target & Marshall's (coming soon)

Sub Anchor Tenants: Shoppers Drug Mart

Traffic counts (Figure 5.7) indicate the local positioning and the drive time (Figure 5.6) gives an indication of its primary trade area (5 minutes).

Figure 5.5 Hillside Estimated Commercial Space Allocation (sq.m. / sq.ft.)

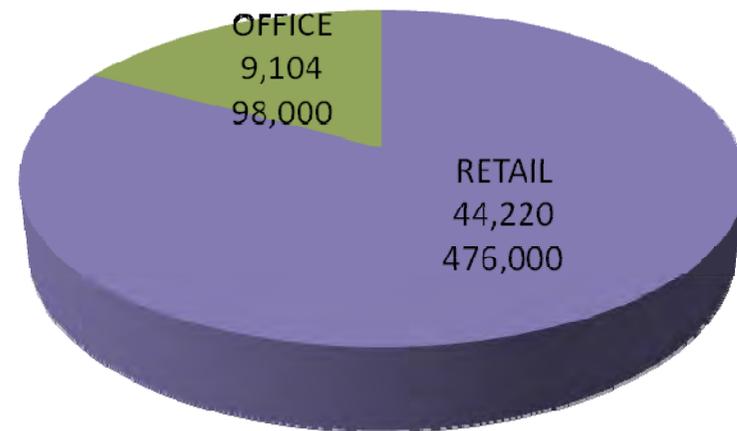


Figure 5.6 Hillside 5, 10 & 15 Minute Drive Time

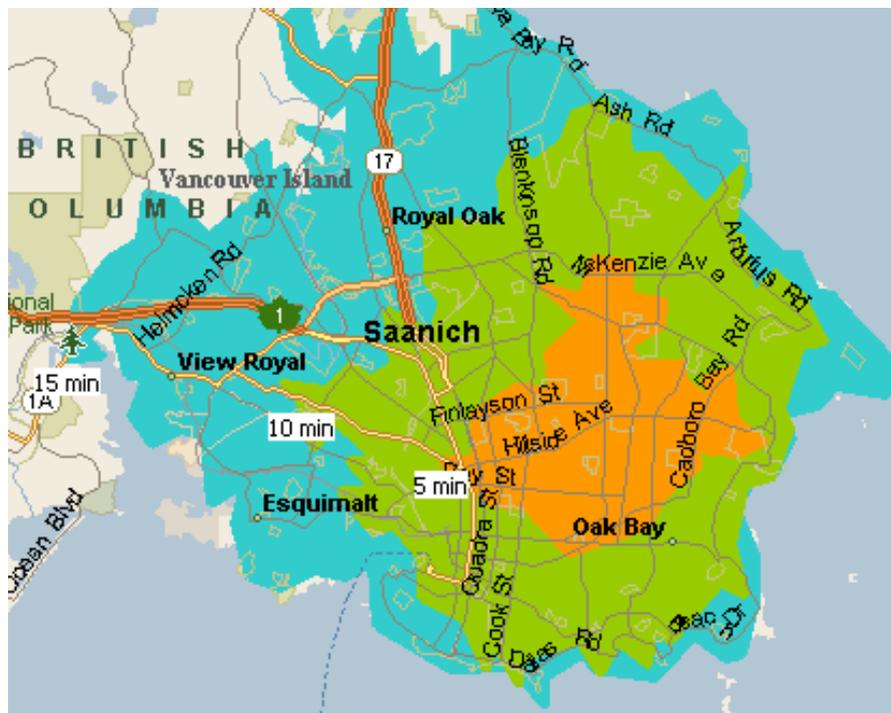


Figure 5.7 Hillside Traffic Count (2008)



5.0 Commercial Overview

5.4 University Major Centre

Major Centre: Neighbourhood Destination with low market comparison & convenience shopping.

Anchor Tenants: Safeway, Home Depot, Thrifty Foods, Canadian Tire

Sub Anchor Tenants: Pharmasave, Boston Pizza

Traffic counts (**Figure 5.10**) indicate the importance of the Shelbourne/McKenzie corridor.

The drive time of 10 minutes (**Figure 5.9**) indicates the primary trade zone of the University Centre.

Figure 5.9 University Centre 5, 10 & 15 Minute Drive Time



Figure 5.8 University Centre Estimated Commercial Space Allocation (sq.m. / sq.ft.)

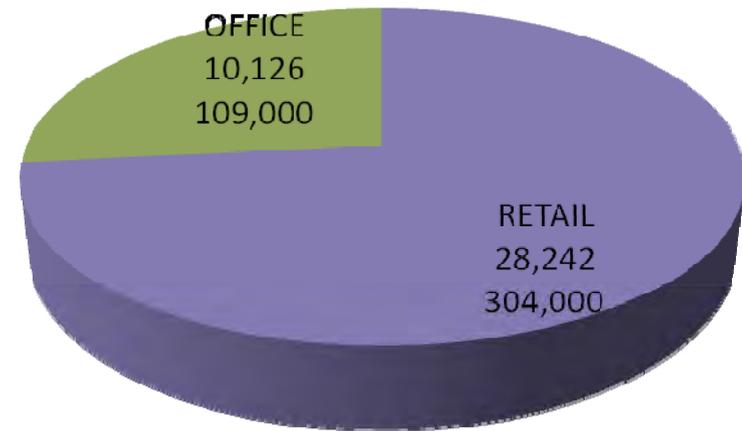
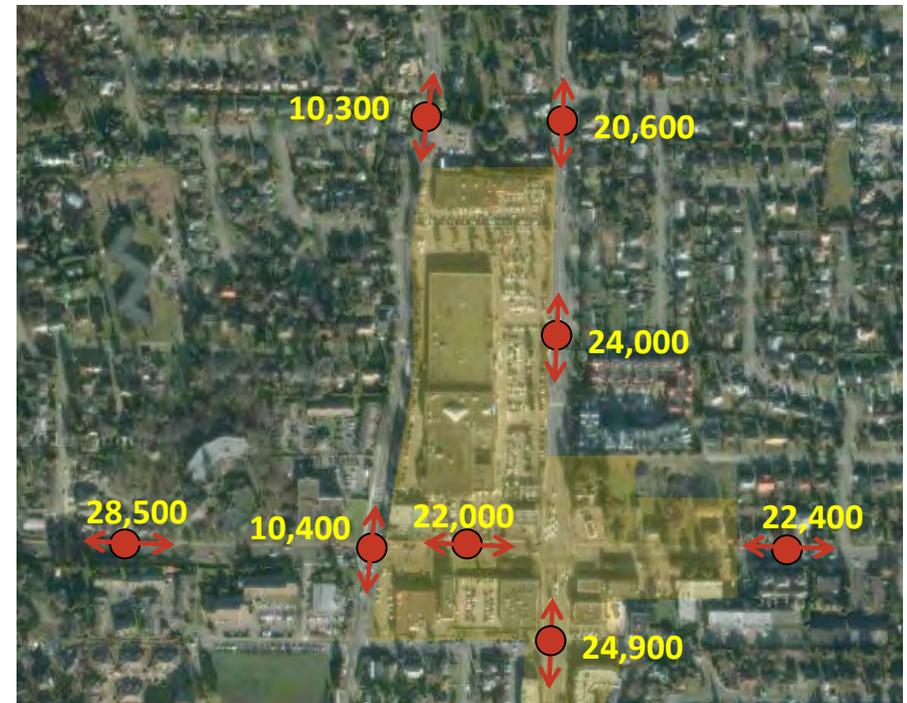


Figure 5.10 University Centre Traffic Count (2008)



5.0 Commercial Overview

5.5 Royal Oak Major Centre

Major Centre: Positioned for convenience shopping, local services (includes the Tri-Eagle office complex).

Anchor Retail Tenants: Country Grocer

Sub Anchor Retail Tenants: Shoppers Drug Mart

Traffic counts (**Figure 5.13**) indicate that Royal Oak benefits from good exposure/access from Hwy 17.

Taking into account the drive time (**Figure 5.12**) and the lack of competitive centres to the north, Royal Oak Shopping Centres's trade area encompass more northern areas.

Figure 5.11 Royal Oak Estimated Commercial Space Allocation (sq.m. / sq.ft.)

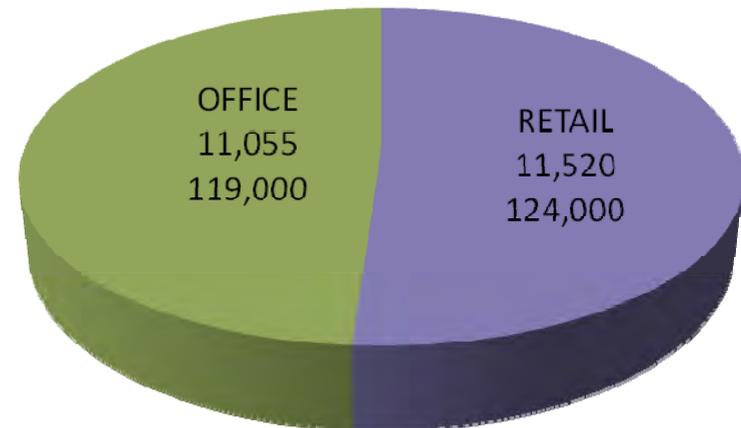


Figure 5.12 Royal Oak 5, 10 & 15 Minute Drive Time

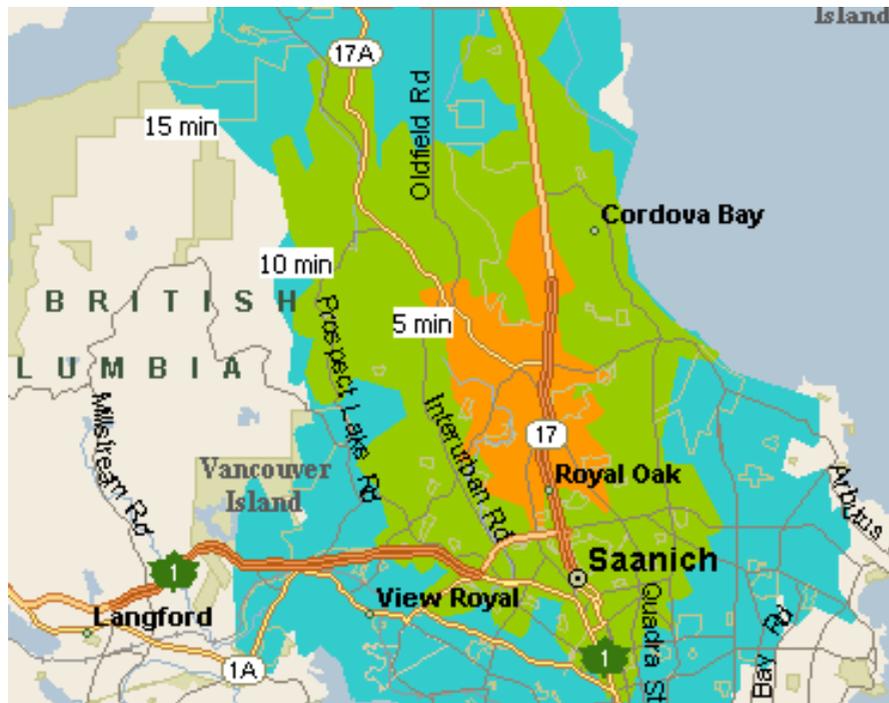


Figure 5.13 Royal Oak Traffic Count (2008)



5.0 Commercial Overview

5.6 Tillicum Burnside Major Centre

Major Centre: Regional Centre and service-oriented retail with strong anchors surrounded by restaurants, services and entertainment.

Anchor Retail Tenants: Safeway, Target

Sub Anchor Retail Tenants: Winners, Home Outfitters, London Drugs, Old Navy

Traffic counts (**Figure 5.16**) indicate that Tillicum Shopping Centre has good exposure/access from the Trans-Canada Highway.

Drawing consumers from Esquimalt, Strawberry Vale and some areas west (**Figure 5.15**), it will be impacted by the Uptown Development.

Figure 5.15 Tillicum Burnside 5, 10 & 15 Minute Drive Time



Figure 5.14 Tillicum Burnside Estimated Commercial Space Allocation (sq.m. / sq.ft.)



Figure 5.16 Tillicum Burnside Traffic Count (2008)



5.0 Commercial Overview

5.7 McKenzie/Quadra Neighbourhood Centre

Neighbourhood: Positioned as a convenience retail node with service oriented retail.

Anchor Retail Tenants: Thrifty's, London Drugs

Sub Anchor Retail Tenants: Liquor Store, Planet Organic Market

Traffic counts (**Figure 5.19**) indicate McKenzie Ave is a major transportation corridor to/from the University

Large office complex on Quadra.

Empty spaces northeast corner of McKenzie Ave and Borden St intersection and industrial area north of McKenzie Ave between Borden and Quadra

Figure 5.17 McKenzie/Quadra Estimated Commercial Space Allocation (sq.m. / sq.ft.)

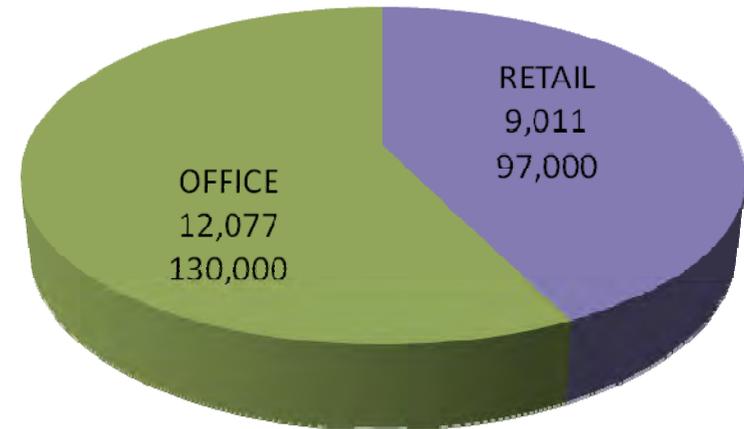
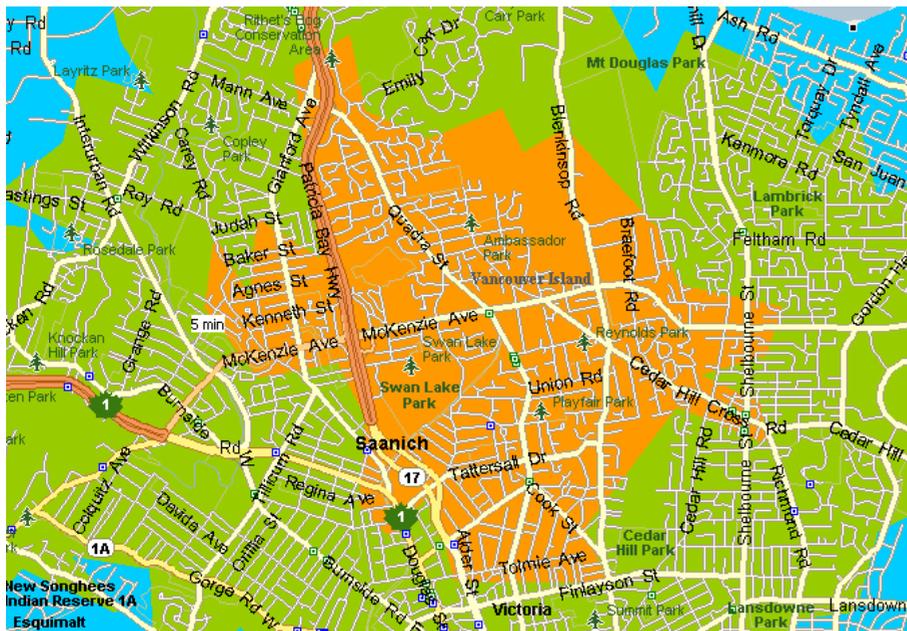


Figure 5.19 McKenzie/Quadra Traffic Count (2008)

Figure 5.18 McKenzie/Quadra 5, 10 & 15 Minute Drive Time



5.0 Commercial Overview

5.8 Cedar Hill Neighbourhood Centre

Neighbourhood: Convenience retail node with service oriented retail.

Anchor Retail Tenants: Fairway Market

Sub Anchor Retail Tenants: Pharmasave

Strategically positioned between Hillside Shopping Centre and the University Centre.

Drive times (**Figure 5.21**) indicate that the University Centre and Hillside Centre compete directly with Cedar Hill. The competitive and drive time analysis, indicates that Cedar Hill likely has little opportunity for expansion.

Figure 5.20 Cedar Hill Estimated Commercial Space Allocation (sq.m. / sq.ft.)

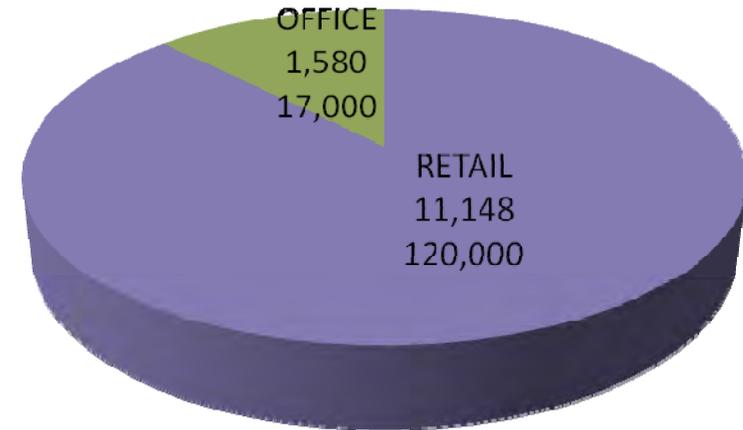


Figure 5.21 Cedar Hill 5 & 10 Minute Drive Time

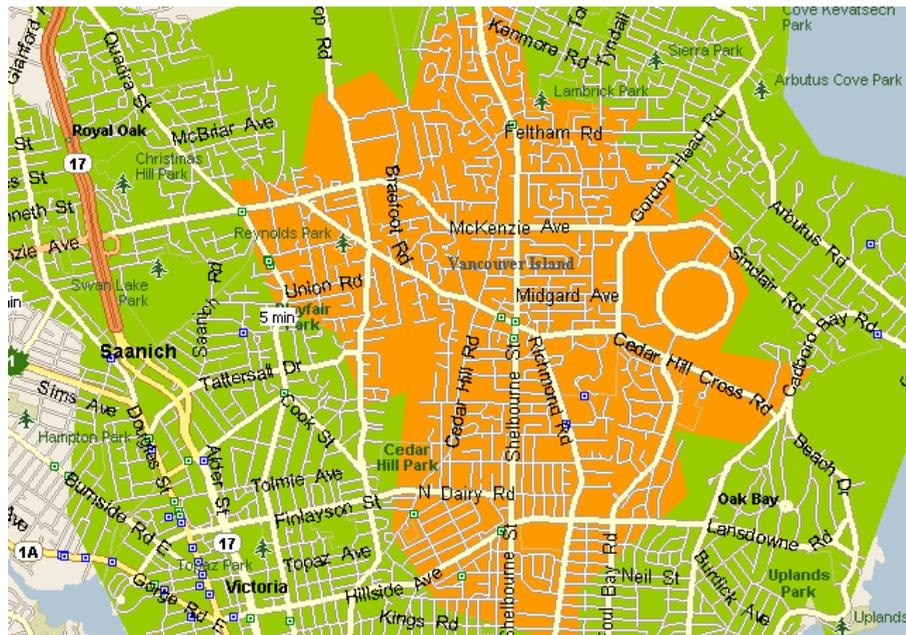


Figure 5.22 Cedar Hill Traffic Count (2008)



5.0 Commercial Overview

5.9 Broadmead Village

Neighbourhood: Convenience retail node with neighborhood comparison/service oriented retail.

Anchor Retail Tenants: Thrifty's, Canadian Tire

Sub Anchor Retail Tenants: Pharmasave, Liquor Store, Running Room

Benefits from good exposure from Highway 17, where it can be accessed via Royal Oak Dr, but is disconnected from nearby hotel cluster and Recreation Centre across Pat Bay Highway.

Drive times (**Figure 5.24**) indicate that Broadmead Village competes and complements Royal Oak SC, creating in essence one larger node.

Figure 5.24 Broadmead Village 5, 10 & 15 Minute Drive Time

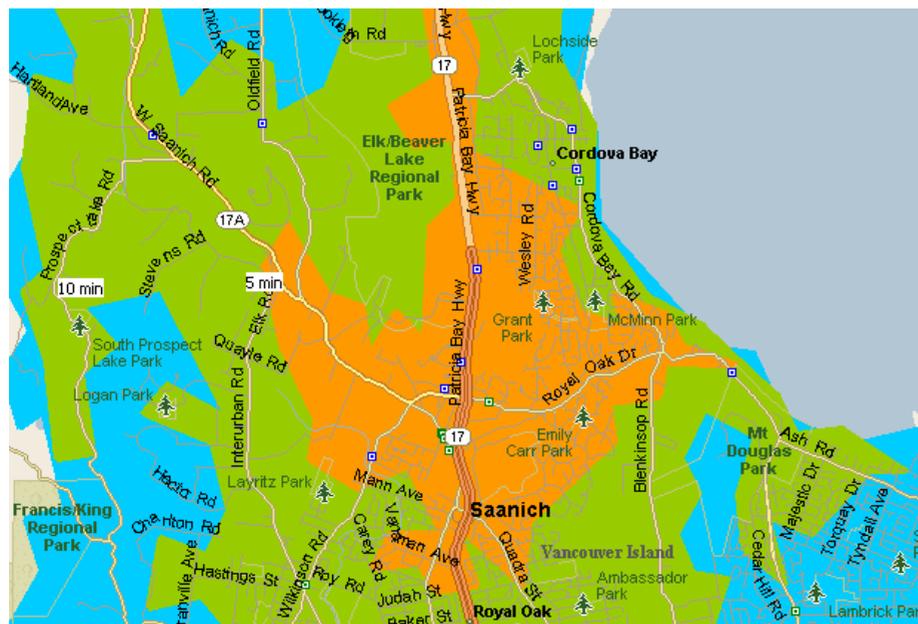


Figure 5.23 Broadmead Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)

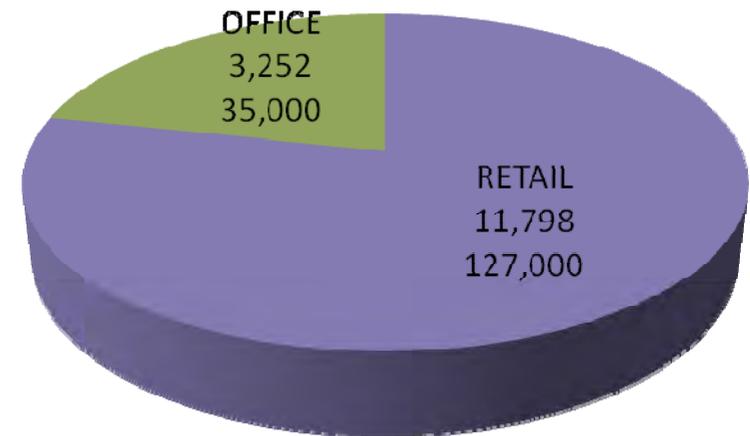


Figure 5.25 Broadmead Village Traffic Count (2008)



5.0 Commercial Overview

5.10 Four Corners Village

Village: Convenience retail node with personal services, specialty retail & a gas station.

Anchor Retail Tenants: Thrifty Foods

Sub Anchor Retail Tenants: Bank of Montreal, Petro Canada Gas Station

Benefits from the convergence of Quadra St, Cloverdale Ave & Cook St. (**Figure 5.27**). Thrifty Foods was recently renovated, while future infill or redevelopment opportunities may exist to strengthen the neighbourhood and pedestrian connectivity.

Figure 5.27 Four Corners Village 5 & 10-Minute Drive Time

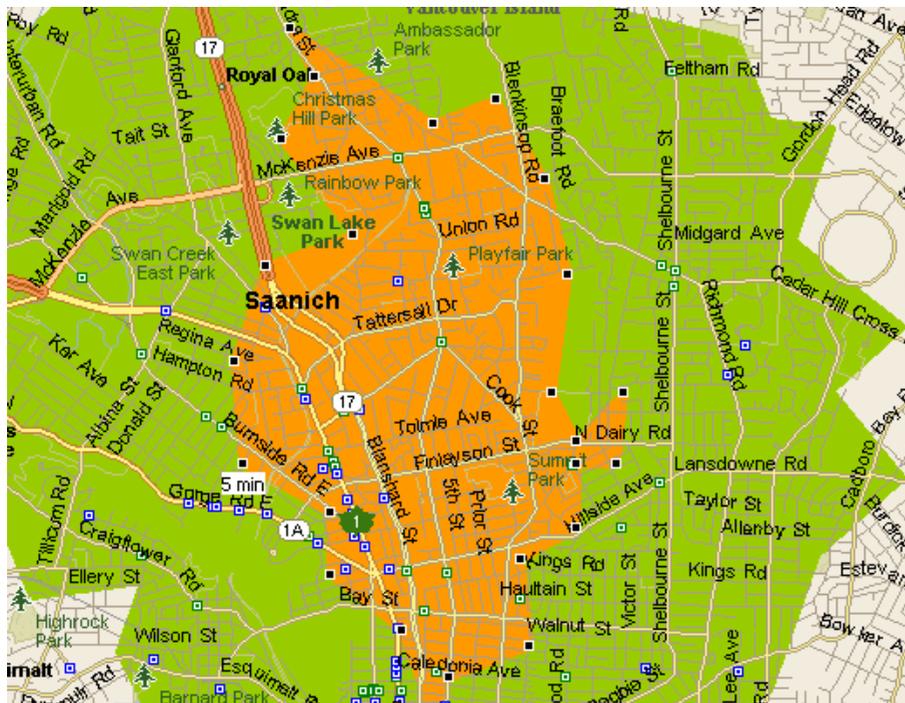


Figure 5.26 Four Corners Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)

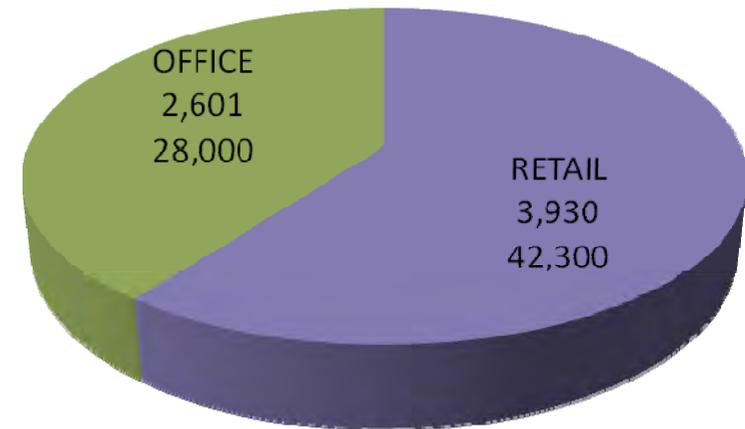


Figure 5.28 Four Corners Village Traffic Count (2008)



5.0 Commercial Overview

5.11 Cadboro Bay Village

Village: Small convenience retail node with some cafes / restaurants and personal services.

Anchor Retail Tenants: Pepper’s Foods and Starbucks

Sub Anchor Retail Tenants: Starbucks, Peoples Pharmacy

Benefits from proximity to the University of Victoria Campus and Gyro Park. Planned residential development at Cadboro Heights with lots for sale. Any office users that are in the local market are typically located within streetfront “retail” spaces.

Figure 5.29 Cadboro Bay Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)



Figure 5.30 Cadboro Bay Village 5 & 10-Minute Drive Time

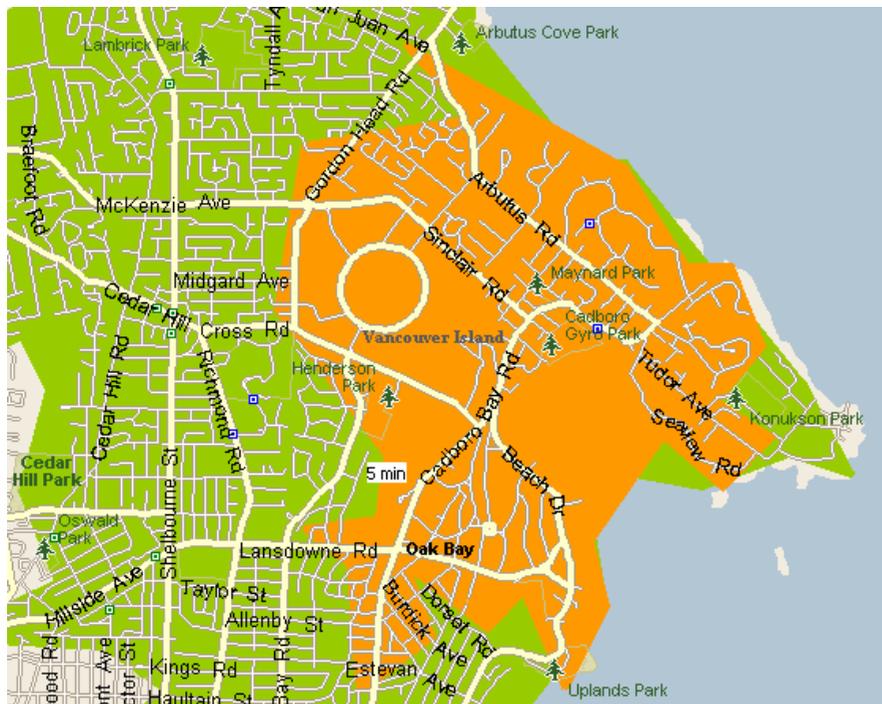


Figure 5.31 Cadboro Bay Village Traffic Count (2008)



5.0 Commercial Overview

5.12 Feltham Village

Village: Small convenience retail node with personal services.

Major Tenants: 7-Eleven, Starbucks

This node benefits from a nearby assisted living residential complex and Lambrick Park Secondary.

High traffic counts (**Figure 5.34**) for a Village Centre, though it is actually more part of the University Centre node. The proximity to University Centre limits future growth potential of this commercial node, though the Shelbourne Valley Action Plan could create some future densification opportunities.

Figure 5.32 Feltham Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)

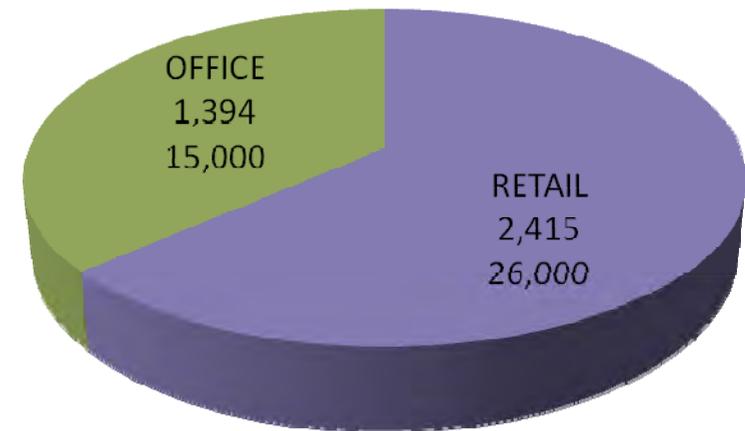


Figure 5.33 Feltham Village 5 & 10 Minute Drive Time



Figure 5.34 Feltham Village Traffic Count (2008)



5.0 Commercial Overview

5.13 Strawberry Vale Village

Village: Convenience retail node with personal services, restaurants and a gas station

Major Tenants: Mac's, Subway, Co-Op Gas Station

The node benefits from the nearby Pacific Institute of Sport, Camosun College Interurban Campus and the Vancouver Island Advanced Technology Centre.

Royal Oak is the nearest commercial node, but because of limited available land, there is likely limited growth potential beyond what exists today.

Figure 5.35 Strawberry Vale Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)



Figure 5.36 Strawberry Vale Village 5 & 10-Minute Drive Time

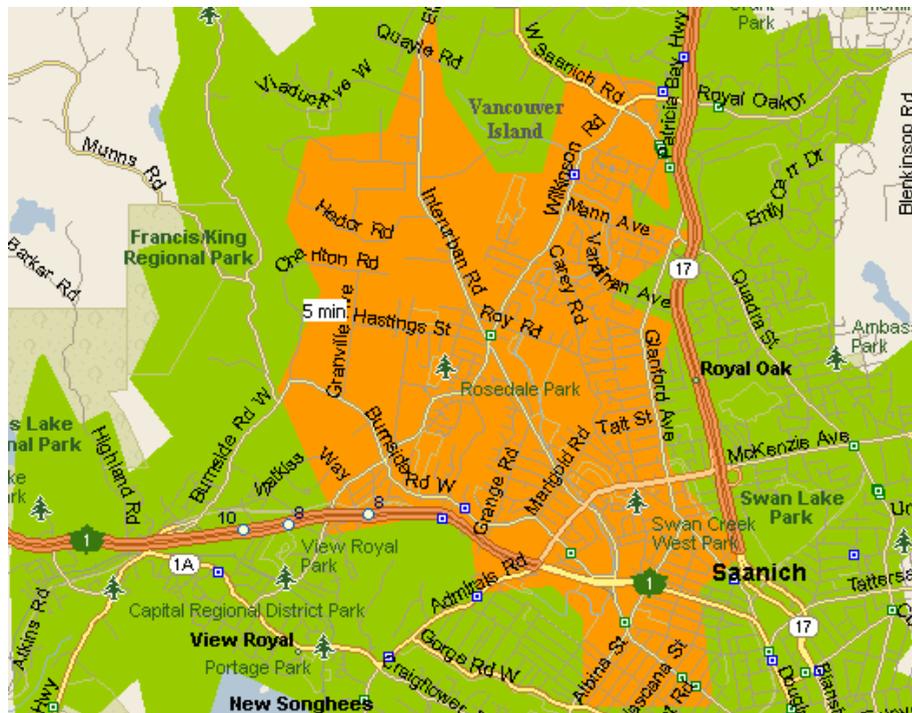


Figure 5.37 Strawberry Vale Village Traffic Count (2008)



5.0 Commercial Overview

5.14 Cordova Bay Village

Village Centre: 3 small separate nodes consisting of grocery, specialty retail/services with food & beverage and a farmers market (Mattick's Farm).

Major Tenants: Tru Value Foods, Scotia Bank

A true village commercial node, which is located along an arterial which formerly joined the Patricia Bay Highway, but which is now more of a country road, with lower traffic counts (**Figure 5.40**)

Broadmead Village is the nearest node and most likely the primary shopping centre for the area's residents.

Figure 5.38 Cordova Bay Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)

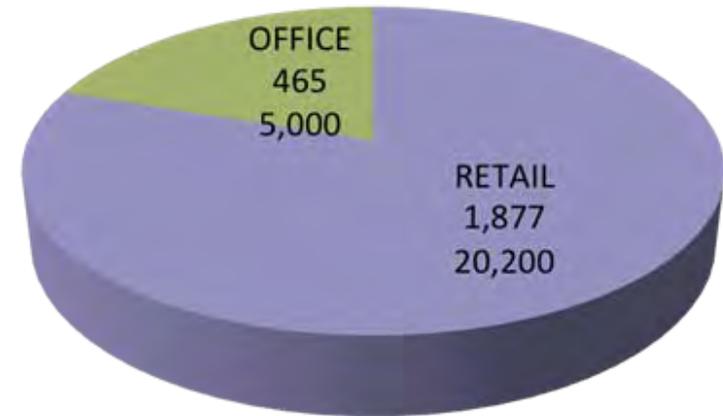


Figure 5.39 Cordova Bay Village 5 & 10 Minute Drive Time

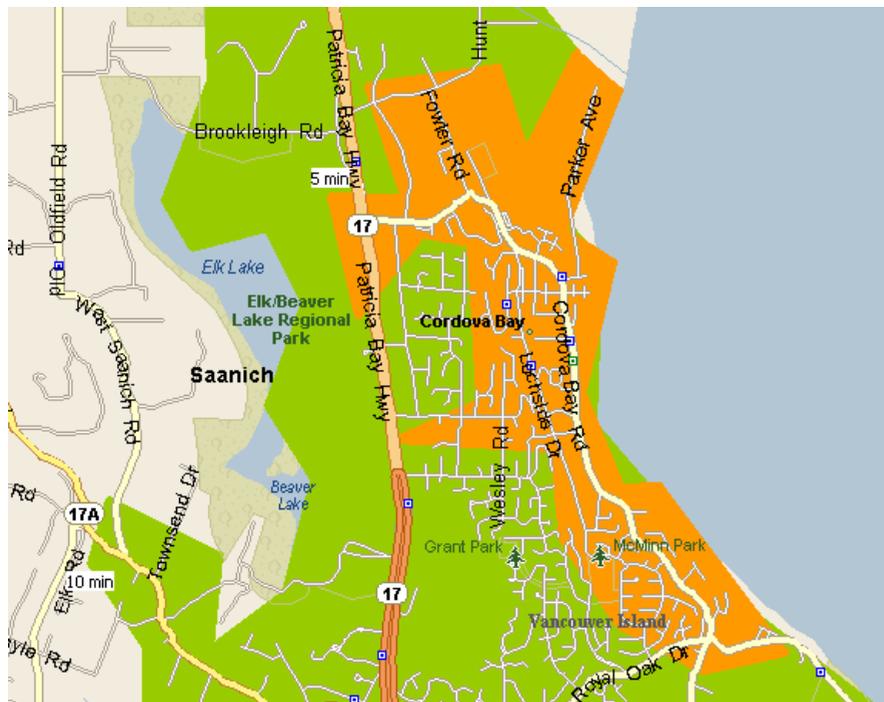


Figure 5.40 Cordova Bay Village & Mattick's Farm Market Traffic Count (2008)



5.0 Commercial Overview

5.15 Gorge Village

Village Centre: Village consisting of grocery, personal services, specialty retail, F&B and a gas station.

Major Tenants: Fairway Market, Shoppers Drug Mart, Starbucks, BC Liquor Store

Although traffic counts (Figure 5.43) are strong, Gorge Village's proximity to Tillicum and Uptown limits future commercial growth opportunities, unless residential densities increase.

Figure 5.41 Gorge Village Estimated Commercial Space Allocation (sq.m. / sq.ft.)



Figure 5.42 Gorge Village 5 & 10 Minute Drive Time



Figure 5.43 Gorge Village Traffic Count (2008)



5.0 Commercial Overview

5.16 Prospect Lake Rural Village

Rural Village: Small Village Centre consisting of a auto oriented convenience and F&B.

Major Tenants: Save-on-Gas, Roadhouse Bar & Grill, Ken’s Café.

Although it is located in a low density residential area, the traffic counts (**Figure 5.46**) in combination with drive time analysis (**Figure 5.45**) and competitive supply may result in future commercial development opportunity for this node.

Figure 5.44 Prospect Lake Estimated Commercial Space Allocation (sq.m. / sq.ft.)



Figure 5.45 Prospect Lake 5 & 10-Minute Drive Time

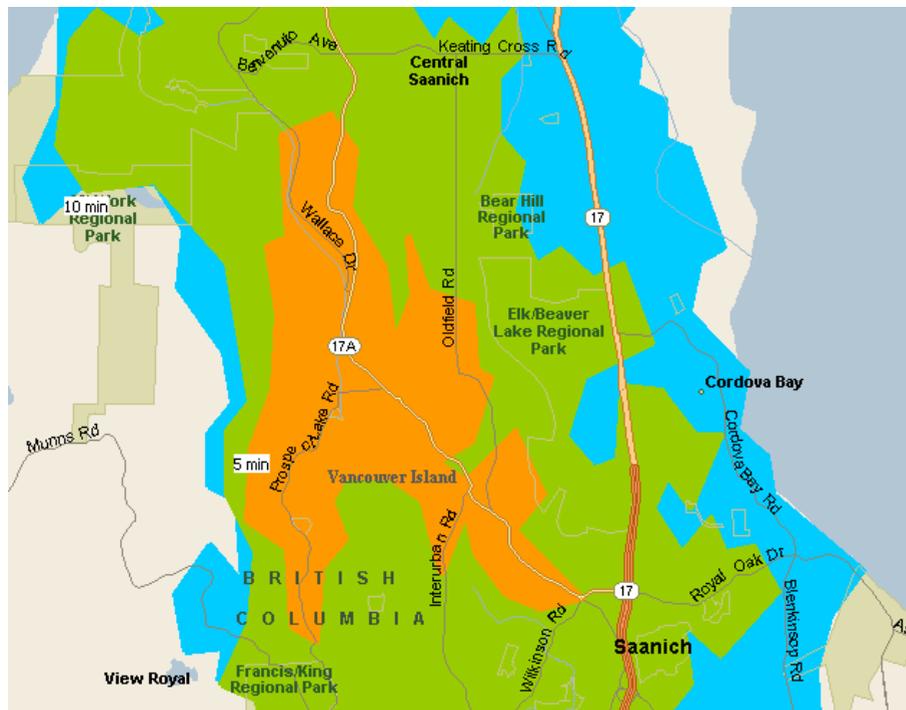


Figure 5.46 Prospect Lake Traffic Count (2008)



SECTION 6.0

RETAIL SUPPLY ANALYSIS



6.0 Retail Supply Analysis

6.1 Introduction

This section examines the current and future characteristics of retail supply within the District of Saanich to gain a complete understanding of how the retail market is performing, as well as to provide a baseline towards calculating the amount of demand (sq.ft.) necessary over the coming years.

After documenting the overall regional and local retail environment, as shown in **Figures 6.3 to 6.7** and summarized in **Tables 6.1 to 6.3**, this section will assess both the historic and current retail market performance metrics to accurately forecast and project future demand scenarios.

It is important to understand that the scale of a given retail centre and the traffic count volumes of its adjacent roads are naturally linked. **Figure 6.1** shows how the scale of a retail program can shift with traffic counts. Exposure to high traffic counts and pedestrian access are most often the greatest determining factor influencing retailers decisions related to location. More often than not, high traffic counts translate into high shopper patronage. The scale of each node is driven by its proximity to the regions highest volumes of traffic.

Subsequently, major commercial nodes have been developed along Patricia Bay Highway, the major north/south arterial that connects Victoria to Swartz Bay Ferry Terminal and Victoria International Airport. In addition, other major routes, including McKenzie Avenue and Shelbourne Street, attract the majority of commercial development in Saanich.

As was evident from fieldwork investigations and supplementary research, there is a strong hierarchy of commercial centres in Saanich. The current OCP Centre and Village designations are conceptual and are expected to evolve over time.

Figure 6.2 illustrates the conceptual hierarchical relationship in Saanich comprising Major Centres, Neighbourhood Centres, Villages and Rural Villages.

Figure 6.1 Traffic Counts & Associated Supportable Retail Space



Copyright: MXD Development Strategists Ltd.

Figure 6.2 Current District of Saanich Retail Hierarchy

Major Centres

- Uptown
- Royal Oak
- Tillicum
- University
- (Hillside)

Neighbourhood Centres

- Quadra McKenzie
- Cedar Hill

Village Centres

- Cordova Bay
- Broadmead
- Gorge
- Four Corners
- Feltham
- Cadboro Bay

Rural Village

- Prospect Lake
- Strawberry Vale



6.2 Regional Retail Market Overview

The Greater Victoria retail market has remained relatively healthy over the past year. Uptown Phase 1 was effectively absorbed into the market in 2011 and has been effective in attracting national and International tenants.

In contrast to the stability shown across various areas and shopping centres in the regional market, the downtown streetfront retail market has suffered over the past two years.

Tourism is a significant driver for Greater Victoria’s retail market and the downtown street front retail has always been the primary beneficiary of the successes of the region’s tourism industry. For the second straight year, tourism indexes were down. Retail vacancy rates have gone from 2.7% in 2008 to 7.4% in 2011.

In addition, there has been a continuing “flight to quality” trend. This has provided upward pressure on higher caliber shopping centre rates while applying downward pressure on lower caliber centres. **Table 6.1** shows how the various sub markets have performed comparatively.

6.0 Retail Supply Analysis

An historical analysis, as revealed in **Figure 6.3**, illustrates the impact that the Uptown Shopping Centre project has had in bringing a large amount of inventory to Saanich in an otherwise slow-growing retail market.

Referring to **Figure 6.3**, an average of 7,225 sq.m. (77,773 sq.ft) per year was introduced to Saanich since 2006 with most occurring in 2010. The rest of region averaged 6,281 sq.m. (67,608 sq.ft) per year, primarily driven by retail development in Langford.

Retail vacancy rates have remained very low in Saanich over the past five years. A spike occurred in 2010 with the introduction of Uptown, but in the face of this large retail space entry, retail vacancy rates have remained very healthy. The rest of the region has also demonstrated healthy retail vacancy rates.

6.3 Saanich Retail Market Overview

The District of Saanich retail market has continued to perform well and remains stable in comparison with other comparable Canadian markets.

Table 6.1 Greater Victoria Retail Sub-Market Comparison

Greater Victoria Market Comparisons										
CENTRES	#	INVENTORY (SF)	TOTAL VACANT	VACANCY RATE (Q4 2011)	2011 VACANCY		VACANCY RATE (Q4 2010)	NET	NET	NET NEW SUPPLY
					RATE CHANGE FROM 2010	ABSORPTION (2011)		ABSORPTION (2010)		
Sidney	6	214,391	6,745	3.15%	↑ 2.90%		0.25%	-6,245	3,900	0
Central Saanich	7	167,510	9,197	5.49%	↓ -5.61%		11.10%	9,403	-9,889	0
Saanich	25	1,971,879	59,408	3.01%	↓ -0.67%		3.68%	20,467	251,387	0
Victoria	17	1,852,691	53,746	2.90%	↑ 1.48%		1.42%	-27,433	17,252	0
Oak Bay	2	39,566	820	2.07%	↓ -1.47%		3.54%	580	-1,400	0
Esquimalt	2	66,133	0	0.00%	↓ -2.40%		2.40%	1,584	3,000	0
View Royal	4	217,152	14,887	6.86%	↑ 2.72%		4.14%	-5,887	-3,585	0
Colwood	4	131,779	1,640	1.24%	↓ -14.21%		15.45%	-19,333	-20,355	-38,048
Langford	6	782,154	21,278	2.72%	↓ -1.75%		4.47%	37,922	4,001	26,188
Sooke	3	124,424	6,999	5.63%	↓ -4.09%		9.72%	21,801	-10,300	18,500
Greater Victoria Market Comparisons by Shopping Centre Type										
Regional	4	1,737,136	5,345	0.31%	↑ 0.16%		0.15%	-2,916	22,542	0
Community	6	1,355,086	49,781	3.67%	↓ -2.38%		6.05%	74,430	264,217	26,188
Neighbourhood	35	1,902,566	82,841	4.35%	↑ 1.00%		3.35%	41,111	-38,765	-19,548
Convenience	31	572,891	36,753	6.42%	↓ -0.46%		6.88%	2,456	13,983	0
MARKET TOTALS	76	5,567,679	174,720					32,859	234,011	6,640

Source: Colliers International

6.0 Retail Supply Analysis

Figure 6.3 New Retail Supply Trend

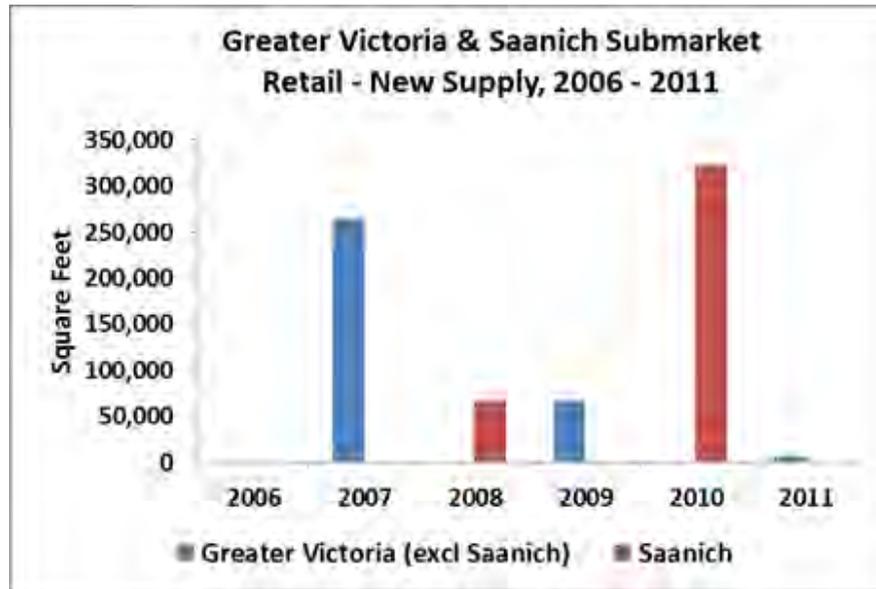
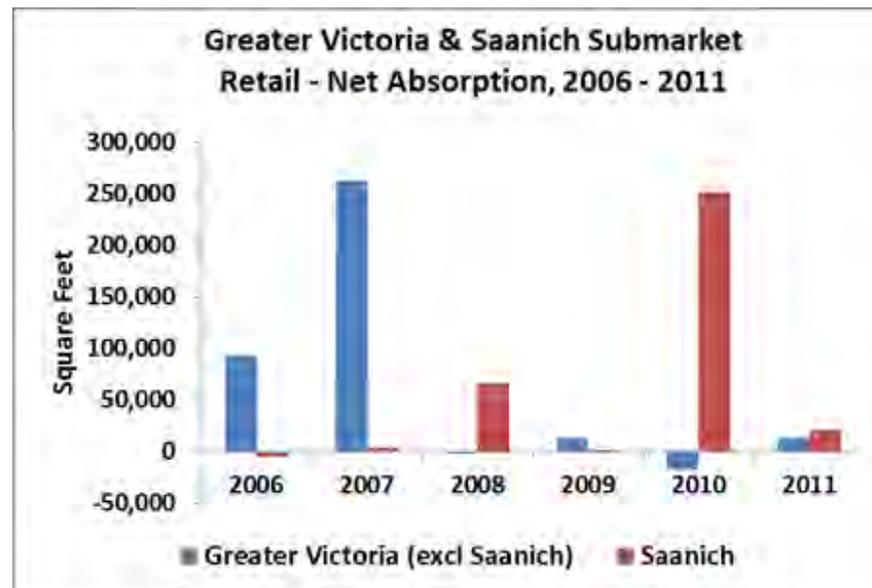


Figure 6.4 Retail Vacancy Rate Trend



Figure 6.5 Retail Absorption Trend



6.0 Retail Supply Analysis

According to Colliers International's Canada Retail Real Estate Report (Spring 2012), retail lease and vacancy rates have remained stable for Neighbourhood, Regional and Power Centre formats.

As noted in **Figure 6.5**, net absorption in Saanich remained low throughout the past five years, with the exception of 2010 when Uptown opened. Overall net absorption in Saanich averaged 5,244 sq.m./56,338 sq.ft. per year since 2006.

The rest of Greater Victoria demonstrated rapid absorption in 2006-2007, but has since remained relatively slow growing. Its average of 5,605 sq.m./60,344 sq.ft. since 2006 closely matches that of Saanich.

Retail growth has continued into 2012 with the continued expansion/development of various projects throughout the region, in particular Saanich's Uptown Development which is emerging as the region's foremost upcoming retail centre sought after by the market's top tenants.

As new development has occurred over the past several years, retail tenants are taking advantage of the situation by re-locating to higher quality retail locations or opening new stores to capture untapped segments of the region.

Through detailed fieldwork investigations and subsequent research by MXD Development Strategists, the estimated total inventory for retail space in Saanich was 268,500 sq.m./2.89 million sq.ft. (refer to **Table 6.2**).

The latter total represents an estimate that includes street retail formats, all shopping centres within Saanich's boundary, as well as Hillside Shopping Centre.

In addition, the MXD inventory calculations took into account Uptown's planned 60,387 sq.m./650,000 sq.ft. of retail.

In conjunction with field investigations and research, Colliers International provided inventory estimates along with a history of performance metrics (refer to **Table 6.3** and **Figure 6.7**).

The Colliers inventory assessment focuses on organized shopping centre space only and subsequently the total inventory is lower than the estimated floorspace calculations of 268,500 sq.m./2.89 million sq.ft., which took into account a more diverse range of retail formats as well as including the Hillside Shopping Centre, which straddles the District of Saanich boundary with the City of Victoria (even though the Shopping Centre itself is in the City of Victoria).

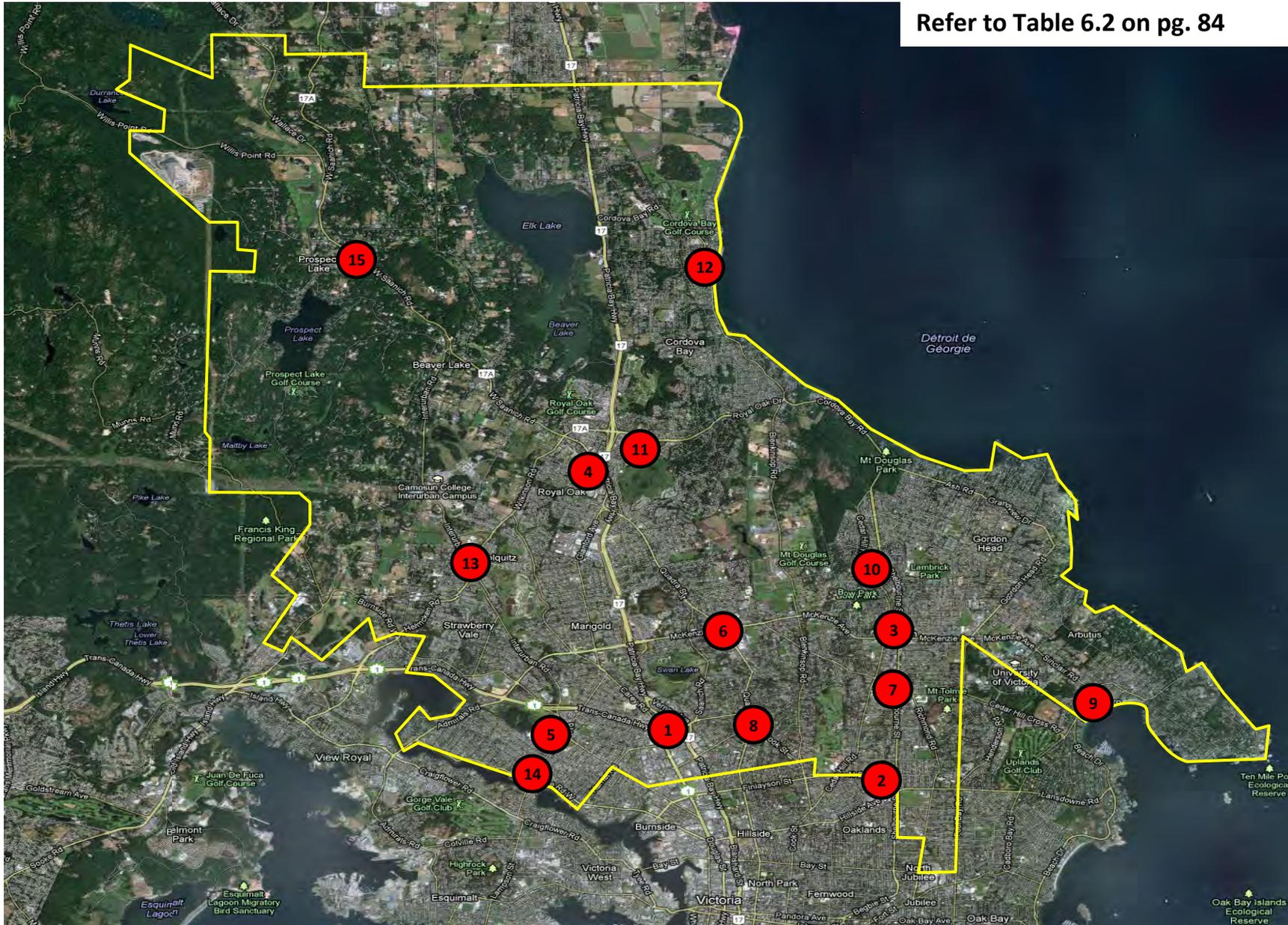
As shown in **Table 6.4**, over the past 5 years the Saanich Sub-Market has added an annual average of 7,225 sq.m./77,773 sq.ft. and absorbed an annual averaged of 5,244 sq.m./56,338 sq.ft. In addition, with a current vacancy of approximately 3%, overall market metrics point to a stable retail market. Generally, a retail vacancy rate below 5% is considered to be healthy.

As evident in **Figure 6.7** Saanich experienced a spike in retail supply in 2010. This was mainly due to Uptown's continuing expansion which included Walmart, Future Shop, Shoppers Drug Mart and Best Buy. With a significant increase in absorption and a retail vacancy rate which only slightly edged up, the stability of the market was reaffirmed. With no additional supply in 2011, the retail vacancy moved from 3.7% to 3.0%.

6.0 Retail Supply Analysis

Figure 6.6 District of Saanich Retail Supply Summary Map

Refer to Table 6.2 on pg. 84



Source: MXD Development Strategists

6.0 Retail Supply Analysis

Table 6.2 District of Saanich Retail Supply Summary Matrix by Centre & Village

Saanich Retail Centre & Village Summary Matrix					
NAME	LOCATION	DESIGNATION	TOTAL RETAIL AREA (est sq.ft.)	TOTAL RETAIL AREA (est sq.m.)	Notable Tenants
1 Uptown Centre	Douglas Str. & Saanich Rd.	Regional Major Center	880,000	81,752	Walmart, Future Shop, Shoppers Drug Mart, H&M, Forever 21
2 Hillside Centre	Hillside Ave. & Shelbourne Str.	Major Centre	476,000	44,220	Thrifty Foods, Sears, Shoppers Drug Mart, Target (2014)
3 University Centre	McKenzie Ave. & Shelbourne Str.	Major Centre	304,000	28,242	Safeway, Home Depot, Canadian Tire, Thrifty's
4 Royal Oak Centre	West Saanich Rd. & Viewmont Ave.	Neighbourhood Centre	124,000	11,520	Country Grocer, Shoppers Drug Mart
5 Tillicum - Burnside Centre	Burnside Rd. W. & Tillicum Rd.	Major Centre	538,000	49,980	Safeway, Winners, Home Oufitters, London Drugs, Target (2013)
6 McKenzie - Quadra Centre	McKenzie Ave. & Quadra Str.	Neighbourhood Centre	97,000	9,011	Thrifty Foods, London Drugs, Liquor Store, Planet Organic Market
7 Cedar Hill Centre	Cedar Hill Cross Rd. & Shelbourne Str.	Neighbourhood Centre	120,000	11,148	Fairway Market, Liquor Store
8 Four Corners Village	Cook Str. & Quadra Str.	Village	42,300	3,930	Thrifty Foods, BMO
9 Cadboro Bay Village	McKenzie Ave & Cadboro Bay Rd.	Village	35,000	3,252	Pepper's Foods, Starbucks, Peoples Pharmacy
10 Feltham Village	Shelbourne Str. & Feltham Rd.	Village	26,000	2,415	7-Eleven, Starbucks, Mount Doug Market
11 Broadmead Village	Patricia Bay Hwy. & Royal Oak Dr.	Neighbourhood Centre	127,000	11,798	Thrifty Foods, Canadian Tire, Pharmasave, Liquor Store
12 Cordova Bay Village	Cordova Bay Rd. & Doumac Ave.	Village	40,200	3,735	Tru Value Foods, Scotia Bank
13 Strawberry Vale Village	Interurban Rd. & Wilkinson Rd.	Village	30,000	2,787	Mac's, Subway, Co-Op Gas Station
14 Gorge Village	Tillicum Rd. & Gorge Rd. West	Village	45,000	4,181	Fairway Market, Shoppers Drug Mart, Starbucks, BC Liquor Store
15 Prospect Lake Rural Village	West Saanich Rd. & Prospect Lake Rd.	Rural Village	6,000	557	Save-on-Gas, Roadhouse Bar & Grill, Ken's Café
TOTAL			2,890,500	268,527	
2011 Saanich Population	109,752	Floorspace Per Capita:	26.34	2.45	

Source: MXD Development Strategists

6.0 Retail Supply Analysis

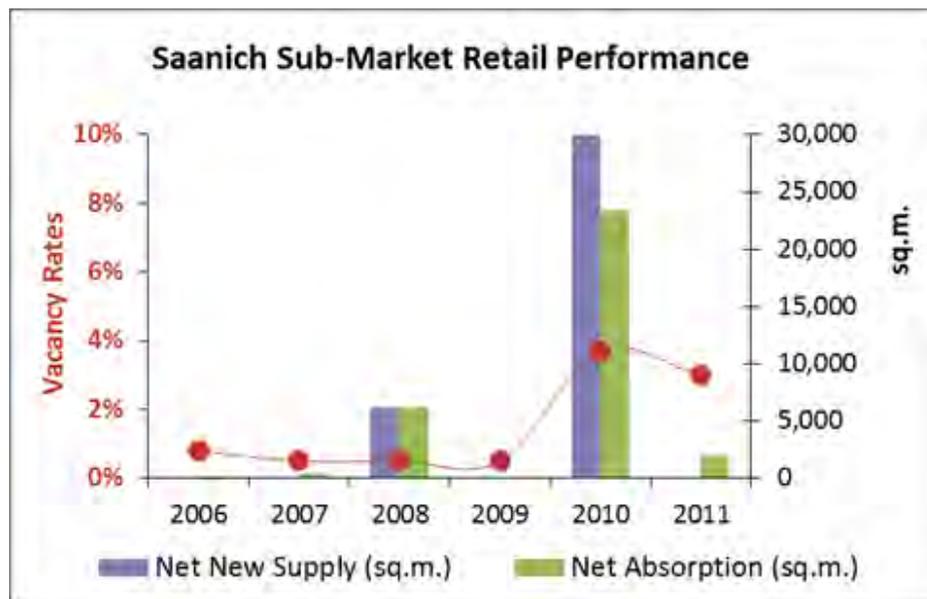
Table 6.3 Sub Market Retail Performance (Organized Shopping Centres Only)

Saanich Submarket Retail Market Indicators							
Retail Market Activity 2006 to 2011							
Market Indicator	Annual Market Indicators*						Period Avg.
	2006	2007	2008	2009	2010	2011	
# of Centres	24	24	25	25	25	25	
Total GLA (sq.ft.)	1,779,443	1,779,443	1,845,582	1,845,582	2,168,308	1,971,879	
Total GLA (sq.m.)	165,310	165,310	171,455	171,455	201,436	183,188	
Vacant (sf)		9,641	9,800	8,536	79,875	59,408	
Vacancy Rate (%)	0.8%	0.5%	0.5%	0.5%	3.7%	3.0%	
Net Absorption (sq.ft.)	-5,264	4,195	65,980	1,264	251,387	20,467	56,338
Net Absorption (sq.m.)	-489	390	6,130	117	23,354	1,901	5,234
Net New Supply (sq.ft.)		0	66,139	0	322,726	0	77,773
Net New Supply (sq.m.)		0	6,144	0	29,981	0	7,225

Source: Colliers International - Victoria Office.
Note: * December Year-End Reporting.

Source: Colliers International

Figure 6.7 Sub-Market Retail Performance



Source: Colliers International



6.0 Retail Supply Analysis



Uptown



Hillside Shopping Centre (in City of Victoria)



McKenzie Quadra Area



Cedar Hill Crossroad & Shelbourne Area



University Centre: McKenzie & Shelbourne



Tuscany Village: McKenzie & Shelbourne



Royal Oak Shopping Centre



Broadmead Village



Tillicum Mall

SECTION 7.0

RETAIL DEMAND ANALYSIS



7.1 Introduction

To lay a foundation for allocation of retail demand in Saanich's Centres and Villages, it is firstly important to determine the overall demand for Saanich as a whole. This section estimates overall demand through "triangulation" of the three variables of population growth, retail expenditures, and historic absorption. This demand estimate can then be used to estimate floor space and land allocations projected to accommodate growth over time.

7.2 Retail Space Per Capita - ALL Retail:

To analyze whether Saanich is currently under retailled or over retailled at a high level, Saanich's retail space per capita ratio was assessed.

According to the International Council of Shopping Centres (ICSC), retail space per capita in the United States is estimated to average 4.3 sq.m.(46.6 sq.ft) per capita, which is a retail industry standard used across North America. Saanich's estimate of 2.4 sq.m.(26 sq.ft) per capita is just over half the US average and representative of Saanich's centrality in that it is not a remote regional market, but rather part of one larger retail area.

Although the per capita rate is lower, this does not suggest nor necessitate that Saanich should dramatically increase its retail space. Because Saanich is not a regional market and its boundaries touch other jurisdictions the reality is that a figure of 2.4 sq.m.(26 sq.ft) per capita actually implies that Saanich has a more balanced market. The District is thus in a strong position to maintain sustainable growth without running the risk of being over-retailled.

7.3 Retail Space Per Capita - Shopping Mall & Power Centre Floor Space Only:

In addition to examining the total retail inventory of Saanich, another per capita ratio looks at just the amount of Shopping Mall and Power Centre retail space.

According to ICSC, the ratio of shopping centre space in the United States is estimated at 2.1 sq.m.(23.1 sq.ft) per capita. Accordingly, **Table 7.1** documents the retail space per capita ratios of Shopping Mall and Power Centre space for major Census Metropolitan Areas (CMAs) across Canada. This data was released in the Fall 2011 Canadian Retail Report as published by Colliers International Vancouver.

As seen in **Table 7.1**, the Greater Victoria CMA is estimated to have 1.2 sq.m.(3.15 sq.ft) per capita of Shopping Mall & Power Centre Space combined, which places it as the lowest ranked among other CMAs profiled. In fact, the overall average of all the CMAs profiled in Canada is 1.8 sq.m.(19.18 sq.ft) per capita, further implying that Saanich is not over-retailled, but rather closer to being relatively balanced, this also suggests that Saanich could absorb slightly more demand.

Saanich's regionally-central context in which it serves a wider market, suggests that a per capita ratio of Shopping Mall & Power Centre space for the District of Saanich could feasibly accommodate an increase in the range of 1.4-1.6 sq.m.(15-17 sq.ft) per capita over the next few years (i.e. 5 years).

Table 7.1 Retail Per Capita Comparison Shopping Mall & Power Centre GLA (2011 Estimates)

CMA	2011 Shopping Mall GLA	2011 Power Centre GLA	2011 Shopping Mall GLA Per Capita	2011 Power Centre GLA Per Capita	2011 Total GLA Per Capita
Victoria	3,383,220 sf	1,325,160 sf	9.45	3.70	13.15
Vancouver	24,828,690 sf	8,003,670 sf	10.38	3.35	13.73
Montreal	39,799,040 sf	16,806,050 sf	10.31	4.35	14.66
Winnipeg	8,249,560 sf	3,450,400 sf	10.95	4.58	15.53
Ottawa-Gatineau	13,965,730 sf	8,280,530 sf	11.46	6.79	18.25
Saskatoon	3,058,920 sf	1,817,670 sf	11.53	6.85	18.38
Toronto	100,286,750 sf	26,444,300 sf	17.47	6.61	22.08
Calgary	19,263,660 sf	11,333,400 sf	15.50	9.12	24.62
Halifax	7,521,250 sf	3,257,720 sf	18.65	8.08	26.73
Edmonton	21,464,210 sf	11,378,590 sf	18.25	9.67	27.92
Total - Above CMAs	241,821,030 sf	92,097,490 sf	13.87	5.28	19.18

Sources:

The Retail Report Canada, Fall 2011 Edition, Colliers International Vancouver

Centre for the Study of Commercial Activity

Annual Demographic Estimates: Sub-Provincial Areas 2005 - 2010, Statistics Canada, Cat No. 91-214-x

7.4 Retail Demand By Expenditure

An additional layer of retail demand, in addition to per capita ratios is premised on retail spending (aka retail expenditure) growth in the market.

While it is acknowledged that Saanich Residents’ retail spending is not isolated to within the District’s borders and in fact extends beyond the boundaries into neighbouring municipalities, for the purposes of this study, the District’s population is used in forecasting retail demand through spending.

The analysis of spending applies per capita retail spending (excluding auto sales) as sourced to the Environics Analytics Western Canada 2012 database.

For the estimated per capita retail spending figure (estimated at \$10,201 in 2012), new population growth based on the low, moderate and high estimates were applied to determine the aggregate new total spending generated by new population growth.

Next, the new population retail spending “pie” is divided by an approximate retail sales productivity figure (estimated at \$275 per sq.ft. / \$2,960 per sq.m.) to determine the estimated annual retail demand (in floor space).

Finally, this annual retail demand estimate is grown cumulatively with the population growth to determine the amount of new retail space that could be supported by new population growth.

For example, using the Moderate population growth rate of 0.45% applied to Environics Analytics and Statistics Canada estimated retail expenditure for 2012 for the District of Saanich reveals the following estimated retail demand for the year 2012:

Table 7.2 Estimated Annual Retail Floor Space Demand Based on Retail Expenditure of New Population Growth in the District of Saanich

Per Cap Retail Spending (2012 est)	\$10,201
New Population Growth per Year	449
New Spending	\$4,580,249
Sales Productivity	\$275/sq.ft. or \$2,960/sq.m.
Annual Retail Demand sq.ft.	16,655 sq.ft. or 1,547 sq.m.

7.5 Current Estimated Residual Retail Demand

To understand future growth and opportunities for the District of Saanich, another measure of demand is residual demand. Residual demand provides a snapshot of the current level of retail warranted in the District of Saanich measured against the current level of inventory.

Accordingly, by applying the same principle as outlined in determining Retail Demand Expenditure, but for the year 2011, the District of Saanich’s current demand for retail space is estimated to be approximately 369,414 sq.m./3.9 million sq.ft., resulting in a net residual demand of just under 100,887 sq.m./1.1 million sq.ft. This value suggests that Saanich’s current retail inventory is below the demand generated by the current population.

However, Saanich is located in the centre of the Greater Victoria Region and thus not only does Saanich garner inflow of demand, but there is also outflow of retail demand. **Therefore, not all retail demand noted as residual can nor should be accommodated within the District of Saanich.**

This is consistent with current market sentiment which suggests there is some degree of latent demand in the market for retail floor space in the District of Saanich. While this is not a concrete figure, it does provide an order of magnitude for current retail demand conditions, further validated by the declining retail space per capita ratios.

For this reason, the methodology utilized herein which utilizes a “triangulation” approach recognizes that a more harmonized and blended average is more pragmatic given the locational context of Saanich in the Greater Victoria and Capital Region.

7.6 Future Saanich Retail Demand

To determine the feasible warranted demand for retail space throughout the entire District of Saanich over the next approximate 20 years, a custom demand model was created.

The model takes into account three different variables in formulating demand through “triangulation”; population growth, retail expenditure, and historic absorption. Through this triangulation (refer to **Figure 7.1**), a blended average is created so that no one variable is relied upon for calculating the future retail demand. The blended average is revealed in the detailed tables in **Appendix D**.

Per Cap Retail Spending (2011)	\$9,085
Total Population District of Saanich	109,752
Aggregate Retail Spending	\$1,093,530,404
Sales Productivity	\$275/sq.ft.
	\$2,960/sq.m.
Current Estimated Retail Demand	3,976,474 sq.ft.
	369,414 sq.m.
Current Estimated Retail Floor Space	2,890,500 sq.ft.
	268,527 sq.m.
Residual Demand	-1,085,974 sq.ft.
	-100,887 sq. m.

7.0 Retail Demand Analysis

Population and the resulting expenditure output are based on a Moderate Population Growth Forecast of 13,000 new residents by 2036 at an average annual growth rate of 0.45%.

For historic absorption rates, data was sourced from Colliers to establish consistency with estimated retail market performance indicators. Recognizing that absorption rates fluctuate from year to year depending on when new retail projects are completed and absorbed into the market, a five year average was calculated to understand how the Saanich-specific market fared before, during and after the economic downturn. This average allows the model to negate any anomalies.

Rather than looking at specific years, the model displays retail demand for population benchmarks as summarized below and further outlined in **Figure 7.2**.

Figure 7.1 Triangulation of Retail Demand



- **At a population benchmark of 113,000 there is a total market demand for an additional 9,400 sq.m./101,181 sq.ft.**
- **At a population benchmark of 118,000 there is a total market demand for an additional 26,210 sq.m./282,127 sq.ft.**
- **At a population benchmark of 123,000 there is a total market demand for an additional 42,708 sq.m./459,709 sq.ft.**

To give a good sense of land implications associated with the demand forecasts, a site utilization factor is used as a general indicator of the intensity of development formats envisioned in the Centres and Villages throughout Saanich. Applying an approximate site utilization factor of 0.40 reveals the following land requirements necessary to accommodate the above retail floor space estimates.

- **At a population benchmark of 113,000 there is a total land requirement for an additional 6.3 ac / 2.6 ha**
- **At a population benchmark of 118,000 there is a total land requirement for an additional 16.2 ac / 6.6 ha.**
- **At a population benchmark of 123,000 there is a total land requirement for an additional 26.4 ac / 10.7 ha**

7.7 Retail Demand Summary

In combination with Saanich's current estimated inventory of 270,000 sq .m/2.9 million sq.ft., the cumulative new demand in floor space could result in total floor space growth over time to the following levels:

- **278,700 sq.m./3.00 million sq.ft. at a population of 113,000 (2.47 sq.m./capita)**
- **295,000 sq.m./3.17 million sq.ft. at a population of 118,000 (2.49 sq.m./capita)**
- **311,225 sq.m./3.35 million sq.ft. at a population of 123,000 (2.53 sq.m./capita)**

Under the above growth scenarios, Saanich should be well positioned to comfortably absorb future market-driven and tenant-driven growth while maintaining a sustainable total ratio in the range of less than 2.8 sq.m./30 sq.ft. per capita.

Although there is a combination of current latent demand as well as future demand opportunities, Saanich is not an isolated market and as such it is expected that demand will leak beyond the District's boundaries. The Hillside Centre illustrates an example of a centre that while not entirely in the District of Saanich likely garners significant demand from Saanich residents. The reverse is also the case for both Uptown, Mayfair and Tillicum retail centres.

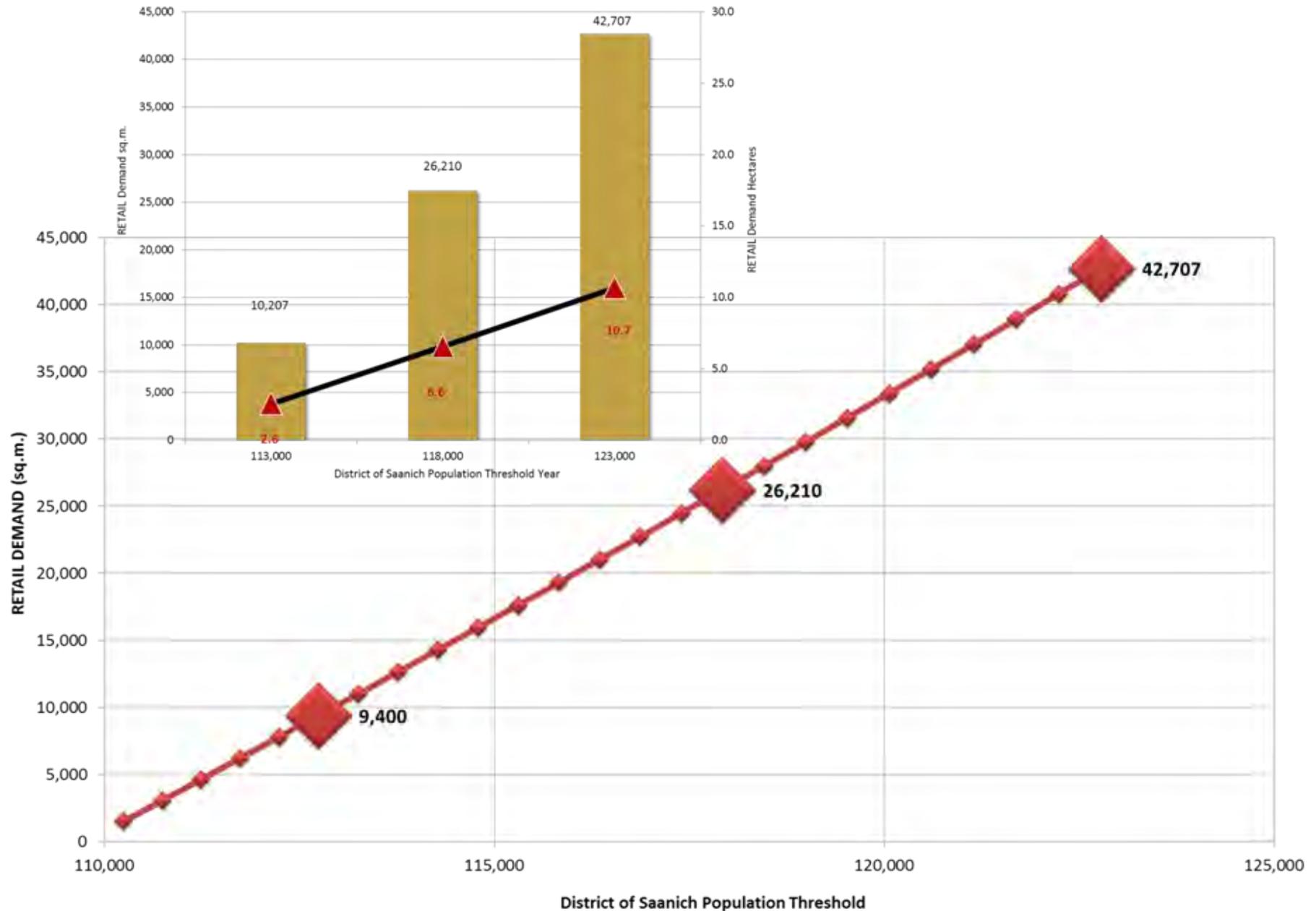
It is this stability that has resulted in today's latent demand and thus laid a foundation for the next wave of growth opportunities in attracting tenants and progressive development formats.

To maintain future stability and competitive balance in all areas it is important that Saanich continue to not overbuild, but rather use benchmarks and performance indicators, such as the retail space per capita, vacancy, market-driven and tenant-driven demands, as key variables to managing growth in a way that allows Saanich to maintain a solid footing in the Greater Victoria Region.

At the end of the day, retail demand can only be filled if the tenant prospects are available and accommodated in formats suitable and appropriate for them. Accordingly, the demand forecasts outlined herein provide a strong foundation for identifying the timing, amount and applicable formats for retail growth in the city in response to population growth dynamics as well as tenant opportunities and requirements.

7.0 Retail Demand Analysis

Figure 7.2 Projected Cumulative New Retail Demand in Floor Space and Land in Saanich



SECTION 8.0

OFFICE SUPPLY ANALYSIS



8.0 Office Supply Analysis

8.1 Introduction

This section examines the current and future office inventory throughout the Greater Victoria Region and more particularly in the District of Saanich to gain an understanding of how the office market is performing, as well as to provide a baseline of inventory towards calculating the amount of future demand (sq.m.) over the coming years as Saanich's population grows.

In addition, it will be important to understand the types of office tenants that are attracted to the various areas of Saanich, and to provide recommendations and size requirements for infill or redevelopment.

The initial analysis will assess the overall regional office market performance and inventory to get a sense of what role Saanich plays in the delivery of Class A, B and C Office space within the region (*refer to **Appendix B** for definition of Office Classes*). In the context of Saanich, the new Tri Eagle Office Building located at 4396 W. Saanich Road would fall under Class A, while the older office buildings located in the same area may fall into Class B. Documenting in detail the overall Saanich office environment will provide an important baseline of inventory, as summarized in **Table 8.1** and **Figure 8.10**. In addition, this section will assess both the historic and current office market performance metrics to accurately forecast and project future demand scenarios.

Office development is driven by a number of key requirements. Similar to retail, office developments require access to major arterials which feed into regional transport corridors.

Office tenants also value access to public transportation. More often than not, office tenants are willing to pay premiums to locate near their employment base, along with access to restaurants and services.

8.2 Greater Victoria Office Market Overview

Greater Victoria's office market showed signs of improvement in 2011, with vacancy rates dropping to 8.28% from a record high of 9.14% in 2010. Absorption remained positive for Class A & B in 2011, in contrast to the negative absorption experienced in 2010. Overall, office rental rates have stabilized with no new supply in 2011.

The "Flight to Quality" trend continued throughout 2011 and into 2012 with vacancy rates in new buildings completed in 2010 dropping significantly.

This trend has had an adverse effect on the vacancy rates in older buildings, forcing landlords to implement upgrades. These investments have in turn attracted some quality tenants including Microsoft and Elections BC.

The Greater Victoria Office Market benefits from a very strong government office tenant base, which continues to make the region, at the heart of which lies Saanich, a prime location for investment.

According to Colliers International, the majority of the office space in Saanich, with the exception of the Uptown area is categorized as "Suburban" rather than "Downtown Victoria". Therefore, the assessment of Suburban Office Space by Colliers can largely be extrapolated to closely reflect the performance of the Saanich office market

8.0 Office Supply Analysis

Table 8.1 Greater Victoria Office Sub-Market Comparison

Greater Victoria Office Market Comparisons									
CLASS	INVENTORY (SF)	TOTAL VACANT	VACANCY RATE (Q4 2011)	2011 VACANCY		VACANCY RATE (Q4 2010)	NET ABSORPTION (2011)	NET NEW SUPPLY	UNDER CONSTRUCTION
				RATE CHANGE FROM 2010					
DOWNTOWN									
A	820,748	61,339	7.47%	↓ -8.38%		15.85%	68,721	0	0
B	3,571,838	282,577	7.91%	↑ 0.80%		7.11%	-28,655	0	0
C	544,989	37,228	6.83%	↑ 1.41%		5.42%	-4,199	0	0
TOTAL	4,937,575		7.72%	↓ -0.67%		8.39%			
SUBURBAN									
A	817,488	70,789	8.66%	↓ -0.01%		8.67%	115	0	78,000
B	2,423,834	236,808	9.77%	↓ -1.93%		11.70%	44,496	0	20,000
C	351,656	17,612	5.01%	↑ 1.76%		3.25%	-6,192	0	0
TOTAL	3,592,978		9.05%	↓ -1.13%		10.18%			
MARKET TOTALS: ALL DOWNTOWN & SUBURBAN									
A	1,638,236	132,128	8.07%	↓ -4.20%		12.27%	68,836	0	78,000
B	5,995,672	519,385	8.66%	↓ -0.30%		8.96%	15,841	0	20,000
C	896,645	54,840	6.12%	↑ 1.58%		4.54%	-10,391	0	0
MARKET TOTALS	8,530,553	706,353	8.28%	↓ -0.86%		9.14%	74,286	0	98,000

Source: Colliers International



After negative absorption of -7,206 sq.m. in 2010, Suburban vacancy rates fell by 1.13% across the Greater Victoria Office Market whereby 2011 finished on a positive note with a total of 3,567 sq.m. of positive absorption.

In this regard absorption means that in 2010 there was a loss of 7,206 sq.m. of occupied office space, which resulted in a higher vacancy. However, in 2011, led by the public sector, absorption was positive in which there was a gain in the amount of occupied office space users, which in turn brought the vacancy rate down.

8.0 Office Supply Analysis

8.2.1 Class A Office Market Overview

A review of the Class A Office Market, as profiled in **Figures 8.1 to 8.3**, illustrates noticeable growth and recovery since in Class A Office Space 2009, whereby 2010 and 2011 showed positive growth in New Supply and Absorption.

Vacancies (**Figure 8.2**), in direct correlation with the Net New Supply (**Figure 8.1**) now hover around 8% for Suburban Office space which is considered a healthy benchmark.

Typically, as vacancies drop below 5% one can expect pressure for new growth, as did occur in Greater Victoria.

Figure 8.2 Class A Office Vacancy Rate Trend



Figure 8.1 New Class A Office Supply Trend



Figure 8.3 Class A Office Absorption Trend



8.0 Office Supply Analysis

8.2.2 Class B Office Market Overview

Class B buildings are generally a little older, but still have quality management and tenants. A review of the Class B Office Market, as profiled in **Figures 8.4 to 8.6**, illustrates a more variable pattern, whereby both the Downtown and Suburban markets experienced negative absorption in 2010 (**Figure 8.6**) with an increase in vacancies (**Figure 8.5**).

There has been very limited new supply in the Class B Market since 2009, yet the absorption declined and vacancy increased suggesting the Class B market was most affected by the introduction of Class A Office Space in 2010.

Class A is a more sought after office space and often attracts firms that may be looking to grow or graduate up from Class B and therefore Class B space is usually impacted by additions of Class A space.

Vacancies in Suburban Victoria for Class B Office Space are in the range of 10% which is approaching a critical threshold whereby caution is required. Vacancy rates encapsulate both supply and demand conditions. As such, a typical benchmark for a healthy office sector in which there is enough space to accommodate demand is typically in the range of 8% to 10% for Office Space (compared to 4% for Retail). When the vacancies exceed 10% it is felt that there is a glut of office space and this puts downward pressure on rental rates. Alternatively, a higher vacancy in the Suburban Class B space, combined with an increase in Suburban Class A might suggest that the market strength lies in the Suburban Class A format, such as the type of office space proposed for the Uptown Centre.

Figure 8.4 New Class B Office Supply Trend



Figure 8.5 Class B Office Vacancy Rate Trend



Figure 8.6 Class B Office Absorption Trend



Source: Colliers International

8.0 Office Supply Analysis

8.2.3 Class C Office Market Overview

A review of the Class C Office Market, as profiled in **Figures 8.7 to 8.9**, illustrates a pattern of limited growth, yet relative stability in the market as evidenced by the vacancy rates which have hovered around 5%.

Class C Office Space is not a favoured format for new development and is most often found in older established areas where lease rates can be more affordable or at the lower end of the spectrum. Class C space is by nature older space, that does not have any amenities that one would associate with higher quality office product.

In other words, no developer will specifically build Class C office space simply because it is impractical to do so. The reality is that Class C space is not purposefully built, but rather evolves of time into Class C, by virtue of its age, location and context when measured against newer buildings that have more modern offerings (e.g. fiber optics, sustainability etc.). The cost of construction for Suburban Office space and the nature of new buildings requires developers to charge higher rents to offset costs. This is why in large part developers will, in today's market only build Class A or Class B office spending.

Negative absorption in which there is a loss of occupied office space, as shown in **Figure 8.9** is likely a reflection of smaller companies moving into higher quality office space, such as Class B or Class A. However, in the bigger picture, the total amount of negative absorption, or lost occupied office space is relatively low.

Figure 8.7 New Class C Office Supply Trend



Figure 8.8 Class C Office Vacancy Rate Trend



Figure 8.9 Class C Office Absorption Trend



Source: Colliers International

8.3 Saanich Office Market Overview

Through detailed fieldwork investigations, the estimated inventory for office space in Saanich is 154,220 sq.m./1.66 million sq.ft. as summarized in **Table 8.2** and **Figure 8.10**.

This figure takes into account future supply at the Uptown Shopping Centre development but does not include future potential phases of the Vancouver Island Technology Park.

The majority of Saanich’s inventory of office space is located within close proximity to the Patricia Bay Highway or McKenzie Avenue.

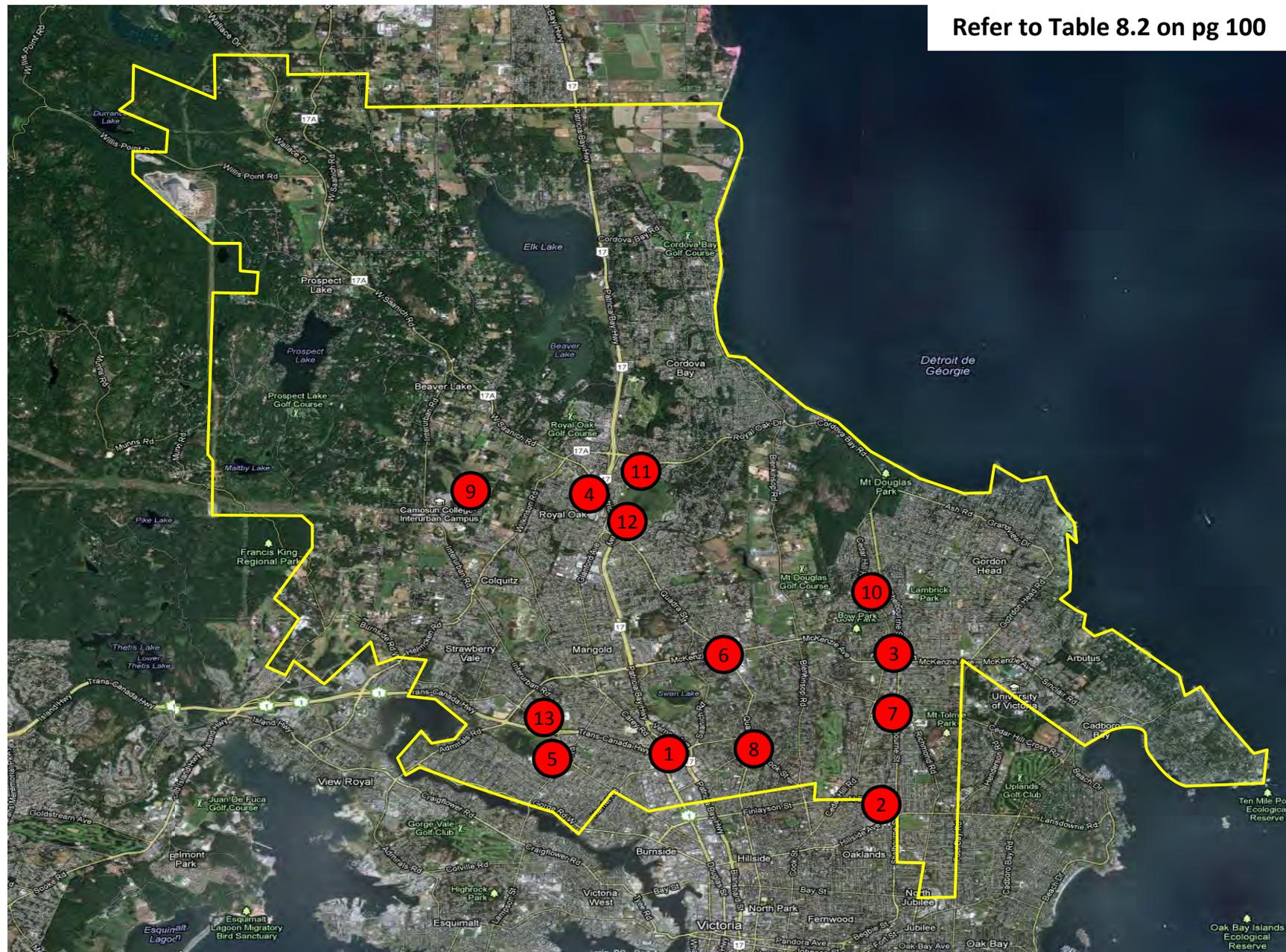
Office space located in Saanich’s eastern neighbourhood Centres and Villages are predominantly made up of health and personal services. In contrast there are a number of office clusters in Saanich (west of Pat Bay Hwy) that are occupied by government and research oriented tenants and industries (refer to map on page. 101).

Table 8.2 District of Saanich Office Supply Summary Matrix

Saanich Office Summary Matrix						
NAME	LOCATION	FORMAT	OFFICE (est sq.ft.)	OFFICE (est sq.m.)	TENANT TYPES	
1	Uptown Area	Douglas Str. & Saanich Rd.	Urban Centre	623,295	57,904	Finance, Real Estate, Municipal, Medical, Personal & Home Services
2	Hillside Centre	Hillside Ave. & Shelbourne Str.	Major Centre Services	98,000	9,104	Health & Wellness, Medical & Personal Services
3	University Centre	McKenzie Ave. & Shelbourne Str.	Major Centre Services	109,000	10,126	Health & Wellness, Medical & Personal Services
4	Royal Oak Centre	West Saanich Rd. & Viewmont Ave.	Office Development	119,000	11,055	Medical & Dental, Financial, Risk Management
5	Tillicum - Burnside Centre	Burnside Rd. W. & Tillicum Rd.	Neighbourhood Support	12,000	1,115	Financial Services
6	McKenzie - Quadra Centre	McKenzie Ave. & Quadra Str.	Several Buildings	130,000	12,077	Medical & Dental, Personal & Financial Services, Community Services
7	Cedar Hill Centre	Cedar Hill Cross Rd. & Shelbourne Str.	Neighbourhood Centre	17,000	1,579	Dental, Financial Services
8	Four Corners Village	Cook Str. & Quadra Str.	Village Services	28,000	2,601	Personal Services
9	Vancouver Island Tech Park	Near Camosun Inter-Urban Campus	R & D Campus Style	191,000	17,744	Advanced Technology, Engineering, Clean Tech.
10	Feltham Village	Shelbourne Str. & Feltham Rd.	Village Services	15,000	1,394	Health & Wellness, Medical & Personal Services
11	Broadmead Village	North End of Chatterton Way	Single Office Building	35,000	3,252	Government (Worksafe BC)
12	Chatterton Way	South End of Chatterton Way	Office Cluster: 6 Buildings	164,000	15,236	Medical, Dental, Real Estate and Financial Services
13	Pacific Forestry Centre	506 West Burnside Road	Large Research Building	120,000	11,148	Federal Pacific Forestry Centre
TOTAL				1,661,295	154,334	
2011 Saanich Population	109,752	Floorspace Per Capita:		15.14		

8.0 Office Supply Analysis

Figure 8.10 Saanich Office Supply Summary



Source: MXD Development Strategists

8.0 Office Supply Analysis

8.3.1 Class A Suburban Office Market Overview

Recognizing that the majority of Saanich’s Office Space falls within the Colliers classification of “Suburban Victoria”, an assessment of the Class A Suburban Office Market, as shown in **Table 8.3** and **Figure 8.11** reveals the following:

- Vacancy rate increased dramatically in 2010 in response to demand and the introduction of new supply.
- Over the 5-year period 2006 to 2011 Class A Office Space averaged an annual net absorption of new office space of 2,681 sq.m. (28,861 sq.ft).
- Average annual net new supply over the period 2006 to 2011 was 3,577 sq.m. (38,503 sq.ft). This illustrates a that Class A Office Space is a healthy product offering in the suburban market.
- Class A Office Space represents the next stage of evolution of the “Suburban Market,” for which Saanich and the West Shore are considered prime targets.

Figure 8.11 Class A Suburban Office Performance Trend



Source: Colliers International

Table 8.3 Class A Suburban Office Market Performance

Suburban Victoria Class A Office Market Indicators							
Office Market Activity 2006 to 2011							
Market Indicator	Annual Market Indicators*						Period Avg.
	2006	2007	2008	2009	2010	2011	
Total Inventory (sq.ft.)	585,784	682,344	682,344	709,129	817,488	817,488	
Total Inventory (sq.m.)	54,419	63,390	63,390	65,878	75,945	75,945	
Total Vacant (sq.ft.)	10,475	8,469	10,998	9,201	70,904	70,789	
Total Vacant (sq.m.)	973	787	1,022	855	6,587	6,576	
Vacancy Rate (%)	1.8%	1.2%	1.6%	1.3%	8.7%	8.7%	
Net Absorption (sq.ft.)	2,461	98,566	-2,529	27,797	46,756	115	28,861
Net Absorption (sq.m.)	229	9,157	-235	2,582	4,344	11	2,681
Net New Supply (sq.ft.)	0	96,560	0	26,000	108,459	0	38,503
Net New Supply (sq.m.)	0	8,970	0	2,415	10,076	0	3,577
Under Construction (sq.ft.)	139,200	39,000	128,000	100,000		78,000	96,840
Under Construction (sq.m.)	12,932	3,623	11,891	9,290	0	7,246	7,497

Source: Colliers International - Victoria Office.
Note: * December Year-End Reporting.

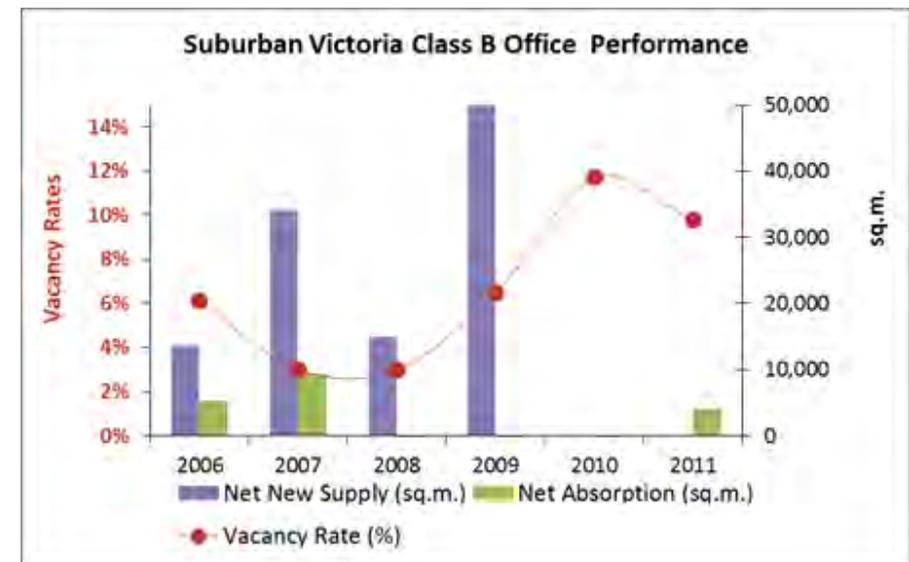
8.0 Office Supply Analysis

8.3.2 Class B Suburban Office Market Overview

An assessment of the Class B Suburban Office Market, as shown in **Table 8.4** and **Figure 8.12** reveals the following:

- Class B Office Space represents the majority of Office Space in the Suburban Market (67% of the total Class A, B & C) of which Saanich has over 50% of Class B.
- Over the 5-year period 2006 to 2011 Class B Office Space averaged an annual Net Absorption of 983 sq.m. (10,576 sq.ft)
- The average annual Net New Supply over the period 2006-2011 was 1,982 sq.m. (21,331 sq.ft). Since the Class A market has been showing signs of strength, this strength would seem to come at the expense of Class B space with is not as strong in terms of net new supply as the Class A market.

Figure 8.12 Class B Suburban Office Performance Trend



Source: Colliers International

Table 8.4 Class B Suburban Office Market Performance

Suburban Victoria Class B Office Market Indicators							
Office Market Activity 2006 to 2011							
Market Indicator	Annual Market Indicators*						Period Avg.
	2006	2007	2008	2009	2010	2011	
Total Inventory (sq.ft.)	2,238,172	2,289,472	2,314,812	2,404,144	2,404,144	2,423,834	
Total Inventory (sq.m.)	207,926	212,692	215,046	223,345	223,345	225,174	
Total Vacant (sq.ft.)	138,244	68,399	83,032	157,184	281,304	236,808	
Total Vacant (sq.m.)	12,843	6,354	7,714	14,602	26,133	21,999	
Vacancy Rate (%)	6.1%	3.0%	3.0%	6.5%	11.7%	9.8%	
Net Absorption (sq.ft.)	57,585	101,906	-15,192	-1,220	-124,120	44,496	10,576
Net Absorption (sq.m.)	5,350	9,467	-1,411	-113	-11,531	4,134	982
Net New Supply (sq.ft.)	13,572	34,084	15,000	65,332	0	0	21,331
Net New Supply (sq.m.)	1,261	3,166	1,394	6,069	0	0	1,982
Under Construction (sq.ft.)	0	0	27,300	0	0	20,000	9,460
Under Construction (sq.m.)	0	0	2,536	0	0	1,858	732

Source: Colliers International - Victoria Office.
Note: * December Year-End Reporting.

8.0 Office Supply Analysis

8.3.3 Class C Suburban Office Market Overview

An assessment of the Class C Suburban Office Market, as shown in **Table 8.5** and **Figure 8.13** reveals the following:

- Class C Office Space represents the least amount of Office Space in the Suburban Market at less than 10% of the total Class A,B & C.
- Net absorption has been scant as has net new supply.
- Class C Office Space in the Suburban Market will not be a key target moving forward as Saanich grows, which is in stark contrast to Class A Office Space.
- **Class A Office Space is the most preferred format in Saanich, particularly given the regional centrality and proximity to the City of Victoria as well as at the convergence of major transportation routes. Class C space is comprised of older buildings and is likely to continue to be the lesser preferred office format.**

Figure 8.13 Class C Suburban Office Performance Trend



Source: Colliers International

Table 8.5 Class C Suburban Office Market Performance

Suburban Victoria Class C Office Market Indicators							
Office Market Activity 2006 to 2011							
Market Indicator	Annual Market Indicators*						Period Avg.
	2006	2007	2008	2009	2010	2011	
Total Inventory (sq.ft.)	371,310	361,783	351,656	351,656	351,656	351,656	
Total Inventory (sq.m.)	34,495	33,610	32,669	32,669	32,669	32,669	
Total Vacant (sq.ft.)	32,931	28,564	10,405	11,224	11,420	17,612	
Total Vacant (sq.m.)	3,059	2,654	967	1,043	1,061	1,636	
Vacancy Rate (%)	8.9%	7.9%	3.0%	1.3%	3.3%	5.0%	
Net Absorption (sq.ft.)	1,460	6,390	18,159	-819	-196	-6,192	3,134
Net Absorption (sq.m.)	136	594	1,687	-76	-18	-575	291
Net New Supply (sq.ft.)	0	0	-10,127	0	0	0	-1,688
Net New Supply (sq.m.)	0	0	-941	0	0	0	-157
Under Construction (sq.ft.)	0	0	0	0	0	0	0
Under Construction (sq.m.)	0	0	0	0	0	0	0

Source: Colliers International - Victoria Office.

Note: * December Year-End Reporting.

8.0 Office Supply Analysis



Shelbourne & McKenzie Area



Royal Oak Area – Tri Eagle



Vancouver Island Tech Park



Shelbourne & McKenzie Area



Shelbourne Street



McKenzie Quadra Area



McKenzie Quadra Area



Quadra Avenue & McKenzie Avenue



North Hillside & Shelbourne Area

SECTION 9.0

OFFICE DEMAND ANALYSIS



9.0 Office Demand Analysis

9.1 Introduction

To lay a foundation for subsequent demand and allocation of office demand in each Centre and Village in Saanich, it is important to determine Saanich’s overall demand against and from which floor space and land can be allocated based on its fair share. This allocation of space and land is designed to accommodate growth over time while maintaining continuity with the vision for sustainable planning.

9.2 Future Saanich Office Demand

To determine the feasible warranted demand for office space throughout the entire District of Saanich over the next twenty years, a custom demand model was created.

The model takes into account three different variables in formulating demand via “triangulation”: population growth, employment growth and historic absorption (refer to **Figure 9.1**).

Figure 9.1 Triangulation of Office Demand



A blended average is created so that no one variable is relied upon for calculating the future office demand as summarized in **Figure 9.2**.

Population and the office demand output are based on the Moderate 0.45% per annum population growth forecast over a 25 year period between 2011 to 2036.

For historic absorption rates, data was sourced from Colliers International

Employment growth data was sourced to the Conference Board of Canada which tracks annual employment in major sectors, as well as Statistics Canada. Using baseline numbers from categories including Business Services, and Public Administration, the Conference Board displays projected annual growth rates up until 2016.

Rather than looking at specific years, the model displays office demand for population benchmarks as summarized below and in **Figure 9.1**.

- **At a population benchmark of 113,000 there is a total cumulative market demand for an additional 10,323 sq.m./111,117 sq.ft.**
- **At a population benchmark of 118,000 there is a total cumulative market demand for an additional 26,189 sq.m./281,891 sq.ft.**
- **At a population benchmark of 123,000 there is a total cumulative market demand for an additional 37,593 sq.m./404,645 sq.ft.**

9.0 Office Demand Analysis

Applying an average site utilization factor of 1.0, as sensitized for the type of development formats envisioned in the various Centres throughout Saanich, in particular the likelihood for more dense development formats, reveals the following land requirements necessary to accommodate the latter office space estimates.

- ***At a population benchmark of 113,000 there is a total cumulative land requirement for an additional 2.6 ac / 1.0 ha.***
- ***At a population benchmark of 118,000 there is a total cumulative land requirement for an additional 6.5 ac / 2.6 ha.***
- ***At a population benchmark of 123,000 there is a total cumulative land requirement for an additional 9.3 ac / 3.8 ha.***

9.3 Office Demand Summary

Saanich's current office inventory of 154,219 sq.m./1.66 million sq.ft. equates to a ratio of 1.4 **sq.m.** /15.1 sq.ft. per capita. This figure illustrates relative stability in the market, but also indicates room for growth to a level of 1.67 to 1.86 **m²** per capita, particularly in Uptown, given its potential for intensification and densification as well as its proximity to Downtown Victoria as well as regional centrality at the nexus of the Greater Victoria region.

The results of the demand analysis reveal that cumulative new demand in floor space could result in total district wide floor space growth to the following levels:

- ***166,296 m² at a population of 113,000 (1.47 m² per capita)***
- ***180,231 m² at a population of 118,000 (1.53 m² per capita)***
- ***191,380 m² at a population of 123,000 (1.56 m² per capita)***

Growth under the above scenario shows a gradually increasing per capita office space ratio but still maintains a balance recognizing the external influences and competitive nature of surrounding communities, in particular Downtown Victoria and Langford/Westshore.

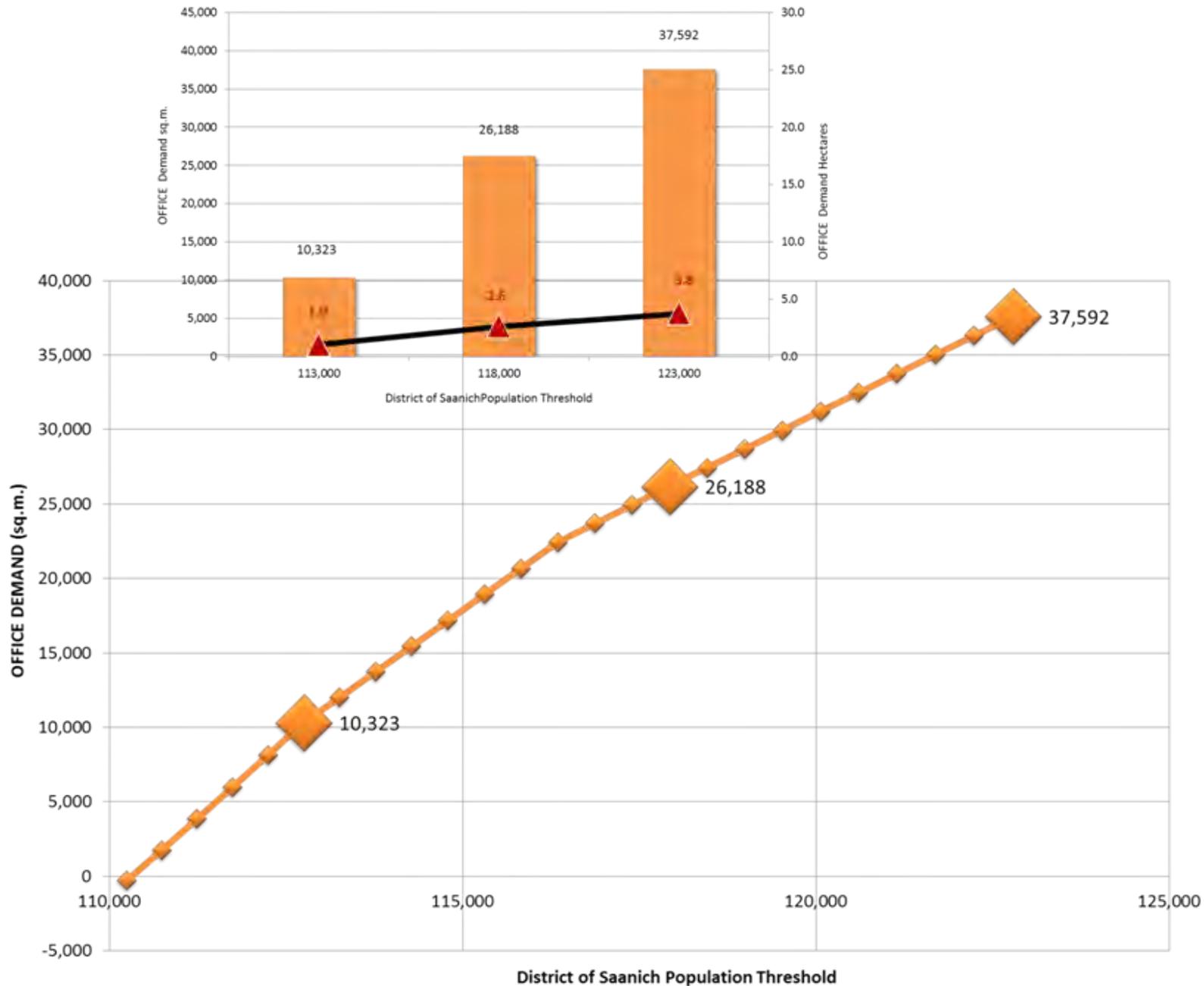
As with retail, Saanich's potential for office growth is not just dependent upon population or employment growth, but also on the ability of economic development agencies to attract new business to the city. In this respect the District of Saanich must be proactive in promoting opportunities to attract and retain businesses in the community.

Saanich's urban core around Uptown is currently a lower density area, but this is expected to change as the city grows over the next 15 to 20 years. In order for Saanich to be competitive within the Greater Victoria Region, the Uptown area must take advantage of its many attributes, not the least of which are its ability to combine office and higher yielding employment with higher density residential and more progressive retail formats with pedestrian, vehicular and transit connectivity and coexistence.

Demand forecasts therefore suggest that Uptown should be the first priority for major office development. Areas such as the McKenzie/Quadra and the Vancouver Island technology Park will also serve important roles as Saanich grows towards and beyond a population of 123,000 residents.

9.0 Office Demand Analysis

Figure 9.2 Projected Cumulative New Office Demand in Floor Space and Land in Saanich



SECTION 10.0

INDUSTRIAL SUPPLY ANALYSIS



10.0 Industrial Supply Analysis

10.1 Introduction

This section examines the current and future Industrial inventory throughout the District of Saanich and the Greater Victoria Region to gain a complete understanding of how the industrial market is performing, as well as to provide a baseline of inventory towards calculating the amount of forecasted demand over the coming years. In addition, it will be important to understand the various trends and formats occurring in the market and around the world to provide more detailed recommendations and size requirements for infill or future allocation.

The initial analysis will assess the overall regional industrial market by comparing sub-markets, associated inventory and performance metrics to get a sense of what role Saanich plays in the delivery of Industrial land and space within the region.

Upon examining the regional industrial market, the analysis will concentrate on the Saanich Industrial market which will provide an important baseline of inventory. In addition, this section will assess both the historic and current industrial market performance metrics to accurately forecast and project future demand scenarios.

Industrial development is driven by a number of key requirements. Industrial Parks tend to be located within 1 - 1.5 km of a major highway interchange. Industrial Sites are often large and flat.

Industrial tenants which utilize trucks frequently prefer to be located in exclusively industrial areas rather than mixed residential and commercial.

On the other hand, high tech industrial tenants often seek distinctive terrain, high quality neighbourhoods, proximity to highways, commercial areas, recreational facilities and cultural amenities. In addition, proximity to educational institutions and technical training facilities is considered an asset.

The Royal Oak Industrial Park and Douglas Street West Industrial Park areas are almost fully developed whereby only a few opportunities remain to accommodate new businesses without substantial redevelopment.

Industrial uses, like institutional uses, frequently impact immediate neighbours, and need to be sensitively integrated with their surroundings.

Key elements including but not limited to the following, together within an understanding of the proposed use, need to be considered in the siting of an industrial use:

- Traffic generation
- Access
- Lot size and
- Building scale and design



10.0 Industrial Supply Analysis

10.2 Regional Industrial Market Overview

Table 10.1 shows how Saanich’s industrial inventory makes up 22% of the regions total industrial supply. This table also shows how Saanich has performed in comparison to other areas in the region.

Figure 10.1 shows that while 24,203 sq.m. of new Industrial supply has been added to Saanich since 2006, the majority of new supply (86,222 sq.m.) has been developed in the rest of Greater Victoria at an average of 14,371 sq.m./year, largely because Saanich has much less land for new industrial development.

Although Saanich has the highest industrial vacancy rate in the region (5.6%), this figure declined in 2011 by over 2%. Positive absorption of over 2,787 sq.m. also indicates a relative healthy industrial market. Saanich increased its industrial inventory by only 511 sq.m. and has averaged over 3,995 sq.m. of new supply over the past 5 years, but is now largely at capacity for accommodating larger users.

Figure 10.1 New Industrial Supply Trend

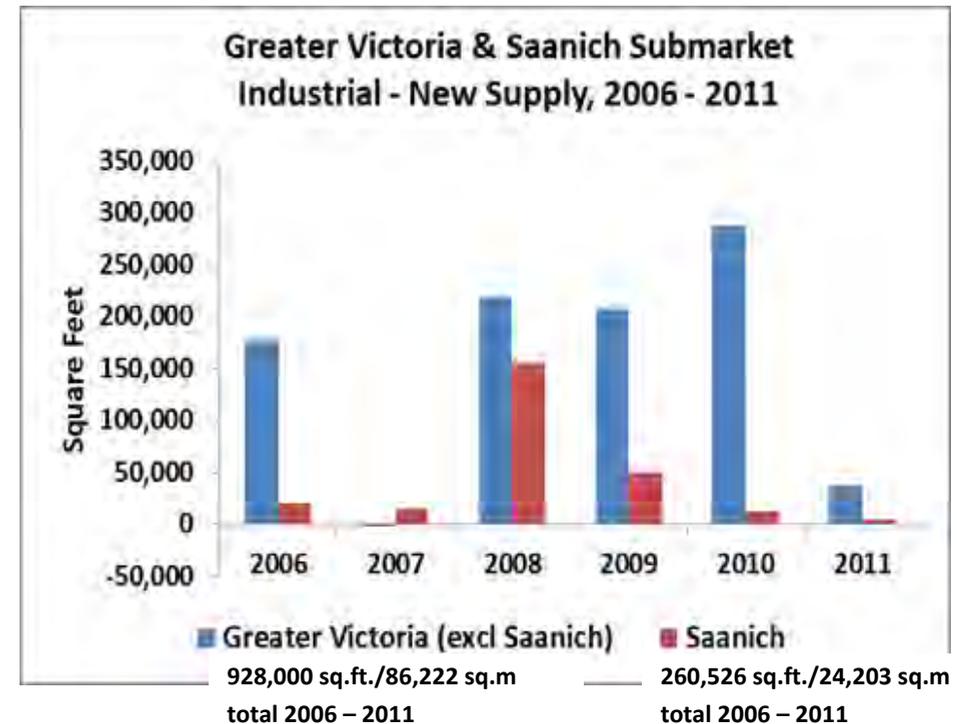


Table 10.1 Greater Victoria Industrial Market Overview

Greater Victoria Industrial Market Comparisons										
CENTRES	INVENTORY (SF)	VACANCY				ABSORPTION			SUPPLY	
		TOTAL VACANT	VACANCY RATE (Q4 2011)	2011 VACANCY RATE CHANGE FROM 2010	VACANCY RATE (Q4 2010)	NET ABSORPTION (2011)	5 YEAR AVRG		NET NEW SUPPLY	5 YEAR AVRG ANNUAL SUPPLY (2006 -2011)
							NET ANNUAL ABSORPTION (2006 - 2011)	ANNUAL SUPPLY (2006 -2011)		
Sidney/North Saanich	809,911	38,036	4.70%	↑ 1.60%	3.10%	-4,725	28,152	9,000	32,556	
Central Saanich	1,445,334	57,361	3.97%	↑ 0.87%	3.10%	-9,633	13,201	0	17,417	
Saanich	1,863,336	103,472	5.55%	↓ -2.05%	7.60%	31,164	22,005	5,500	43,421	
Victoria	2,541,847	34,633	1.36%	↑ 0.26%	1.10%	-7,621	-3,393	0	-6,554	
Esquimalt	737,886	2,984	0.40%	↓ -0.70%	1.10%	0	7,462	0	8,133	
Western Communities	1,220,461	53,943	4.42%	↓ -2.08%	6.50%	53,198	96,938	28,000	105,166	
MARKET TOTALS	8,618,775	290,429	3.37%	↓ -0.33%	3.70%	62,383	157,318	42,500	198,108	

Source: Colliers International

10.0 Industrial Supply Analysis

Vacancy rates in Saanich will likely have to decrease before the District could exceed the average absorption of 2,044 sq.m./year that it has realized since 2006. Industrial vacancy rates have risen in both Saanich and the rest of Greater Victoria over the past five years, with Saanich experiencing the greatest increases in vacancies. Although vacancy rates improved in 2011 Saanich's industrial vacancy rate sits at 5.6% (**Figure 10.2**) while the rest of the region remains below the 5% vacancy rate associated with a "healthy" Industrial market. Greater Victoria is already experiencing a plateau of vacancy rates and will likely decline in the near term.

Net absorption (**Figure 10.3**) has been largely positive in both Saanich and the rest of Greater Victoria, with the notable exception of 2010, when Sysco moved its facilities from Saanich to Langford. Net absorption in Saanich averaged 2,044 sq.m./year from 2006-2011, while in the rest of Greater Victoria it averaged 12,571 sq.m.

10.3 Saanich Industrial Market Overview

As previously mentioned, Saanich's Industrial Supply makes up 22% of the regions Total Industrial Inventory. The CRD *Industrial Land Use Inventory and Assessment Report 2009* looked at industrial land in the Greater Victoria Region (refer to **Table 10.2** and **Figure 10.4 & 10.5**).

According to the CRD report Saanich's industrial land area of 214.8 ha, makes up 26% of the region's industrial land. As **Figure 10.4** shows, 40% is dedicated as light industrial, 2% is general and 58% is heavy industrial. The majority of the Saanich's heavy industrial is concentrated at the Hartland Landfill. **Table 10.2** compares with other sub-markets in the region, such as Victoria, Langford, Colwood Sooke etc..

Figure 10.2 Industrial Vacancy Rate Trend

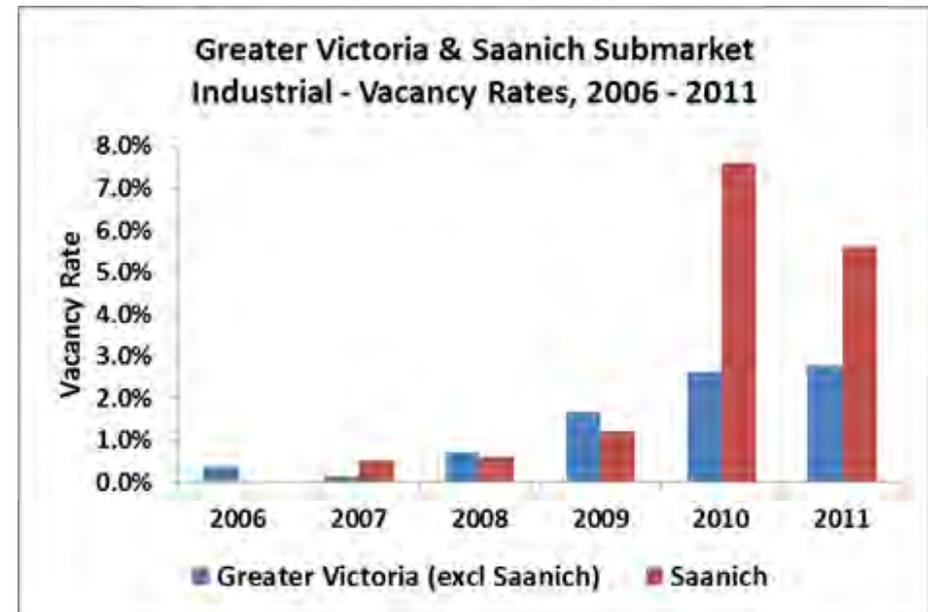
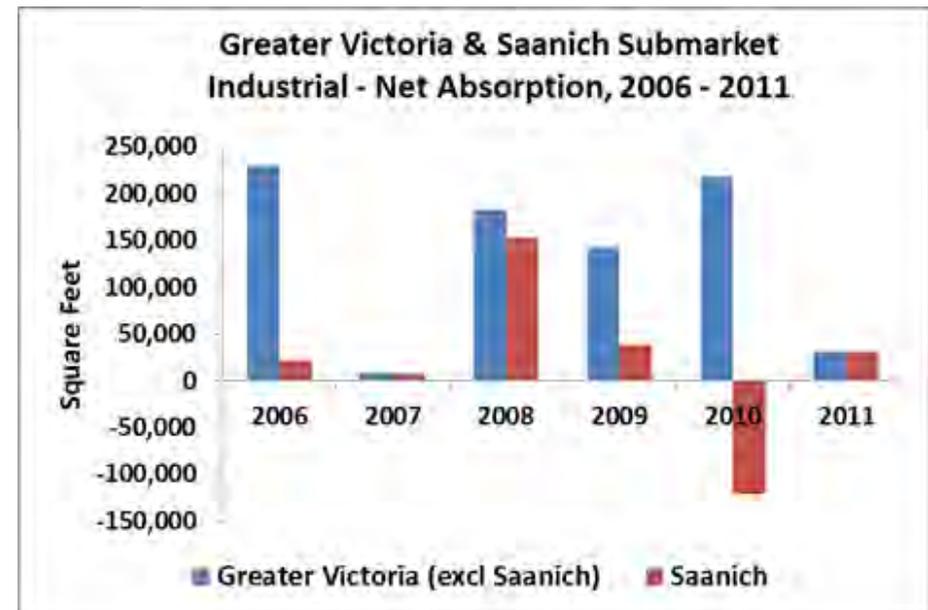


Figure 10.3 Industrial Absorption Trend



10.0 Industrial Supply Analysis

Table 10.2 Regional Industrial Distribution by Acre/Type

2009 CRD Industrial Land Area by Type & Municipality						
	Light	General	Heavy	Extraction	Marine	Total
North Saanich	8	0	0	0	0	8.0
Sidney	104.8	0	0	0	46.4	151.2
Central Saanich	169.6	0	0	91.2	0	260.8
Saanich	210.7	9.9	310.2	0	0	530.8
Oak Bay	0	0	0	0	0	0.0
Victoria	185.2	51.1	92.1	0	19.5	347.9
View Royal	3.7	0	0	0	0	3.7
Esquimalt	33.4	4	4.2	0	0	41.6
Langford	29.5	82.4	0.6	0	0	112.5
Colwood	1.3	27.1	0	0	0	28.4
Metchosin	0	0	6	0	0	6.0
Highlands	65.1	97.5	55.2	0	0	217.8
Sooke	4.3	116	4.7	0	18.6	143.6
Juan de Fuca	0	176.5	0	0	0	176.5
Total CRD	815.6	564.5	473	91.2	84.5	2,028.8

Figure 10.4 Saanich Industrial Distribution by Type

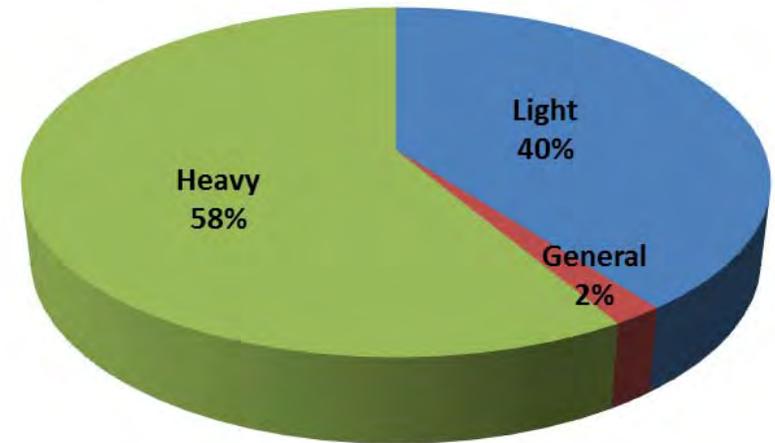
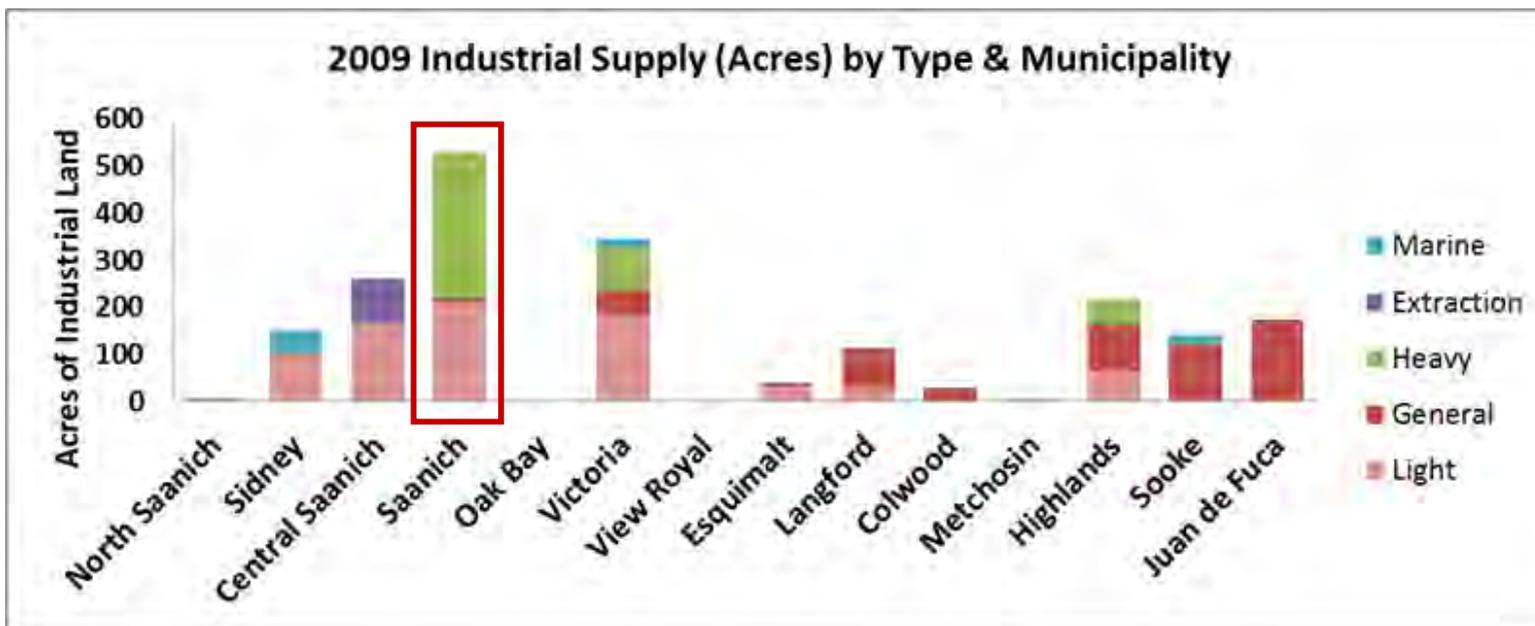


Figure 10.5 Regional Industrial Distribution by Acre/Type



10.0 Industrial Supply Analysis

The specific Saanich Sub-Market, as profiled in **Table 10.3** and **Figure 10.6** illustrate the following:

- Saanich’s industrial inventory has largely been at capacity and thus relatively stable since 2006 hovering at around 167,225sq.m.
- Industrial vacancy has risen in recent years, in large part due to the departure of Sysco in 2010.
- New supply is forecast to be very limited in Saanich because of a shortage of land available suggesting that future industrial space will have to be more creative in terms of density and land utilization (e.g. mixed-use) as well as more particular in the type of industry.

Figure 10.6 Saanich Sub-Market Industrial Performance Trend



Table 10.3 Saanich Sub-Market Industrial Performance

Saanich Sub-Market							
Industrial Market Activity 2006 to 2011							
Market Indicator	Annual Market Indicators*						
	2006	2007	2008	2009	2010	2011	Period Avg.
Existing Properties							
Total Inventory (sq.ft.)	1,662,387	1,678,387	1,834,515	1,884,883	1,904,604	1,863,336	
Total Inventory (sq.m.)	154,436	155,922	170,426	175,106	176,938	173,104	
Total Vacant (sq.ft.)	0	7,926	11,072	22,678	144,739	103,472	
Total Vacant (sq.m.)	0	736	1,029	2,107	13,446	9,613	
Vacancy Rate (%)	0.0%	0.5%	0.6%	1.2%	7.6%	5.6%	
Net Absorption (sq.ft.)	21,919	8,074	152,982	38,789	-120,901	31,164	22,005
Net Absorption (sq.m.)	2,036	750	14,212	3,603	-11,232	2,895	2,044
Net New Supply (sq.ft.)	20,000	16,000	156,128	50,395	12,500	5,500	43,421
Net New Supply (sq.m.)	1,858	1,486	14,504	4,682	1,161	511	4,034

Source: Colliers International - Victoria Office.
Note: * August reporting. Full year data mid-year to mid-year.

10.0 Industrial Supply Analysis

The industrial supply estimates documented in **Table 10.4** were generated through a combination of detailed fieldwork investigations and research from previous studies.

The estimated areas were calculated using a combination of research from the CRD *Industrial Land use Inventory and Assessment 2009* as well as Google Earth area calculations.

In conjunction with this table, it is important to note that Colliers International estimates Saanich's Industrial Inventory to be approximately 167,225 sq.m./1.8 million sq.ft. as of 2011.

In general, this detailed inventory assessment shows where and what type of uses are incorporated by Saanich's industrial inventory, as further shown by context location in **Figure 10.6**.

Table 10.4 Saanich Industrial Supply Matrix

Saanich Industrial Summary Matrix					
DESCRIPTION/NAME	LOCATION	FORMAT	TOTAL AREA (est acres)	TOTAL AREA (est hectares)	Notable Tenants/Industries
1 Hartland Landfill	Willis Point Rd. & Hartland Ave.	Heavy	310	126	
2 Cordova Bay Light Industrial	Cordova Bay Rd. & Fowler Rd.	Light	12	5	TRIO Gravel Pit
3 Suburban Industrial Lot	Claremont Ave	General	2	1	
4 Tri Eagle/Royal Oak	West Saanich Rd. (South)	Light	25	10	
5 Lower Pat Bay Hwy	Glanford Ave & Vanalman	Light	90	36	Roger's Chocolates, BC Transit, CMR Distribution, Williams Moving & Storage, First Response Glass
6 South Broadmead	Douglas Street & Dieppe Road	General	7	3	Islands West Manufacturers
7 Lochside	Lochside Drive & Willow Street	Light	9	4	George Tripp Substation, Used Auto Parts
8 South East Quadra McKenzie	Quadra Street & McKenzie Ave	Light/General	15	6	Salvation Army, Lumber World
9 Suburban Industrial Lot	Carey Road	General	2	1	6 Mile Bakery
10 North West Uptown Industrial	Trans Canada Hwy & Carey Road	Light	15	6	Auto Oriented, Woodcraft Furniture, Westcoast Wall Beds
11 Seymour Place Industrial	Cloverdale Ave & Blanshard Street	Light	6	2	Government, Tecnet Canada, Third Wave Bus Services
12 Douglas West Industrial	Tennyson Avenue	Light	40	16	Silvester Glass, Radio Works Com, DL Sound & Lighting Productions

* Summary Matrix highlight major industrial nodes and corresponds to Summary Matrix Map of **Figure 10.7**

** The total Saanich industrial inventory in acres was listed at 530.8 acres in 2009.

Source: CRD *Industrial Land Use Inventory and Assessment 2008*

10.0 Industrial Supply Analysis

Figure 10.7 Saanich Industrial Supply Map



10.0 Industrial Supply Analysis



McKenzie Quadra Area



McKenzie Quadra Area



Rudd Park Industrial Area near Uptown



McKenzie Quadra Area



Hartland Landfill



Rudd Park Industrial Area near Uptown



McKenzie Quadra Area

SECTION 11.0

INDUSTRIAL DEMAND ANALYSIS

11.0 Industrial Demand Analysis

11.1 Introduction

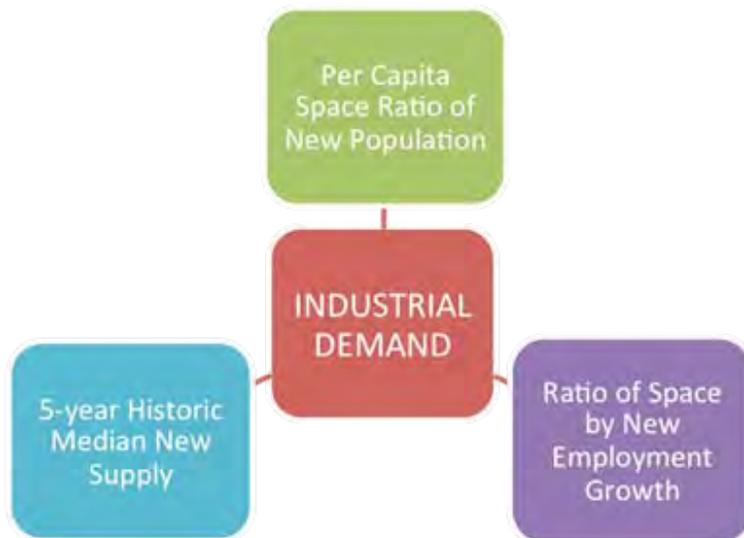
To lay a foundation for subsequent demand and allocation of industrial demand in the District of Saanich, it is firstly important to determine the overall demand against and from which floor space and land can be allocated its fair share. This allocation of space and land is designed to accommodate growth over time while maintaining continuity with the vision for sustainable planning.

11.2 Future Saanich Industrial Demand

To determine the feasible warranted demand for industrial space throughout the entire District of Saanich over the approximate next twenty years, a custom demand model was created.

The model takes into account three different variables in formulating demand via “triangulation”: population growth, employment growth and 5-year historic median new supply (refer to **Figure 11.1**).

Figure 11.1 Triangulation of Industrial Demand



A blended average is created so that no one variable is relied upon for calculating the future industrial demand as summarized in **Figure 11.2** on page 122.

Population and office demand output are based on the Moderate 0.45% per annum population growth forecast over the period 2011 to 2036.

For historic median new supply, data was sourced from Colliers International.

Employment growth data was sourced from the Conference Board of Canada, which tracks the employment in major sectors on an annual basis, as well as Statistics Canada. Using baseline numbers of such categories as Business Services, Public Administration and Finance among others, the Conference Board displays projected annual growth rates up until 2016.

Rather than looking at specific years, the model displays industrial demand for population benchmarks as summarized below and illustrated in **Figure 11.2**.

- ***At a population benchmark of 113,000 there is a total cumulative market demand for an additional 7,910 sq.m./85,149 sq.ft.***
- ***At a population benchmark of 118,000 there is a total cumulative market demand for an additional 20,207 sq.m./217,528 sq.ft.***
- ***At a population benchmark of 123,000 there is a total cumulative market demand for an additional 30,954 sq.m./ 333,194 sq.ft.***

Applying an average site utilization factor of 0.30, which is an industry average estimate based on the type of current industrial areas throughout the District of Saanich and Greater Victoria. This estimate could increase on a site-by-site basis depending upon the location. For example, the density in the Douglas West Uptown Industrial area, if the lands were redeveloped could be more dense and attain a utilization factor closer to 0.50.

However, applying the general industry average of 0.30 reveals the following order-of-magnitude land requirements necessary to accommodate Saanich's future industrial square footage estimates.

- ***At a population benchmark of 113,000 there is a total cumulative land requirement for an additional 6.5 ac / 2.6 ha.***
- ***At a population benchmark of 118,000 there is a total cumulative land requirement for an additional 16.6 ac / 6.7 ha.***
- ***At a population benchmark of 123,000 there is a total cumulative land requirement for an additional 25.5 ac / 10.3 ha.***

11.3 Industrial Demand Summary

It is conceivable that demand could far exceed the actual amount of land and capacity currently available or allocated in the District of Saanich.

As such, it is not required nor necessarily recommended that the District of Saanich identify new Industrial lands, but rather look to the better utilization and perhaps transition of its existing industrial lands to attract newer higher yield industrial uses or formats.

The results of the demand analysis reveal that cumulative new demand in floor space could result in total Saanich floor space growth to the following levels:

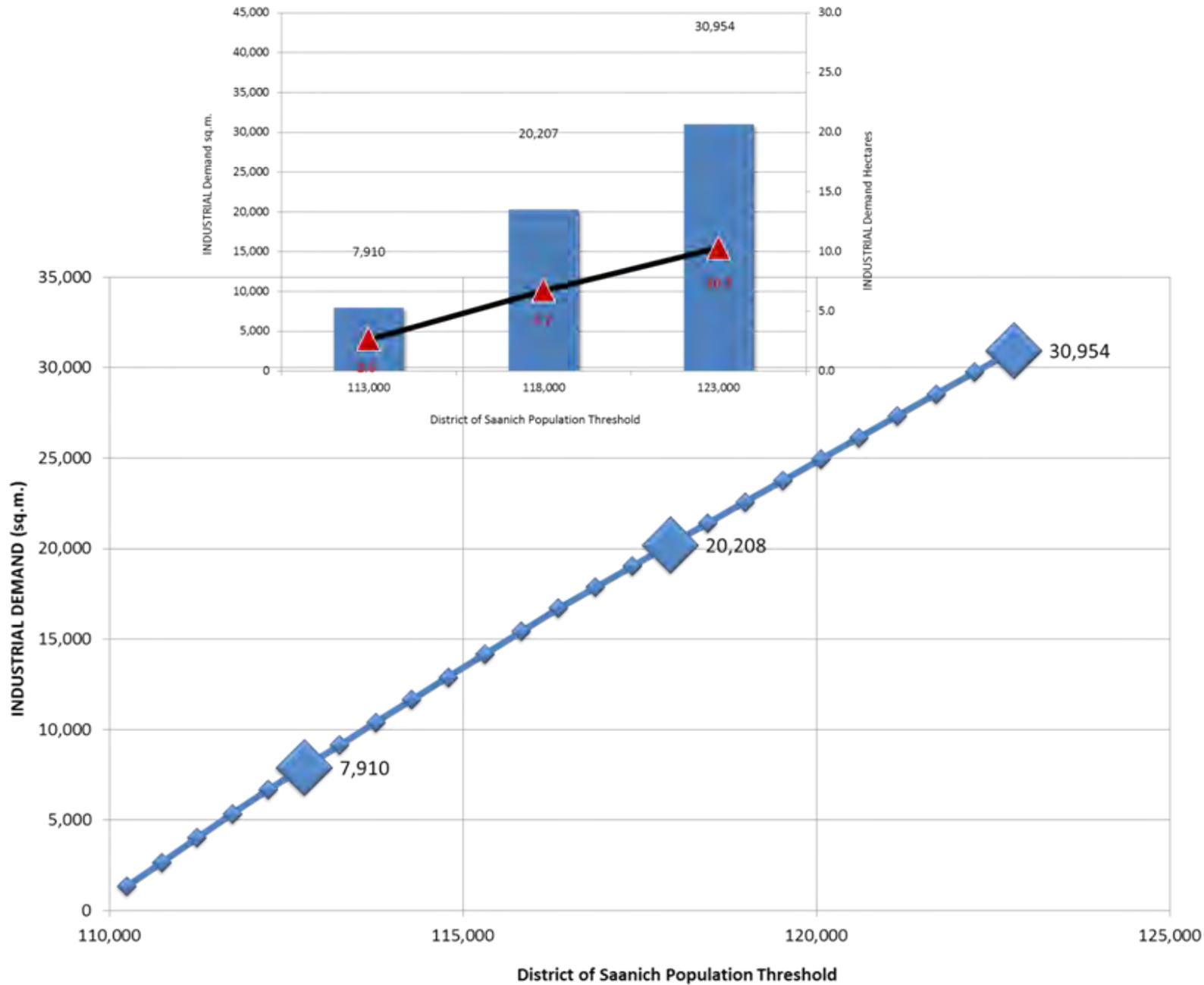
- ***181,161 sq.m. at a population of 113,000***
- ***193,238 sq.m. at a population of 118,000***
- ***203,458 sq.m. at a population of 123,000***

Growth under the above scenario would equate to an average ratio of 1.58 - 1.67 sq.m. per capita.

Accordingly, the industrial demand suggests the potential for future allocation of almost 25 acres / 10 hectares for additional new industrial demand as Saanich reaches a population of 123,000.

11.0 Industrial Demand Analysis

Figure 11.2 Projected Cumulative New Industrial Demand in Floor Space and Land in Saanich



SECTION 12.0

HOTEL SUPPLY ANALYSIS



12.1 Introduction

This section examines the current and future Hotel inventory throughout the District of Saanich to document and understand how the market is performing, as well as to provide a baseline of inventory towards calculating the amount of forecasted demand (i.e. number of rooms) over the coming years.

12.2 Regional Hotel Market Overview

Utilizing market data from Smith Travel Research (STR), the current hotel inventory in Greater Victoria as of year end 2012 (refer to **Appendix E** for detailed hotel inventory) is estimated to be 8,215 Rooms.

As shown in **Figure 12.1**, almost 53% or 4,325 Rooms are located in the Downtown Victoria South/Peninsula Region (as defined by STR).

Additionally, as highlighted in **Figure 12.2**, 64% or 5,238 Rooms are classified as Independent Brands, thus suggesting that the Greater Victoria Market does not have all the current potential hotel brands in the market that one would typically find in a strong tourist-oriented market such as Vancouver Island.

Figure 12.3 provides a benchmark of hotel rooms per 1,000 residents that further illustrates and validates the very strong tourist market in Victoria, whereby the City of Victoria (excluding Saanich) has a ratio of 69 rooms per 1,000 residents. By comparison, the next closest urban destination is Nanaimo at 29 rooms per 1,000 residents. Moreover, the US/Canadian average is even lower at 16.0 rooms per 1,000 residents.

This inventory benchmark suggests that the market, while not having all the potential hotel brands is at a point of near saturation.



12.0 Hotel Supply Analysis

Figure 12.1 Breakdown of Total Inventory by Location

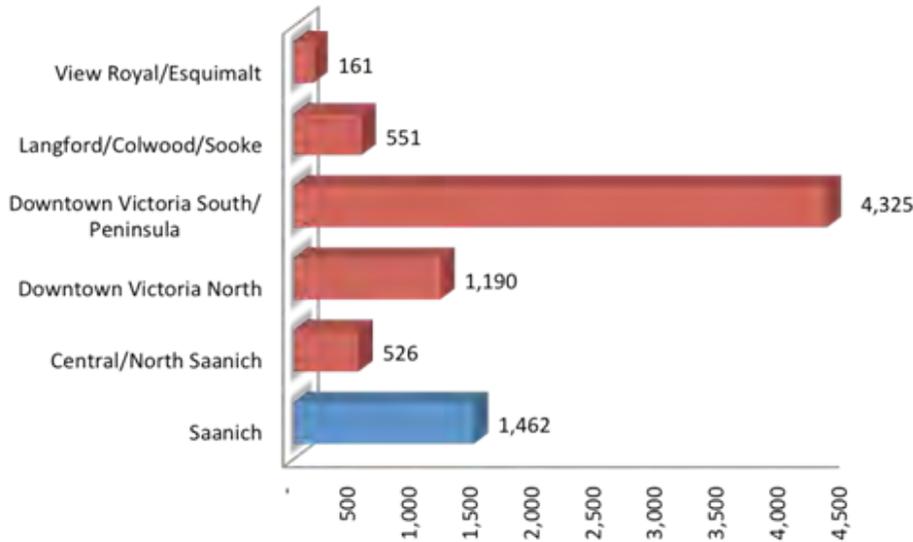


Figure 12.2 Breakdown of Total Regional Inventory by Price Point

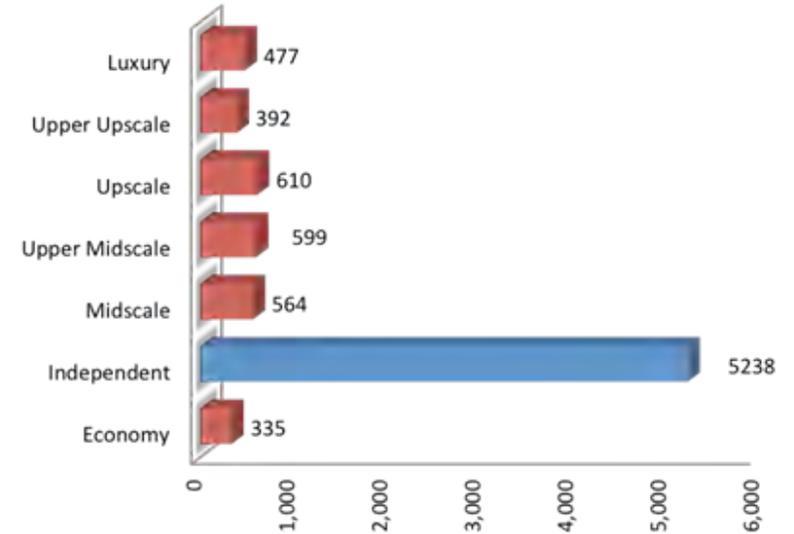
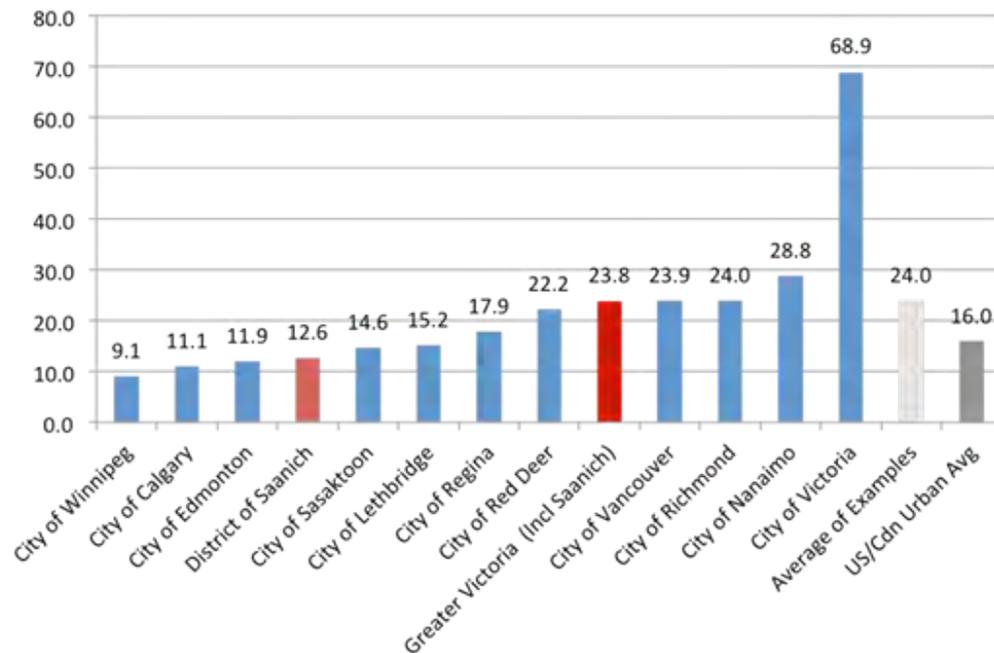


Figure 12.3 Benchmark Ratio of Hotel Rooms per 1,000 Residents



12.0 Hotel Supply Analysis

Table 12.1 Historic Hotel Supply in Greater Victoria 2007 – 2012 by Price Point Format

Hotels	Historic Supply					
	Jan-07	Jan-08	Jan-09	Jan-10	Jan-11	Jan-12
Luxury	1	1	1	1	1	1
Upper Upscale	2	2	2	2	2	2
Upscale	2	2	3	3	3	4
Upper Midscale	4	3	2	3	5	6
Midscale	8	9	9	9	7	6
Economy	6	5	5	5	5	5
Independent	74	75	76	75	75	75
Total	97	97	98	98	98	99

Rooms	Historic Supply					
	Jan-07	Jan-08	Jan-09	Jan-10	Jan-11	Jan-12
Luxury	477	477	477	477	477	477
Upper Upscale	392	392	392	392	392	392
Upscale	371	371	488	488	488	610
Upper Midscale	397	358	206	358	535	599
Midscale	599	692	692	692	514	447
Economy	428	335	335	335	335	335
Independent	5,269	5,355	5,507	5,355	5,355	5,355
Total	7,933	7,980	8,097	8,097	8,096	8,215

12.3 Saanich Hotel Market Overview

Even though the “urban” core of Saanich lies along the heavily traveled Pat Bay Highway and is direct conduit into Downtown Victoria, the overall hotel inventory in Saanich is quite low at 1,342 rooms or less than 20% (17.7%) of the Greater Victoria inventory (refer to **Table 12.2**).

The total ratio would be even lower if the University of Victoria Student Residences (999 rooms) were removed as they are not a traditional hotel format, but since they are considered by organizations such as Smith Travel Research as Seasonal Accommodations and thus are considered part of the Hotel Inventory.

Figure 12.4 illustrates the locations of the Hotel properties in the District of Saanich, as well as highlighting the areas of other hotel properties.

In terms of future hotel supply, **Table 12.3** documents those hotels that have been identified as having development plans. As seen in **Table 12.3**, the hotels proposed are all located on the West Shore area illustrating the emergence of this area.

The District of Saanich has an opportunity, particularly in the Uptown area to identify strategic parcels for future hotel infill or redevelopment, particularly as the area evolves into a more dense urban destination.

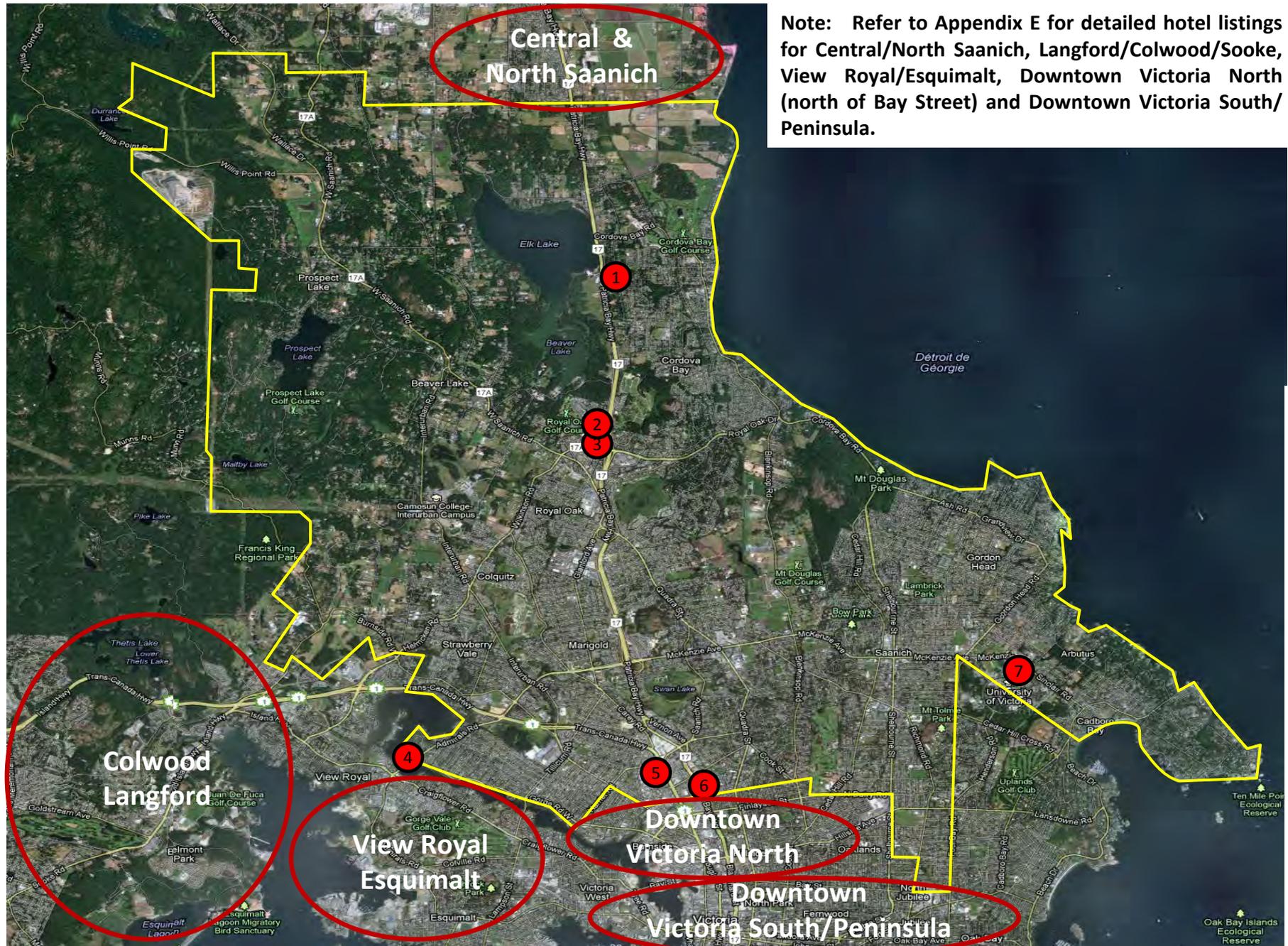
Table 12.2 Saanich Hotel Inventory Summary

Map Key	MARKET LOCATION/ SUB-REGION	FORMAT	HOTEL NAME	# of Rooms	Meeting or Conference Space (sf)	Largest Meeting Space (sf)	Date Open
1	Saanich	Independent	Cherry Bend Motel	22			
2	Saanich	Midscale	Howard Johnson & Suites	88			Jun-01
3	Saanich	Independent	Cheltenham Court Motel	20			
4	Saanich	Midscale	Red Lion Inn & Suites	96	450	450	Jun-67
5	Saanich	Midscale	Accent Inns Victoria	117			Jun-86
6	Saanich	Independent	University of Victoria Conference/Residences	999			
SAANICH SUB-TOTAL				1,342	450		
GREATER VICTORIA TOTAL				8,095	118,735		
2011 Stats Can Saanich Population			109,752	Hotel Rooms Per 1,000 Residents		12	
2011 Stats Can Victoria CMA Population			344,615	Hotel Rooms Per 1,000 Residents		23	
Saanich Average # of Hotel Rooms per Property (excluding Uvic)						57	
Saanich Average # of Hotel Rooms per Property (including Uvic)						192	
Greater Victoria Average # of Hotel Rooms per Property						82	

Source: Smith Travel Research / McGraw-Hill Construction Dodge

12.0 Hotel Supply Analysis

Figure 12.4 Saanich Hotel Supply Map



Note: Refer to Appendix E for detailed hotel listings for Central/North Saanich, Langford/Colwood/Sooke, View Royal/Esquimalt, Downtown Victoria North (north of Bay Street) and Downtown Victoria South/Peninsula.

12.0 Hotel Supply Analysis

Table 12.3 Future Proposed Hotels In Greater Victoria

MARKET LOCATION/SUB-REGION	FORMAT	HOTEL NAME	# of Rooms	Meeting or Conference Space (sf)	Largest Meeting Space (sf)	Date Opened
Langford/Colwood/Sooke	n/a	Unnamed Hotel @ City Centre of Colwood	200			
Langford/Colwood/Sooke	n/a	Unnamed Hotel @ Essencia	n/a			
Langford/Colwood/Sooke	n/a	Unnamed Hotel	n/a			
SUB-TOTAL			200			
TOTAL			200			

Source: Smith Travel Research / McGraw-Hill Construction Dodge

		Location	Owner/Developer
Pre-Planning		Chain: Independent	Woodburn Management
Projected opening:			
Rooms:	200	Unnamed Hotel @ City Centre of Colwood	Victoria, BC V8W 1Y2
Market:	British Columbia Other	Goldstream Ave & Sooke Rd	Phone: 250-388-4554
Sub-Market:	Victoria B.C.	Colwood, BC V9B 2W4	Fax: 250-361-1811
Notes:		1) Official plan and zoning in progress - Construction start to be determined Up to 11 buildings made up of condos/hotel/offices/retail - several phases over the course of 15 to 20 years - some high rise towers up to 29 storeys - underground parking for up to 5000 cars	

		Location	Owner/Developer
Pre-Planning		Chain: Independent	Unavera Trust
Projected opening:			
Rooms:		Unnamed Hotel @ Essencia	Calgary, AB T2P 3S8
Market:	British Columbia Other	3221 Heatherbell Rd	Phone: 403-538-0101
Sub-Market:	Victoria B.C.	Colwood, BC V9C 1Y8	
Notes:		1) Local rezoning and OCP amendment approvals in process - Advancement pending further Council review - Construction start to be determined Construct a resort to include several options including residential and hotel unit components ranging from 4 to 15 stories - commercial retail space - restaurants - banquet facilities - meeting rooms - art gallery - spa - wellness centre - professional offices - community kitchen - classroom and studio space - arts and performance space	

		Location	Owner/Developer
Pre-Planning		Chain: Independent	Hayworth Communities
Projected opening:			
Rooms:		Unnamed Hotel	Victoria, BC V9B 3Y7
Market:	British Columbia Other	314 Wale Rd	Phone: 250-478-4431
Sub-Market:	Victoria B.C.	Colwood, BC V9B 2P9	
Notes:		1) Project proposed for construction - Advancement pending completion of phase 1 - Construction start to be determined Construct new hotel and restaurant - Configuration to be determined	

SECTION 13.0

HOTEL DEMAND ANALYSIS



13.1 Introduction

To lay a foundation for subsequent demand and allocation of hotel demand in the District of Saanich, if and as applicable, it is firstly important to determine the overall Saanich demand. Against and from this demand, the number of rooms, resulting floor space and land can be allocated to accommodate growth over time while maintaining continuity with the vision for sustainable city planning.

13.2 Hotel Market Demand Quantification

Table 13.1 illustrates the cumulative annual demand for a hotel room growth specifically for the District of Saanich over the next 15 to 20 years.

Although the occupancy figures shown in **Table 13.1** illustrate an escalating occupancy, this figure assumes the current level of inventory over time. Consequently, the increasing occupancy is illustrative of demand and opportunity for new hotel space in which the target industry standard for occupancy should be in the range of 60% to 65%.

13.3 Future Saanich-Wide Demand

Figure 13.1 illustrates the cumulative annual demand for a hotel room growth specifically for the District of Saanich over the next 20 years or to a time when the District's population approaches 123,000 residents.

Unlike retail, office or industrial demand which has a correlation to population growth forecasts, hotel demand is less driven by population, and much more by visitor dynamics of the region, such as the visitor profile (Leisure, Business, Delegate, etc.) as well as demand generators in the vicinity of a potential project.

Demand generators can include major sporting facilities in which Sports Tourism can play a role, major entertainment districts, convention and conference venues, and major business and shopping destinations. All of these factors are critical in identifying hotel demand as well as critical site location criteria, most notably proximity to major arterials and transportation hubs such as Ferry Terminals and Airports.

Assuming hotel occupancy rates grow as per estimated forecasts over the period of 2012 to 2015 (and beyond), the results of the hotel demand analysis reveal that almost 366 rooms could be warranted by the time the District of Saanich's Population reaches 123,000, which could equate to approximately 2 to 3 new hotels.

Although average hotel occupancy and historic supply and demand growth are critical inputs in determining future demand for hotels in the city, the current age of the existing hotel infrastructure should also be weighed, whereby demand could be stronger than identified in the table, particularly where favourable sites with critical demand generators exist (e.g. downtown or regional commercial centres).

While not directly correlated with population, this study is nonetheless able to provide a timeline for the hotel demand that can be shown against potential population benchmarks. Accordingly, the model displays hotel demand for population benchmarks as summarized below and further outlined in **Figure 13.1** on page 133.

- ***At a population benchmark of 113,000 there is a total cumulative market demand for an additional 4,236 sq.m., equating to approximately 76 rooms.***
- ***At a population benchmark of 118,000 there is a total cumulative market demand for an additional 12,207 sq.m., equating to approximately 219 rooms.***
- ***At a population benchmark of 123,000 there is a total cumulative market demand for an additional 20,402 sq.m., equating to approximately 366 rooms.***

Similarly, applying an average site utilization factor of 1.20, as sensitized for the type of development formats envisioned in the most applicable nodes throughout the District, reveals the following land requirements necessary to accommodate the latter hotel room units and square footage estimates.

- ***At a population benchmark of 113,000 there is a total land requirement for an additional 0.9 ac / 0.4 ha.***
- ***At a population benchmark of 118,000 there is a total land requirement for an additional 2.5 ac / 1.0 ha.***
- ***At a population benchmark of 123,000 there is a total land requirement for an additional 4.2 ac / 1.7 ha.***

13.4 Hotel Demand Summary

Saanich's current hotel inventory, estimated at 1,342 rooms, represents an average of approximately 13 hotel rooms per 1,000 residents. This ratio is slightly below the urban national average (16.0) and as such illustrates some latent demand in the market.

The District of Saanich currently has some limited residual demand for new hotel rooms, as evidenced by the fact that the earliest a hotel could be introduced would be around 2017 given current inventory and market performance indicators.

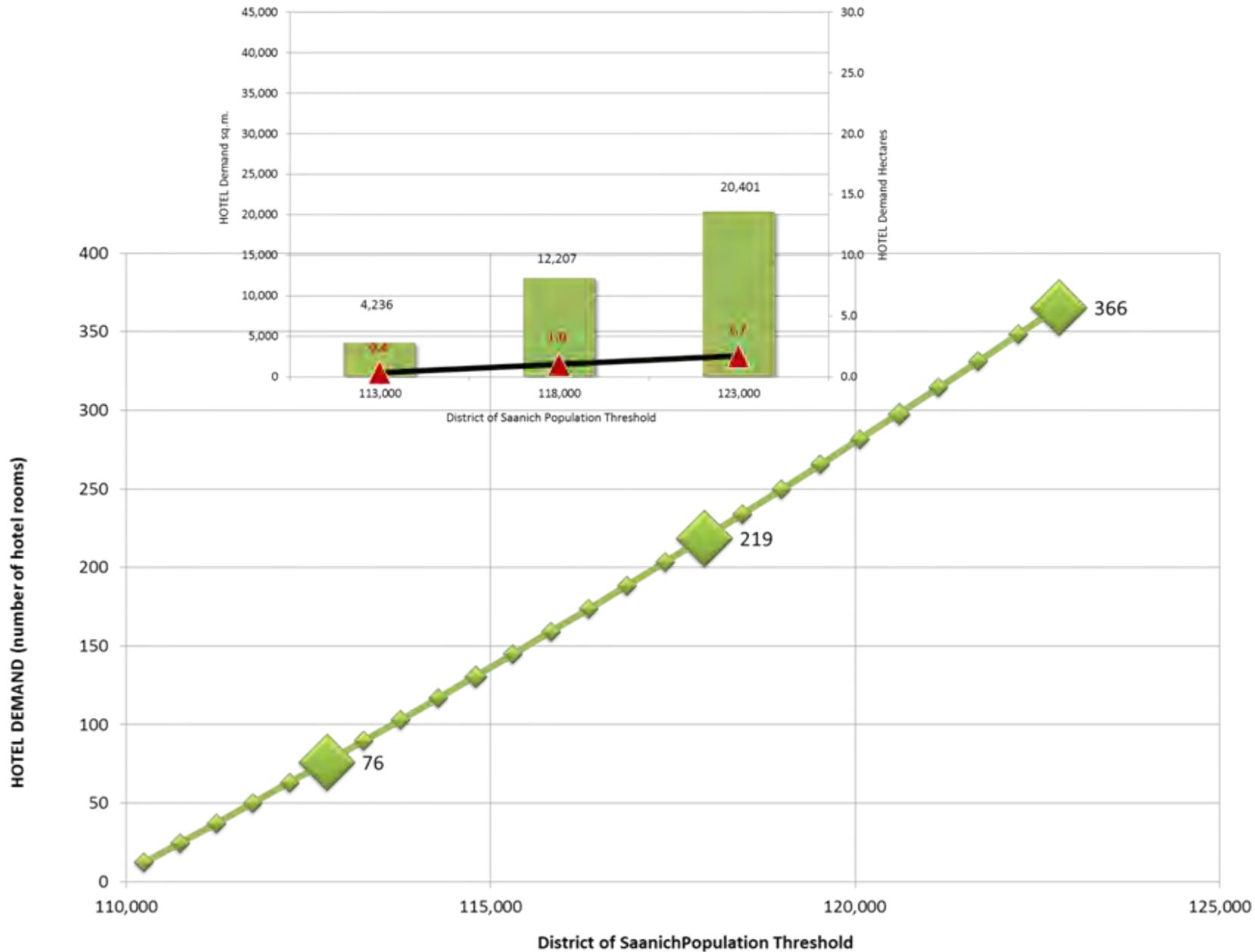
Over the forecast horizon as the District grows towards a population of 123,000 the total Saanich hotel inventory could grow to over 1,700 rooms (at a population of 123,000).

It is recommended that the District of Saanich encourage and support hotel development in the Uptown area to further enhance this Regional Major Center as a vibrant mixed-use centre. Saanich needs to encourage hotel room development and recognize other critical market dynamics and demand generators beyond simply per capita ratios, including but not limited to factors such as age and renovation of existing properties, size, frequency and overall utilization of convention facilities, occupancy and ADR (Average Daily Room Rates).

The development of the Uptown area is highly compatible with the introduction of another hotel as identified above. Saanich's reputation as a destination for leisure as well as its accessibility, regional centrality and future shopping are all strong attributes for prospective hotel operators.

13.0 Hotel Demand Analysis

Figure 13.1 Projected Cumulative New Hotel Demand in Floor Space, Number of Rooms and Land in Saanich



13.0 Hotel Demand Analysis

Table 13.1 Saanich New Hotel Demand Summary 2012 - 2036

HOTEL ROOM DEMAND							Forecasted Growth Per Annum		
		2012	2017	2022	2027	2032	2036	2010 - 2031	
Saanich Hotel Room Inventory (NUMBER OF HOTEL ROOMS)		1,342	1,342	1,342	1,342	1,342	1,342	0.00%	
Projected Saanich Room Demand (ROOM NIGHTS)		312,697	334,120	357,130	381,847	408,401	431,061	1.2%	
	Leisure	83%	259,974	280,066	301,711	325,028	350,147	371,634	1.3%
	Commercial	17%	52,723	54,054	55,419	56,819	58,254	59,427	0.4%
	Total	100%	312,697	334,120	357,130	381,847	408,401	431,061	
Projected Saanich Room Supply (ROOM NIGHTS)		491,172	489,830	491,172	491,172	491,172	491,172		
Incremental Annual New Saanich Room Demand (NUMBER OF ROOMS)		11	12	13	13	14	15		
Cumulative Annual New Saanich Room Demand (NUMBER OF ROOMS)		11	70	133	201	273	336		
Occupancy Growth Indicating Hotel Opportunity Years		63.7%	68.2%	72.7%	77.7%	83.1%	87.8%		

Source: MXD Development Strategists 2011, Smith Travel Research, Tourism Victoria

Note: 2012, 2016 & 2020 represent Leap Years and therefore have 366 days against which supply is calculated
 Forecasted Occupancy as estimated by MXD Development Strategists reflecting historic average and industry standard given the Greater Victoria Market profile.

SECTION 14.0

SAANICH-WIDE

COMMERCIAL & INDUSTRIAL

DEMAND SUMMARY



14.0 Saanich-Wide Commercial & Industrial Demand

14.1 Aggregate Saanich-Wide Demand Forecasts

Figure 14.1 and Tables 14.1, 14.2 and 14.3 provide an aggregate cumulative summary of the retail, office, hotel and industrial demand estimates documented previously, as quantified against the three (3) population threshold scenarios, or when the population reaches between 113,000 and 123,000 people.

Accordingly, Figure 14.1 illustrates that the total commercial and industrial land requirement necessary to fulfill the needs of the District of Saanich when it reaches a threshold total population of 123,000 residents is in the range of 1.3 million sq.ft., which equates to approximately 28.5 acres / 11.5 hectares.

Figure 14.1 Projected Cumulative New Demand in Floor Space and Land Area in Saanich For Retail, Office, Hotel & Industrial (At District’s Total Population Threshold of 123,000)

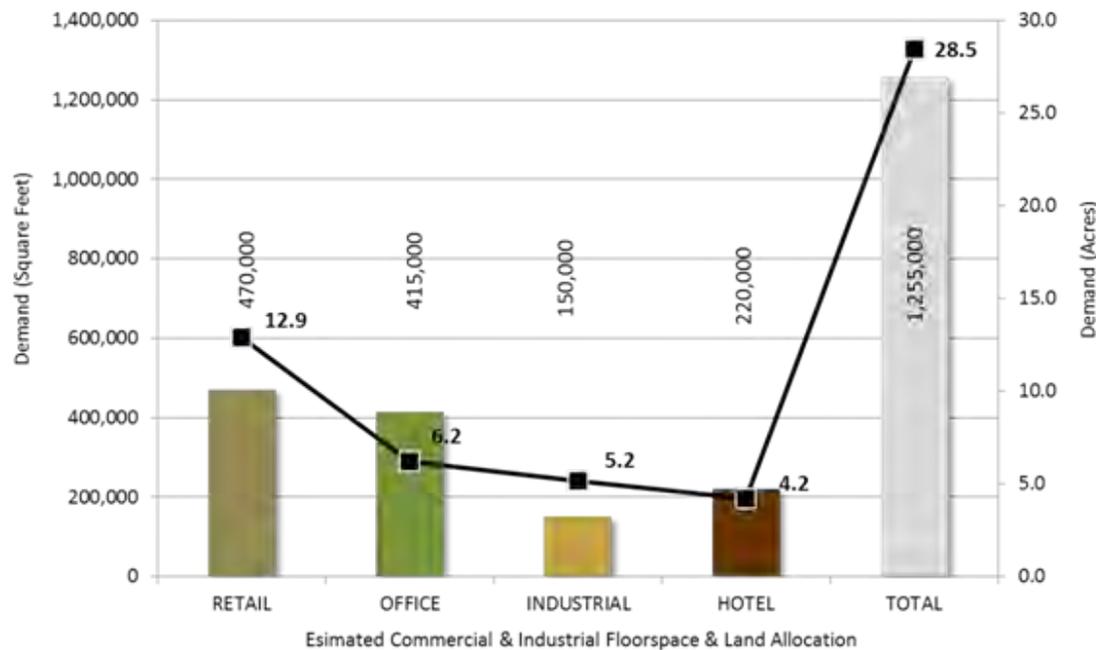


Table 14.1 documents for each population threshold year (113,000 / 118,000 / 123,000) the amount of cumulative new demand for retail, office, industrial and hotel in floor space and land requirements.

Table 14.2 takes the total allocation of the commercial and industrial demand shown in Figure 14.1 and further sub-divides this into the respective Saanich Major Centres, Neighbourhood Centres and Villages.

Although the correlation of demand can be tied to potential time frames, for the purpose of this particular Study, the demand forecasts are quantified against critical population thresholds expected to be reached and surpassed over an approximate 20 year time frame, which is most realistic and feasible for market-driven forecasts.

14.0 Saanich-Wide Commercial & Industrial Demand

Table 14.1 District of Saanich Cumulative Commercial & Industrial Floor Space Demand Summary by Population Threshold Years

Floor Space Demand (sq. ft.)

District of Saanich Population Threshold	RETAIL	OFFICE	INDUSTRIAL	HOTEL	TOTAL
113,000	109,871 sq.ft.	111,117 sq.ft.	85,149 sq.ft.	76 rooms 45,600 sq.ft.	351,737 sq.ft.
118,000	282,127 sq.ft.	281,891 sq.ft.	217,518 sq.ft.	219 rooms 131,400 sq.ft.	912,936 sq.ft.
123,000	459,709 sq.ft.	404,645 sq.ft.	333,194 sq.ft.	366 rooms 219,600 sq.ft.	1,417,148 sq.ft.

Floor Space Demand (sq. m.)

District of Saanich Population Threshold	RETAIL	OFFICE	INDUSTRIAL	HOTEL	TOTAL
113,000	10,207 sq.m.	10,323 sq.m.	7,910 sq.m.	76 rooms 4,236 sq.m.	32,676 sq.m.
118,000	26,210 sq.m.	26,188 sq.m.	20,207 sq.m.	219 rooms 12,207 sq.m.	84,812 sq.m.
123,000	42,707 sq.m.	37,592 sq.m.	30,954 sq.m.	366 rooms 20,401 sq.m.	131,653 sq.m.

14.0 Saanich-Wide Commercial & Industrial Demand

Table 14.2 District of Saanich Cumulative Commercial & Industrial Land Demand Summary by Population Threshold Years

Land Requirements based on Floor Space Demand (acres)

District of Saanich Population Threshold	RETAIL	OFFICE	INDUSTRIAL	HOTEL	TOTAL
113,000	6.3 ac	2.6 ac	6.5 ac	0.9 ac	16.2 ac
118,000	16.2 ac	6.5 ac	16.6 ac	2.5 ac	41.8 ac
123,000	26.4 ac	9.3 ac	25.5 ac	4.2 ac	65.4 ac

Land Requirements based on Floor Space Demand (hectares)

District of Saanich Population Threshold	RETAIL	OFFICE	INDUSTRIAL	HOTEL	TOTAL
113,000	2.6 ha	1.0 ha	2.6 ha	0.4 ha	6.6 ha
118,000	6.6 ha	2.6 ha	6.7 ha	1.0 ha	16.9 ha
123,000	10.7 ha	3.8 ha	10.3 ha	1.7 ha	26.5 ha

Total Population Thresholds



SECTION 15.0

MULTI-FAMILY RESIDENTIAL SUPPLY ANALYSIS



15.0 Multi-Family Residential Supply Analysis

15.1 Introduction

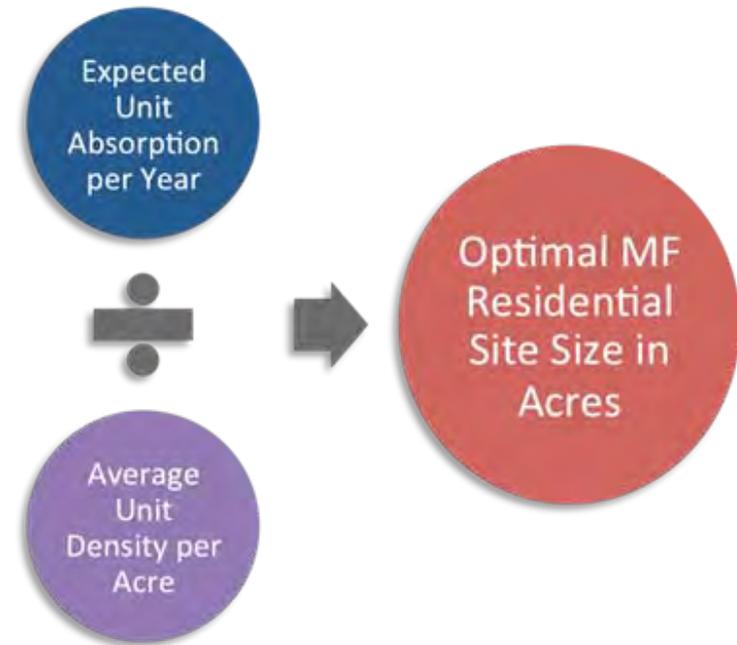
This section examines the current and future residential market for Multi-Family (MF) developments of 3 units or more within the region and the District of Saanich to gain a complete understanding of how the market is performing, as well as to provide a baseline towards calculating the amount of demand that will be necessary over the coming years.

After examining the overall regional and local MF market environment along with researching current and past performance metrics, this section will assess both the historic and current market performance in conjunction with population growth scenarios to accurately forecast and project future demand.

To fully understand the MF residential market it is important to understand what motivates developers. From the developers perspective, the optimal multi-family development locations are naturally more expensive but are more often than not worth the expense, particularly for higher end units. Important site factors that developers consider include but are not limited to:

- *Visibility for marketing and leasing*
- *Curb appeal (what does it look like from the street)*
- *Ingress (how easy is it to get into the area)*
- *Egress (how easy is it to get out of the area)*
- *Median strips and curb cuts*
- *The capacity of the local transportation network*
- *Peak hour traffic volumes*
- *Travel times to amenities*
- *Access to public transportation*
- *Planned developments in the area*

The best size for MF residential sites varies according to the local market conditions, including lease-up rates, acceptable unit densities and preferred amenity contribution.



Many developers consider 150+ units the minimum necessary to support a full-time on site maintenance staff and they generally look for sites which have this capacity. In urban settings developers may build several smaller complexes within a neighbourhood that services together.

Developers of MF residential projects are less constrained by slopes and shape/size of sites, because residential pads are smaller and more flexible than commercial buildings.

15.0 Multi-Family Residential Supply Analysis

15.2 Regional Residential Market Overview

Over the past ten years it was noted that the Saanich East area located east of the Patricia Bay Highway has consistently commanded higher prices for Single Family Detached Homes, Condominiums and Townhouses than the Saanich West area located west of the Highway. **Figure 15.1** shows that this trend remains unchanged as of 2011.

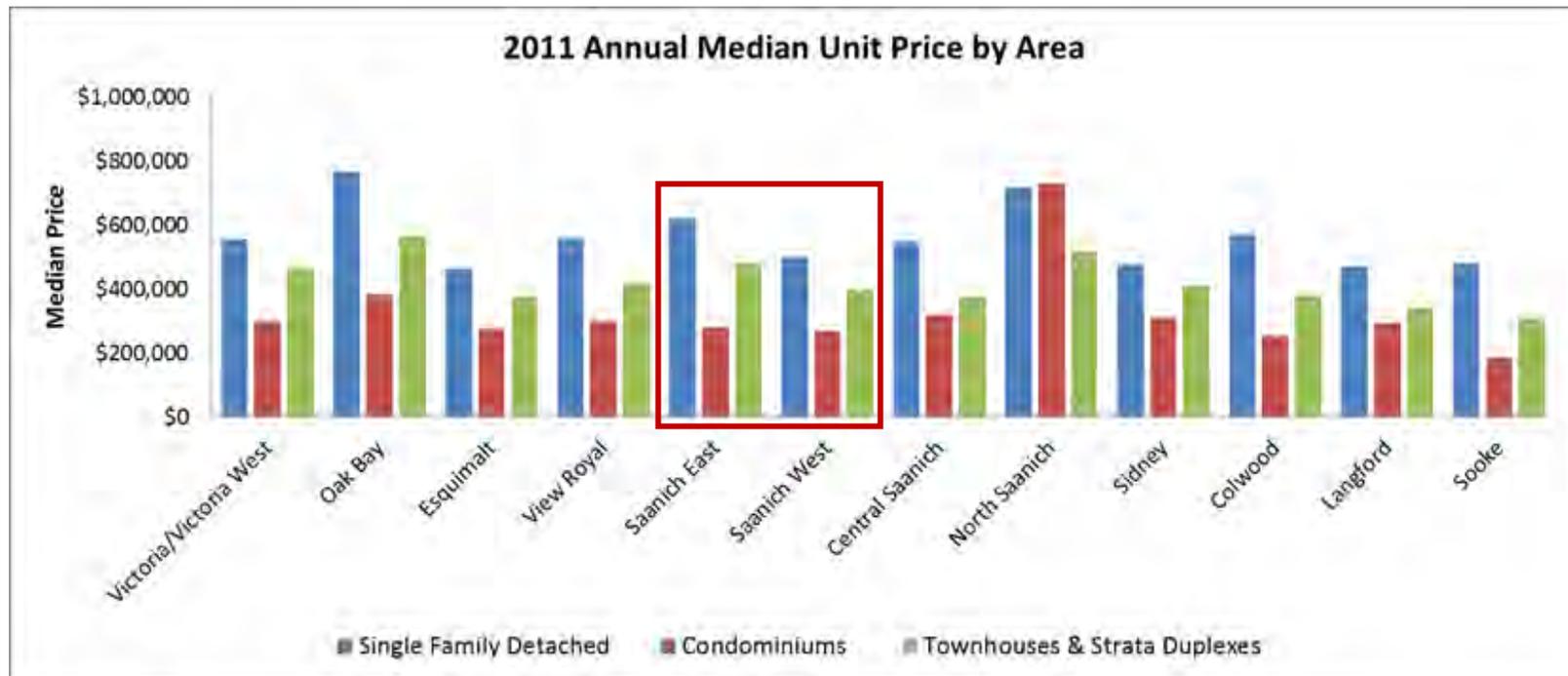
In 2011, Single Family Detached Units, Condos and Townhomes in Saanich West were priced slightly below the average for Greater Victoria.

Saanich East Detached Homes and Townhomes (**Table 15.1**) are priced consistently higher than the average however East Saanich Condominiums are priced slightly below the average when compared to other areas.

Table 15.1 2011 Annual Median MF & SF Housing Prices

2011 Annual Median (\$/Unit)			
Districts	Single Family Detached	Condominiums	Townhouses & Strata Duplexes
Victoria/Victoria West	\$556,000	\$299,900	\$463,750
Oak Bay	\$765,000	\$382,500	\$567,000
Esquimalt	\$461,250	\$275,000	\$375,000
View Royal	\$560,000	\$298,750	\$418,000
Saanich East	\$619,000	\$278,250	\$481,000
Saanich West	\$499,000	\$269,000	\$395,100
Central Saanich	\$550,000	\$320,000	\$372,950
North Saanich	\$715,000	\$730,000	\$519,000
Sidney	\$477,250	\$309,000	\$410,000
Colwood	\$570,000	\$252,500	\$380,000
Langford	\$471,000	\$293,000	\$340,000
Sooke	\$480,000	\$185,000	\$309,000

Figure 15.1 2011 Annual Median Unit Price by Area



15.0 Multi-Family Residential Supply Analysis

15.3 Saanich Multi-Family Residential Market Overview

A residential characteristics comparison was created to highlight unique aspects of Saanich’s residential market (refer to **Figures 15.2 to 15.4**). In this assessment Saanich was compared to Nanaimo, Victoria CMA and Surrey City on Vancouver’s mainland.

The comparison shows that Saanich’s ratio of Single Family Detached Units to Multi-Family Residential Units is low, but perhaps reflective of the older demographic population (**Figure 15.3**).

Figure 15.4 shows that Saanich is similar to Greater Victoria in that it has a high ratio of older residential inventory in comparison to Nanaimo and Surrey. In addition, a 73% ownership ratio is relatively normal in comparison to other areas (**Figure 15.2**).

Figure 15.3 Ratio of Single Family to Multi-Family Residential

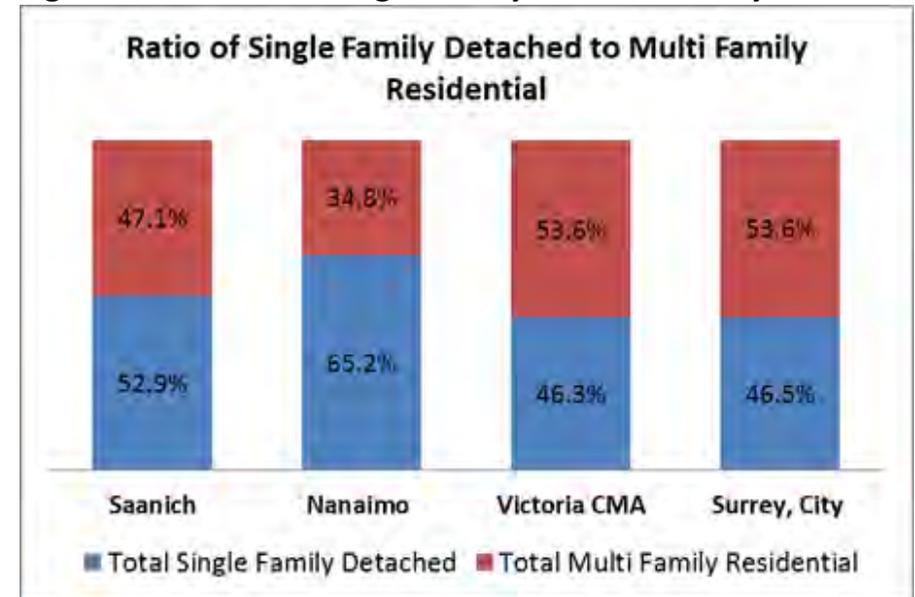


Figure 15.2 Ratio of Owned to Rented Dwellings

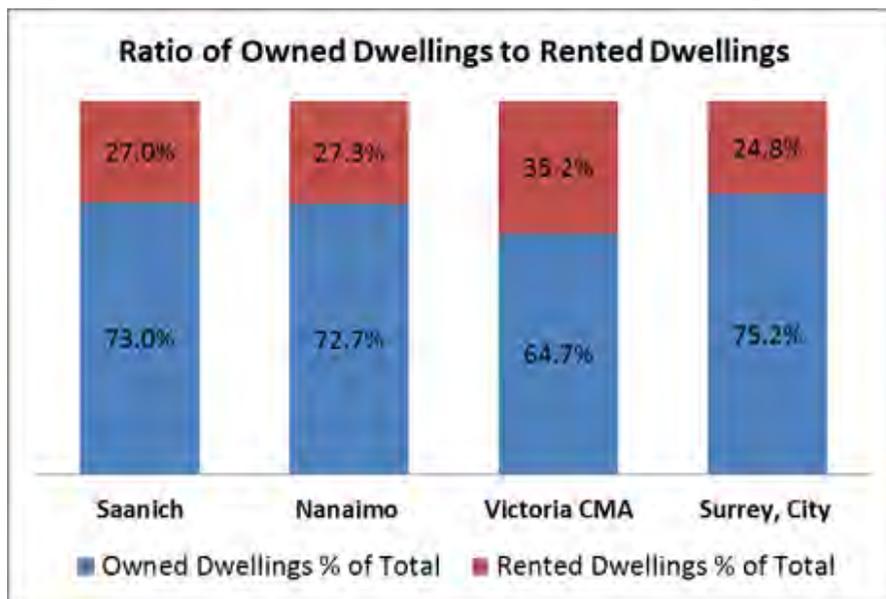
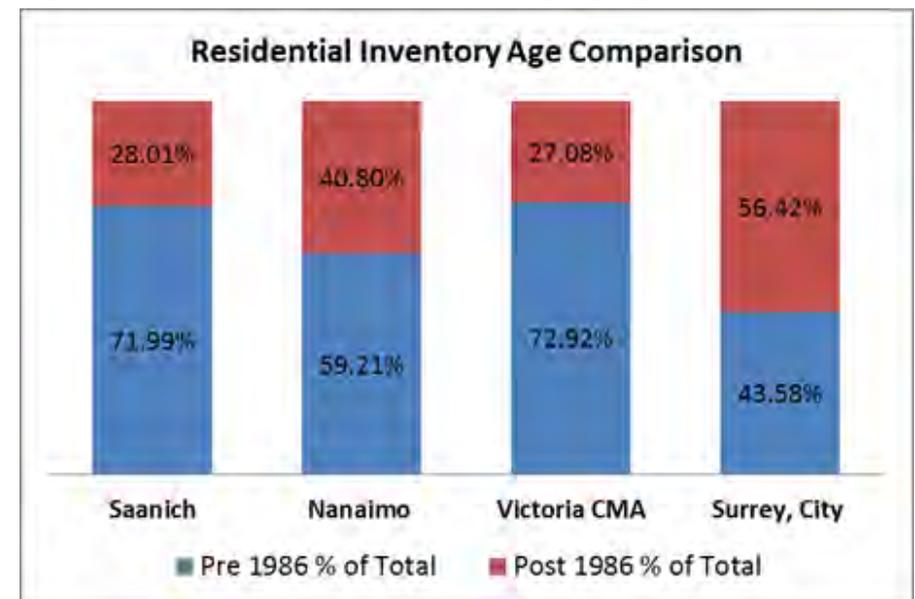


Figure 15.4 Residential Inventory by Age



15.0 Multi-Family Residential Supply Analysis

Referring to **Figures 15.5 and 15.6**, an average of 1,925 Condominiums, Townhouses and Single Family Detached homes have been sold a year in Saanich since 2001:

- Single Family Detached: 1,275 (66%)
- Condominiums: 429 (22%)
- Townhouses & Strata Duplexes: 221 (12%)

Over the past 5 years, the average annual number of residential units sold has declined to 1,778 with 1,418 units sold in 2011. In 2011 average prices were:

- Single Family Detached: \$648,412
- Condominiums: \$290,123
- Townhouses & Strata Duplexes: \$477,732

An average of 650 Multi-Family Residential (Condominiums, Townhouses) units have been sold a year in Saanich since 2001.

- Condominiums: 429 (66%)
- Townhouses & Strata Duplexes: 221 (34%)

Over the past 5 years, the trend has been down with annual averages of 618 units, with **448 units sold in 2011**.

10 Year Average Annual Price Growth Rate:

- Condominiums: 9.62%
- Townhouses & Strata Duplexes: 7.91%

5 Year Average Annual Growth Rate:

- Condominiums: 2.67%
- Townhouses & Strata Duplexes: 3.88%

Figure 15.5 Saanich Residential Performance by Units Sold

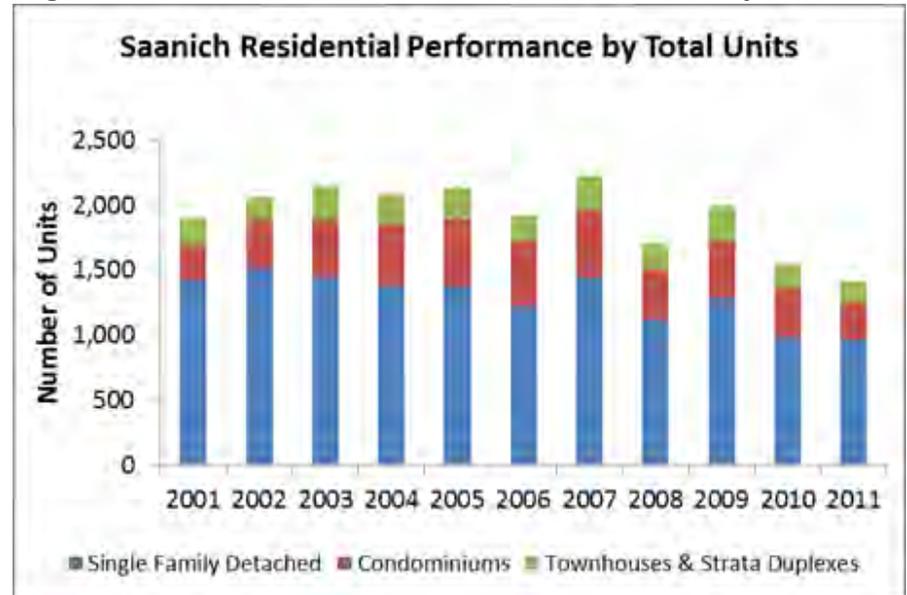
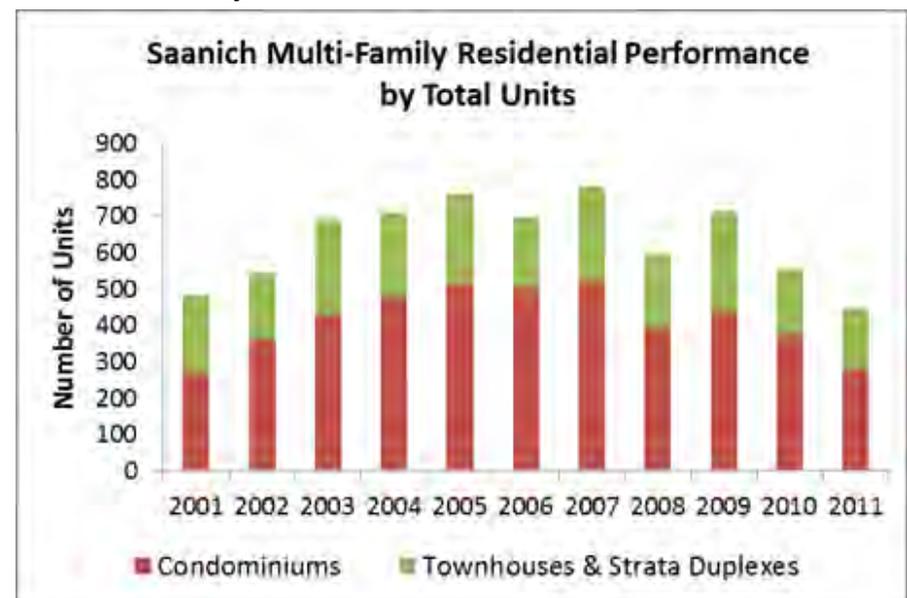


Figure 15.6 Saanich Multi-Family Residential Performance by Units Sold



15.0 Multi-Family Residential Supply Analysis

15.3.1 Condominiums

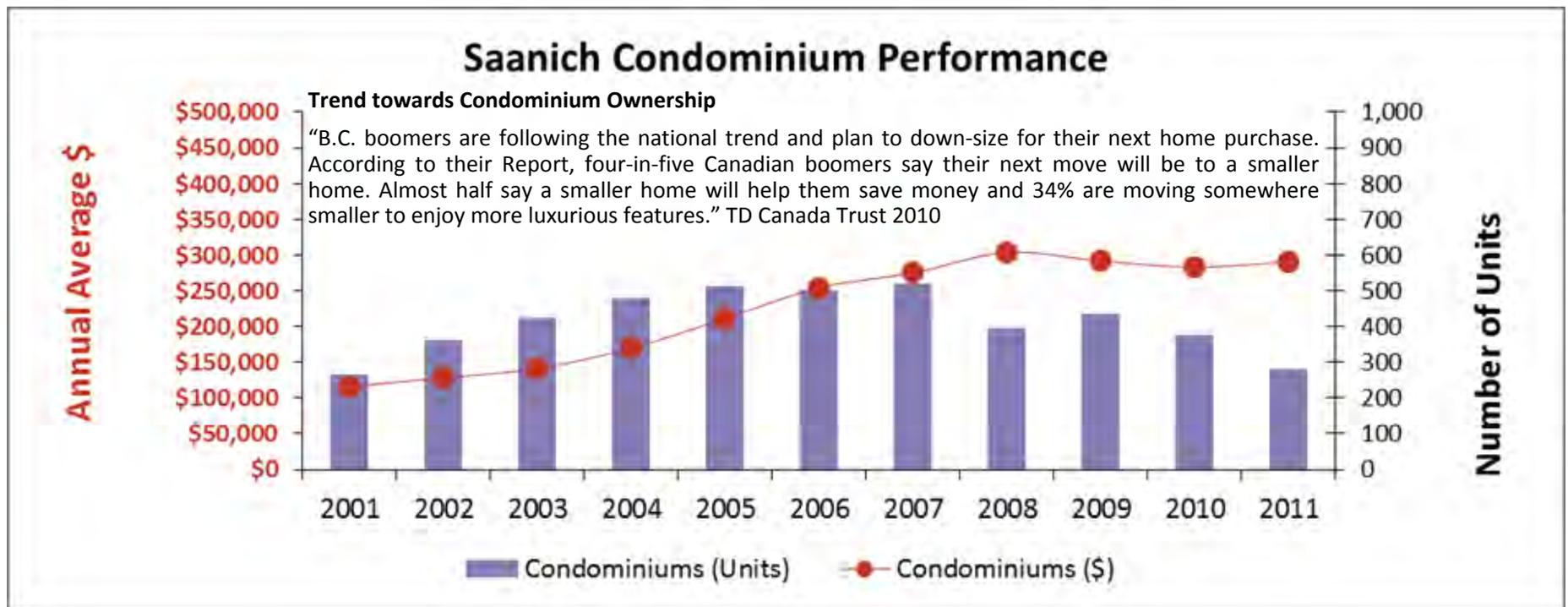
Since 2001 the price of condominiums has increased 150%, which is considerable when considering that prices have declined since 2008 (Figure 15.7).

At the end of 2011 an average condominium in Saanich costs \$290,123. In 2008, the average condominium reached a peak of \$303,564.

Not only has the growth in prices slowed over the past 5 years but also the number of unit sold. In 2011, a ten year annual low of 279 units were sold, which is dramatically lower than the 520 condo units sold in 2007.



Figure 15.7 Saanich Condominium Historic Performance



15.0 Multi-Family Residential Supply Analysis

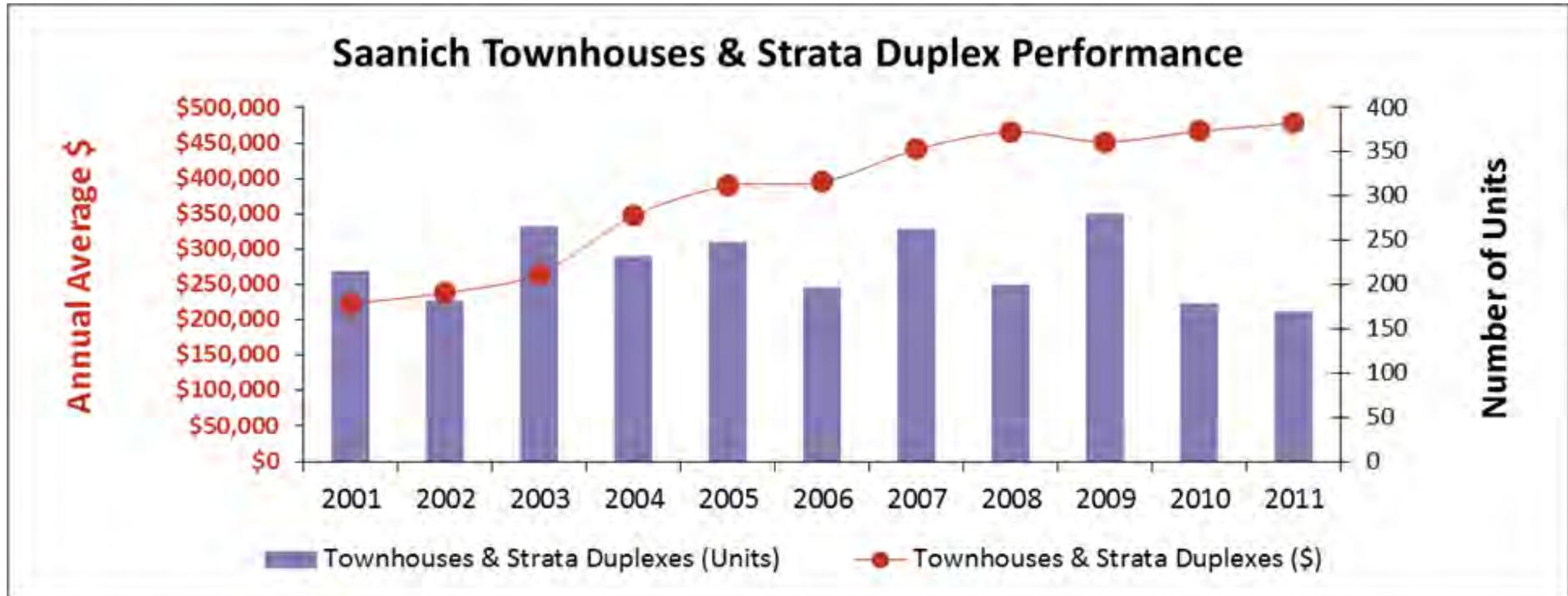
15.3.2 Townhouses & Strata Duplexes

Since 2001 the price of townhomes and strata duplexes has increased 114% with much of this growth occurring between 2001 and 2008 (Figure 15.8). At the end of 2011 an average Townhome or Strata Duplex in Saanich costs \$477,732.

In conjunction with the prices of townhomes and strata duplexes, the number of units sold has also slowed considerable over the past five years. In 2011, a ten year annual low of 169 units were sold, which is considerable in comparison to 280 units sold in 2009.



Figure 15.8 Saanich Townhouses & Strata Duplex Historic Performance



15.0 Multi-Family Residential Supply Analysis

15.4 Multi-Family Residential Outlook

The Canadian Mortgage and Housing Corporation (CMHC) predicts that the resale market will begin trending towards a more balanced market from conditions favouring buyers in 2011.

According to the CMHC Housing Market Outlook Report for Victoria CMA MLS Sales will increase 7% in 2012 with annual average prices edging up 1% from 2011.

The positive returns will likely be led by multi-family construction which is predicted to post similar totals to the 10 year average.

The majority of multi family unit construction will comprise of apartment condominium expected to account for 45% to 50% of total housing starts in 2012 & 2013.

The single detached starts will lag below the historic average for 2012 and 2013. The development community is growing cognizant of the "Price Sensitive Local Consumer". New home are being absorbed quickly if it caters to a specific price point.

"Modest Increases in Housing Starts Forecasted for 2012 led by Multi-Family Residential" - CMHC

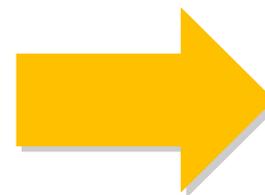
Multi-Family Residential



1,200 Units Predicted



Single Detached



Lows in Single Detached are positive as "Developer's are waiting to see a reduction in the existing level of resale supply." - CMHC

SECTION 16.0
MULTI-FAMILY RESIDENTIAL
DEMAND ANALYSIS

16.0 Multi-Family Residential Demand Analysis

16.1 Introduction

Following the Population & Demographic Analysis, and Multi-Family Residential Supply Analysis, a forecast was made of the demand for Multi-Family units in Saanich over the 2012-2036 forecast horizon.

These estimates were then used to inform the Centre and Village Profiles presented in **Section 19 on page 161**

16.2 Saanich Multi-Family Residential Demand Forecast

The previous population projections, utilizing the Moderate Population Growth Forecast were input to an MF Residential demand model, as presented in **Table 16.1**.

Average household size is projected to decline to that of BC retirement communities current average, gradually as a function of changing age composition in the District of Saanich.

This resulted in growth in the number of new households over time, which is expected to grow by 537 by the end of 2012, but gradually decrease to approximately 200-272 new households per year by 2036.

The current percentage of people living in Multi-Family units was grown from today's share of 46.8% to a peak of 58.4% based on the changing age profile (particularly those aged 75+) and the marked preferences in housing type that each age cohort demonstrates.

Table 16.1 Saanich Multi-Family Residential Demand Forecast

District of Saanich	2012	2017	2022	2027	2032	2036
Population Growth Rate (0.45%)	110,246	112,749	115,309	117,927	120,604	122,789
Avg. Hhld Size	2.17	2.12	2.10	2.07	2.03	2.02
Households	50,738	53,106	54,913	57,047	59,499	60,787
Annual Growth in Households	537	364	301	404	528	272
% Living in MultiFamily Units (Rental & For-Sale)	46.8%	51.0%	57.9%	59.7%	58.8%	57.2%
% Aged 75 Years +	8.8%	8.6%	10.0%	12.5%	14.6%	15.6%
Population Growth Rate						
District-wide Annual Demand for MF Units	251	186	175	241	311	156
District-wide Cumulative Demand for MF Units	251	1,399	2,390	3,646	5,104	5,852
% of Demand Anticipated from Outside Market	10%	10%	10%	10%	10%	10%
Incremental Demand for MF Housing in the Market	276	205	193	265	342	172
Cumulative Demand for MF Housing in the Market	276	1,539	2,629	4,011	5,614	6,437
Incremental Demand for SFD Housing in the Market	261	160	109	139	186	101
Cumulative Demand for SFD Housing in the Market	261	1,366	2,083	2,836	3,683	4,149

16.0 Multi-Family Residential Demand Analysis

The local household growth was further grown by an “inflow factor” of 10%, estimated to be people originating from outside the Saanich market, most commonly second home owners.

As a result of this analysis a total of 6,437 new Multi-Family units are expected to be required in the District of Saanich by 2036 as well as an additional 4,149 new Single Family Detached units.

This projected demand was subsequently applied to the various developed areas in the forthcoming Centre and Village Profiles presented in section 19. A key input is the associated housing density associated with each type of product as outlined in **Table 16.2**.

Individual site characteristics and location characteristics were applied to identify the optimal housing program at each of the various Saanich Centres and Villages.

Table 16.2 Housing Densities by Product

Housing Product	FAR	Units/bldg	# of floors	Units per acre	Units per hectare
Single Detached	0.2	1	1 to 3	Up to 16	Up to 40
Patio Houses (Zero-Lot-Line Detached)	0.3	1	1 to 3		
Duplex/Triplex	0.3	2 to 3	1 to 3	4 to 17	10 to 42
Multiplex	0.4	4 to 5	2 to 3	10 to 24	25 to 60
Side Attached (rowhouse, townhouse)	0.5	4 to 8	1 to 3	12 to 35	30 to 86
Stacked Rowhouse (stacked flats)	0.8	8 to 12	3 to 4	25 to 40	62 to 98
Small Apartment (garden apartment)	1	4 to 16	2 to 3	15 to 68	37 to 168
Low-rise Apartment	1.4	12 to 40	3 to 4	10 to 80	25 to 198
Mid-rise Apartment	1.8	60 to 240	5 to 8	26 to 148	64 to 365
Apartment over Commercial (Vertical Mixed Use)	1.4	25 to 100	3 to 5	26 to 84	64 to 207
High-rise Apartment	1.5+	60 to 300	8+	60 to 300	148 to 741

SECTION 17.0

RECREATION FACILITY

SUPPLY ANALYSIS



17.0 Recreation Facility Supply Analysis

17.1 Introduction

This section examines the current supply of Recreation Facilities within the District of Saanich, as shown in **Figure 17.1** and summarized in **Table 17.1**, to gain a complete understanding of how much over/under supply there is in the market and how that is related to the current and future population projections. This process will create a baseline towards calculating the amount of demand that will be necessary over the coming years.

Since 2001, the Capital Region has seen \$625 million in direct spending from the Sport Travel/Tourism Industry. Economic spin-offs from this activity include, but are not limited to facility rentals, food services, general retail spending and accommodations

Spawned from the success of the 1994 Commonwealth Games, SportHost Victoria registered as a non profit society, March 12, 2001 and began its first year of researching developing and securing major national and international sport related events for the Greater Victoria region. Major Sporting Events translate into a \$90 million business for the Region.

17.2 Saanich Recreation Market Overview

As mentioned, the 1994 Commonwealth Games were held in Victoria and naturally the District of Saanich played a significant role in hosting the event. Existing venues were upgraded and the Saanich Commonwealth Place was built.

Commonwealth Place is a world class aquatic competition facility built for the 1994 Commonwealth Games is a major regional recreational facility for the Municipality.

Upon completion, the 125,908 square foot steel and concrete structure was the world's most advanced aquatic competition facility. The structure contains 3 pools and training facilities. In addition to the leisure portion the project also contains a library, restaurant, multipurpose rooms, gymnasium, aerobics and weight lifting rooms.

Over the years, the District of Saanich made a number of substantial investments to improve recreation facilities and services. This includes renovations at the Cedar Hill Recreation Center to include tennis facilities, restaurant, weight room and the newly completed Arts Center (2011). At Pearkes a new Arena was added as well as the Centennial Library, Saanich Neighbourhood Place, weight room and Teen Center. Gordon Head Recreation Center facility improvements added program rooms and a Teen Center. In addition to the Municipal Recreation Centers, facilities such as the Les Passmore Center and Goward House provide Seniors services and activities. Colquitz, Gordon Head, Royal Oak and Cordova Bay Schools include community space for recreation.

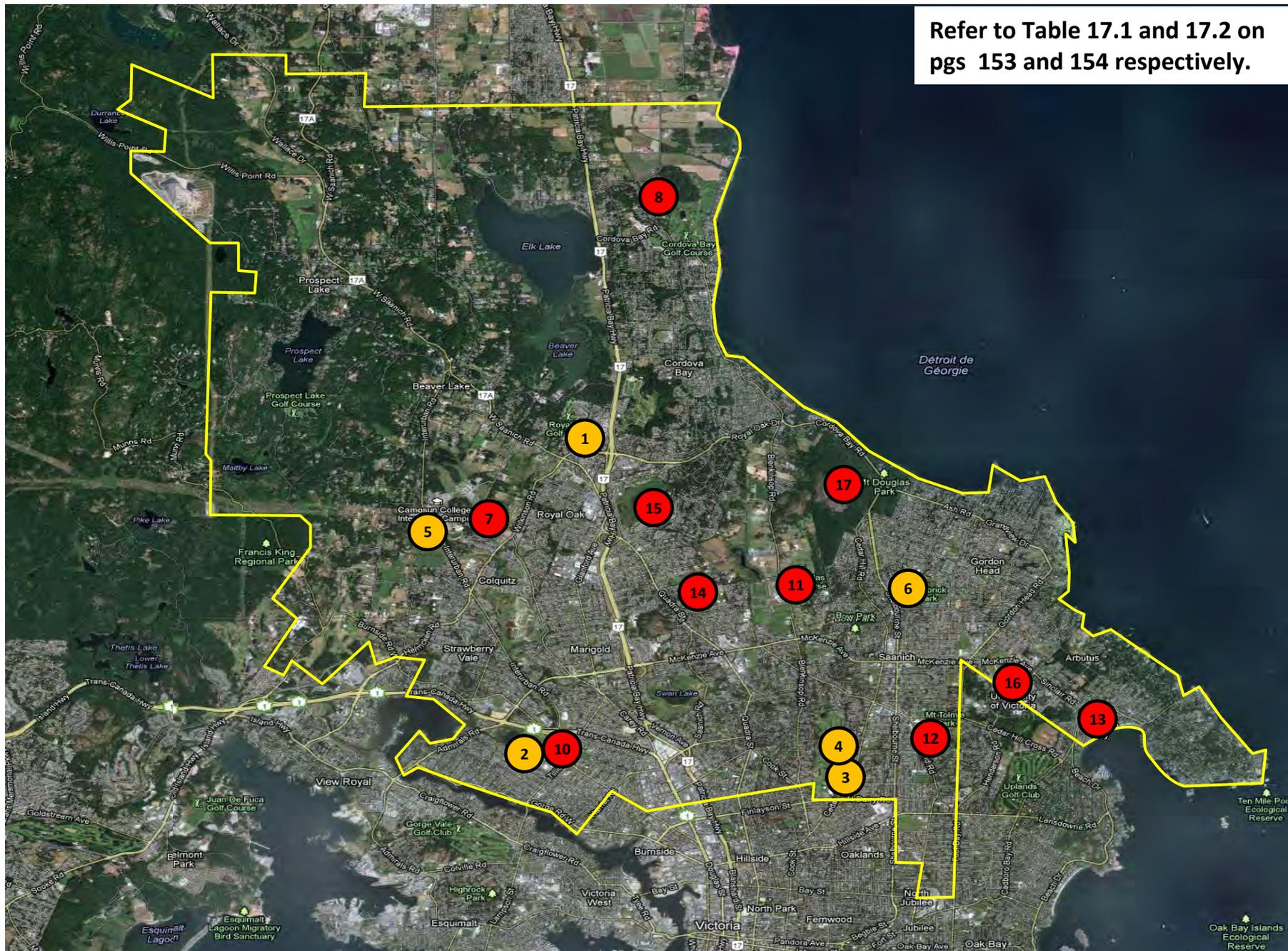
Overall the District of Saanich features an abundance of parks and recreation/sport facilities including:

- 168 parks
- 5 Major Sports Recreation Centres
- 1,976 acres of parkland
- 99 kilometres of trails
- 7 golf courses
(including one municipal golf course)

17.0 Recreation Facility Supply Analysis

Figure 17.1 Key Recreational Facilities and Recreational Parks in the District of Saanich

Refer to Table 17.1 and 17.2 on pgs 153 and 154 respectively.



17.0 Recreation Facility Supply Analysis

Table 17.1 Inventory of Indoor Recreation Facilities in Saanich

Shows estimated per capita ratio of indoor recreation space in the District of Saanich

NAME	LOCATION	FORMAT	Estimated Building Area (sq.ft.)	Estimated Building Area (sq.m.)	Notable Amenities
1 Saanich Commonwealth Pool	Royal Lake Dr. and Elk Lake Dr.	Recreation Centre	125,908	11,697	Swimming Pool, Full-Gym, Dance Studio, 5 Flex rooms, Library
2 GR Pearkes	Tillicum Rd and Arena Rd.	Recreation Centre	119,527	11,104	Two Ice-Rinks, Gym, Dance Studio, Sports Courts, Library, Meeting Spaces
3 Cedar Hill Centre	Cedar Hill Rd	Recreation Centre	58,009	5,389	4 Indoor Tennis and Squash Courts, Gym, Arts Studio, Auditorium, Flex Rooms
4 Cedar Hill Golf Course	Derby Road	Golf Club House	11,272	1,047	Banquet and Dining, Special Occasion Booking
5 Pacific Institute for Sport Excellence	Interurban Road	Training Facility	45,343	4,212	Education and Sports Training Facilities
6 Gordon Head Rec Centre	Lambrick Way	Recreation Centre	35,481	3,296	Multiple Pools, Gym, Dance Studio, Outdoor Skatepark, Wheelchair Accessibility
TOTAL ALL FACILITIES			395,540	36,746	
DISTRICT OF SAANICH 2011 POPULATION (Stats Canada)		109,752	3.6 sq.ft. per capita	0.33 sq.m. per capita	

Note: the Pacific Institute for Sports Excellence is owned and operated by Camosun College

Source: District of Saanich 2012



17.0 Recreation Facility Supply Analysis

Table 17.2 Inventory of Key Saanich Outdoor Recreation Parks

Saanich Recreation Parks Summary Matrix						
NAME	LOCATION	FORMAT	Estimated Area (Acres)	Estimated Area (Hectares)	Notable Amenities	
7	Lambrick Park	Lambrick Way	Sports Park	34.2	13.8	Soccer Field, Tennis Courts, Lacrosse Box, Baseball, and a Skatboard Park
8	Layritz Park	Lavritz Ave	Sports Park	71.9	29.1	Walking Trails, Soccer Field, Baseball Diamond
9	Lochside Park	Lochside Drive	Sports Park	11.2	4.5	Tennis Court, Soccer Field, Baseball Diamond, Playground
10	Rudd Park	Irma Street	Sports Park	4.8	1.9	Soccer Field, Baseball Diamond, Basketball Court, Ball Hockey, Palyground
11	Blenkinsop Lake	Lochside Regional Trail	Park	11.2	4.5	Walking Trails
12	Mount Tolmie Park	Shelbourne	Park	45.1	18.3	Greenspace, Walking Trails, View Points
13	Cadboro-Gyro Park	Sinclair Road	Park	14.9	6.0	Beach Access, Walking Trails, Tennis Courts, Naturescape, Lookout Points
14	Beckwith Park	Beckwith Avenue	Park	22.3	9.0	Waterpark, Soccerfields, Tennis, Walking Trails, Basketball, Playground
15	Rithets Bog Park	Royal Oak	Park	94.9	38.4	Walking Trails, Naturescape, View Points
16	University of Victoria	Gordon Head	Green Space	20.0	8.1	Artificial & Natural Grass Sports Fields including Centennial Stadium
17	Mt. Douglas Park	Gordon Head	Park	486.7	197.0	Baseball Diamond, Hiking, View Points
TOTAL ALL PARKS				817.2	330.7	

For a complete listing of Saanich Parks visit the Saanich website at: <http://Saanich.ca/webapp/parks/parkslist.jsp>



17.0 Recreation Facility Supply Analysis

SAANICH COMMONWEALTH PLACE (SCP)

- Facility opened in 1993.
- Saanich Commonwealth Place is a major regional recreational facility that includes 3 pools, training facilities, restaurant, multipurpose rooms, gymnasium, weight lifting rooms, Teen Activity Center and the Bruce Hutchison Library.
- SCP hosts several national/international aquatic events generating significant economic benefits.
- In recent years, the Facility is placing more focus on Seniors Programs and Children (0-4 years).
- Forecasts anticipate a decrease in aquatic event business as a direct result of the newly built 10 lane facility in Surrey.



GORDON HEAD RECREATION CENTRE

- Centre opened in 1971.
- Features:
 - Main Pool (25 metres, with rope swing, climbing wall, slide, stairs)
 - Leisure Pool, River Pool, Tot Pool & shallow water area
 - Whirlpool, Sauna and Steamroom for adults
 - 100% wheelchair accessible
 - 3,000 sq ft Weightroom with stretching area
 - 1,400 sq ft Dance/Fitness Studio
 - Youth Park featuring skateboarding and rollerblading
 - Multi-Purpose rooms and auditorium available for rental
 - Business and party rentals



17.0 Recreation Facility Supply Analysis

CEDAR HILL RECREATION CENTRE

- Facility opened in 1973, renovated in 1993, 2007 and 2011.
- Features:
 - 3,000 sq.ft. weight-room
 - Four Indoor Tennis Courts & Four Squash Courts
 - Dance Studio
 - New Horizon's Seniors Club
 - Multi-Purpose Auditorium, Meeting and Activity Rooms
 - Gallery Cafe
 - Visual Arts Studios & a Ceramics Studio
 - Community Arts Council of Greater Victoria Art Galleries and office



G.R. PEARKES RECREATION CENTRE

- Centre opened in 1960's, the Arena seats 450 people.
- Recreation facility includes 2 Ice Rinks and multi-purpose field house used for activities including Lacrosse in the off-season
- Facility hosts various trade shows including Outdoor equipment and Health and Wellness.
- Includes a weight-room, dance studio and flex space for dry-land training and various activities.
- Teen Activity Lounge "The Flipside"
- Centennial Library (2005)



17.0 Recreation Facility Supply Analysis

PACIFIC INSTITUTE FOR SPORT EXCELLENCE (PISE)

- Located near the Camosun College Interurban Campus and Vancouver Island Technology Park, the Pacific Institute for Sports Excellence is owned and operated by Camosun College
- Training facility targeted towards research and evolution of Canadian Sports as well as post secondary student athletes.
- Provides expertise on sport exercise and nutrition through seeking holistic approaches to fitness.
- The facility offers various community programs.
- TRAINING - Facility amenities feature:
 - Two gyms (1,375 sq.m./14,800 sq.ft. total)
 - 4 Class rooms (180 sq.m./1,937 sq.ft.)
 - Flex space studio (260 sq.m./2,798 sq.ft.)
 - Instructional Gym (82 sq.m./882 sq.ft.)
 - Weight-room (260 sq.m./2,798 sq.ft.)
- EDUCATION - The Institute offers educational diploma's and bachelor degree's including:
 - Diploma in Exercise & Wellness
 - Diploma in Sport Management
 - Diploma in Sport Performance
 - Bachelor in Exercise & Sport Therapy
 - Bachelor in Sports & Fitness Leadership



SECTION 18.0
RECREATION FACILITY
DEMAND ANALYSIS

18.0 Recreation Facility Demand Analysis

18.1 Introduction

Using the current inventory of indoor Recreational Facilities located in Saanich, the following section provides a cursory estimate of future indoor facilities demand utilizing population growth forecasts and per capita ratios.

Based on the current inventory of indoor facilities, the average size is approximately 6,132 sq.m./66,000 sq.ft., thus a new indoor recreation facility of a slightly smaller size is not forecast to be required in the near future.

18.2 Saanich Indoor Recreation Facilities Demand Forecast

The analysis presented in **Table 18.1** illustrates that future population growth may only warrant an indoor recreational facility in the magnitude of 4,181 sq.m./45,000 sq.ft. by the year 2036 or by such time that the District's population is forecast to reach 123,000.

Note: A more comprehensive Recreational Needs Analysis may be required to further validate or highlight opportunities depending upon the specific recreational use desired (e.g. Indoor Soccer, Ice Hockey etc).

Table 18.1 Saanich Indoor Recreation Facility Demand Forecast

Projected Saanich Rec Facilities Demand By Population Growth						
	2012	2017	2022	2027	2032	2036
Projected Total Population	110,246	112,749	115,309	117,927	120,604	122,789
Projected Annual Population Growth	494	505	517	528	540	550
Incremental Rec Facilities Demand in Saanich (sq.ft.)¹	1,780	1,820	1,862	1,904	1,947	1,982
Incremental Rec Facilities Demand in Saanich (sq.m.)²	165	169	173	177	181	10,955
Cumulative Rec Facilities Demand in Saanich (sq.ft.)¹	1,780	10,800	20,026	29,461	39,109	46,986
Cumulative Rec Facilities Demand in Saanich (sq.m.)²	165	1,003	1,860	2,737	3,633	15,136

¹ Factoring 3.6 sq.ft. of Rec Facilities space per capita Saanich

² Factoring 0.33 sq.m. of Rec Facilities space per capita in Saanich

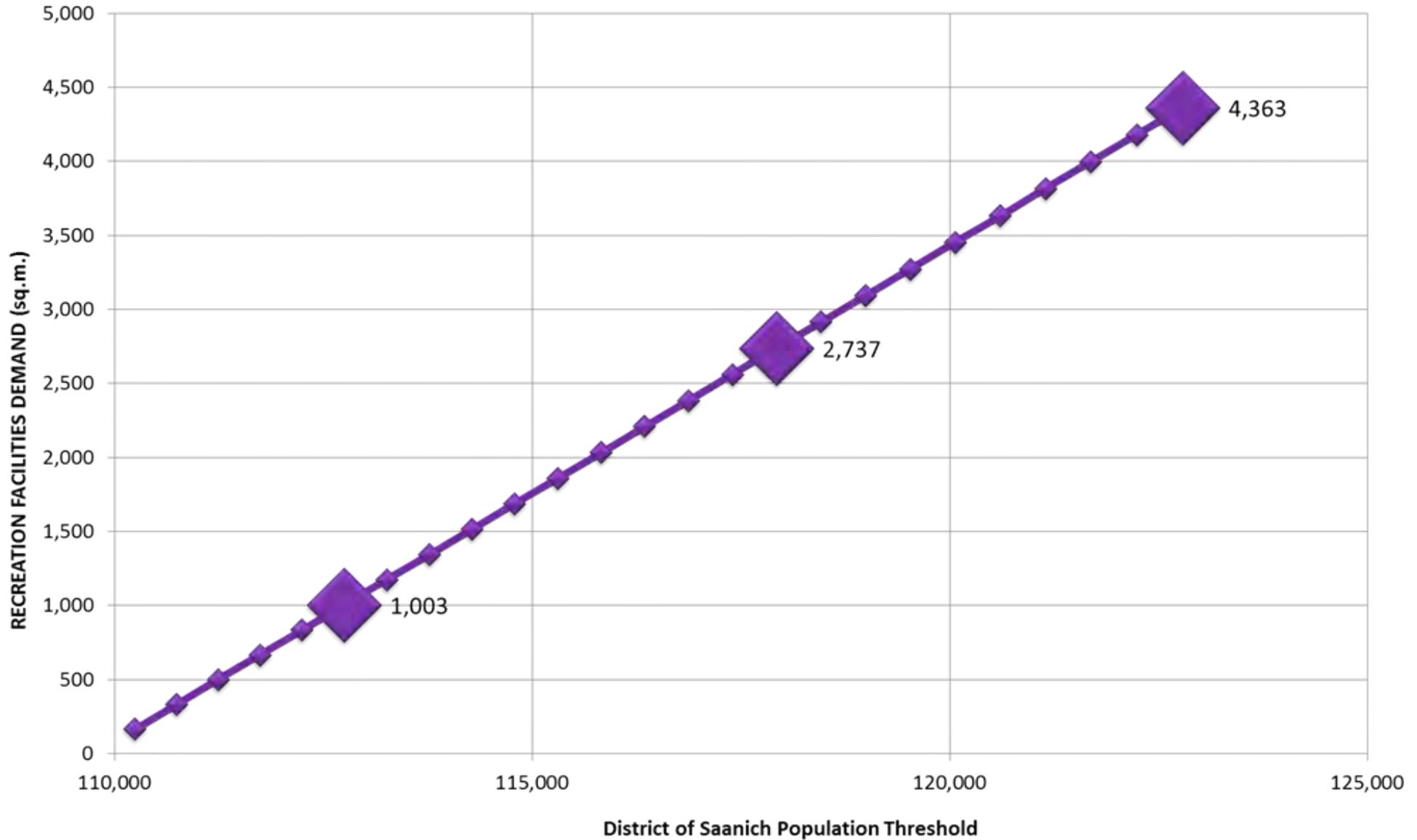
*Population projections based on the District of Saanich Medium Growth Scenario

2011-2036 Total Rec Facilities Space Demand (sf): 46,986

18.0 Recreation Facility Demand Analysis

Figure 18.1 Saanich Projected Cumulative Indoor Facility Demand Forecast

Note: these numbers reflect the cumulative recreation facilities demand in Saanich as shown in Table 18.1 on page 165.



SECTION 19.0
SAANICH
CENTRE AND VILLAGE PROFILES

19.0 Saanich Centre and Village Profiles

19.1 Introduction

The Saanich Official Community Plan identifies a number of Centres and Villages. Located throughout Saanich (see **Figure 19.1** on page 168), Centres and Villages are areas where a concentration of commercial and multi-family residential uses exist with access to transit and proximity to a wide range of services and amenities. The size and character of each of these areas varies and reflects its local context. Centres and Villages are expected to accommodate future growth and evolve into more complete walkable mixed-use places.

Previous components of the study determined the commercial, industrial and multi-family residential demand forecast based on the District of Saanich population forecasts. In order to allocate the demand, the current zoning as well as the applicable Official Community Plan (OCP) and Local Area Plan (LAP) policies were reviewed so that any potential allocation would be consistent with future planning directions in the District. **Table 19.2** (page 169) summarizes the allocation of demand for the District of Saanich.

There are 15 Centers and Villages identified in the OCP. For the purpose of demand allocations, the following approach was used:

- Hillside Center was excluded, as it is largely within the City of Victoria.
- Strawberry Vale and Prospect Lake were also excluded as these are rural villages. where no significant changes are expected to occur.
- Broadmead and Royal Oak were grouped together, as were Gorge and Tillicum Burnside.

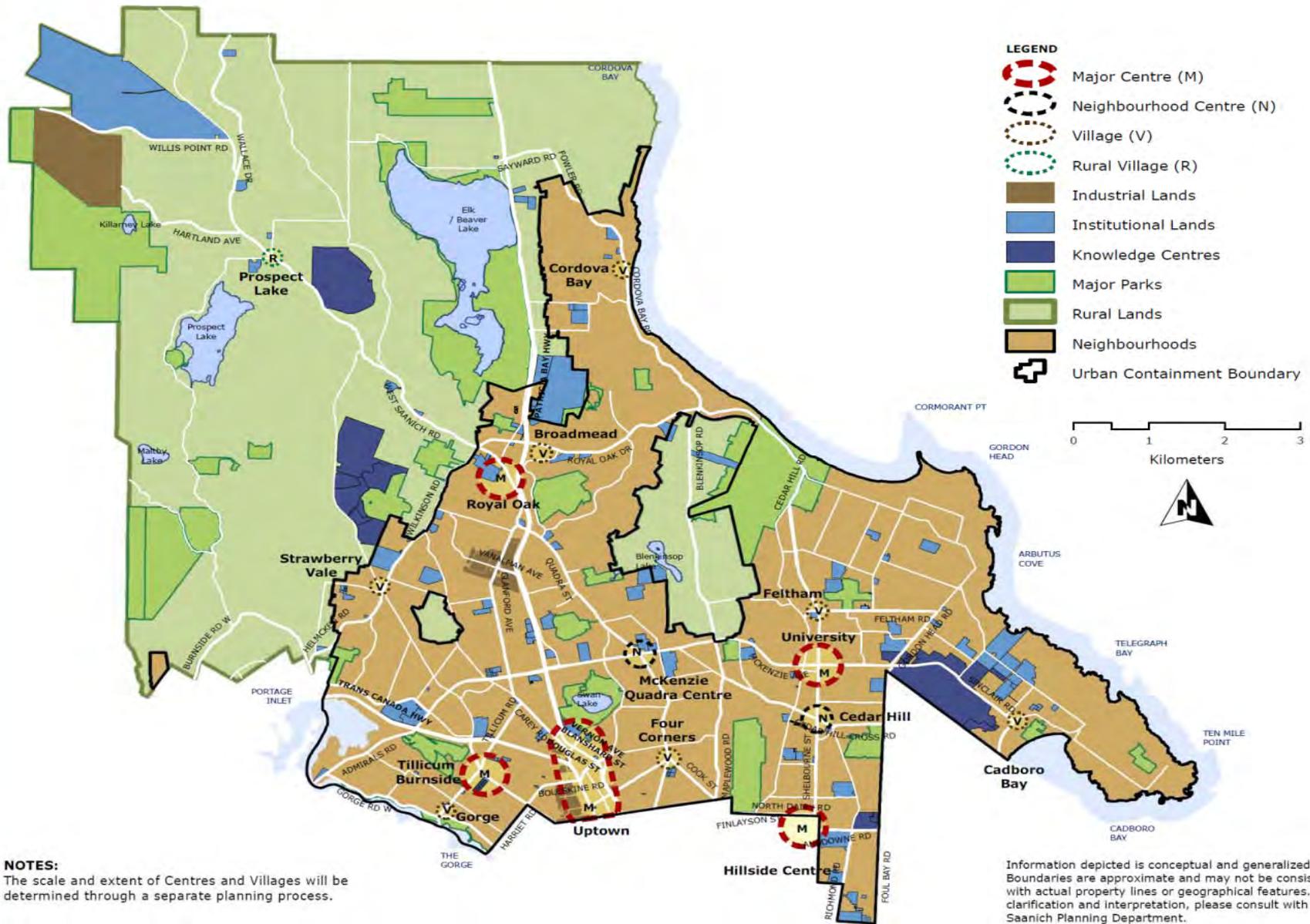
This section provides a « snapshot » of each of the Saanich Centres and Villages, an estimate of future demand, and a summary of key planning implications. Future demand is allocated for each Center and Village through assessing land available for infill (new development or vacant lot) and redevelopment of existing buildings.

Table 19.1 Saanich Centres and Villages

	UPTOWN
	TILLICUM BURNSIDE
	MCKENZIE QUADRA
	FOUR CORNERS
	UNIVERSITY
	CEDAR HILL
	ROYAL OAK / BROADMEAD
	CORDOVA BAY
	FELTHAM
	CADBORO BAY
	STRAWBERRY VALE & PROSPECT LAKE

Center and Village Profiles

Figure 19.1 - Saanich Major Centers, Neighbourhood Centers and Villages



NOTES:
The scale and extent of Centres and Villages will be determined through a separate planning process.

Information depicted is conceptual and generalized. Boundaries are approximate and may not be consistent with actual property lines or geographical features. For clarification and interpretation, please consult with the Saanich Planning Department.

19.0 Saanich Centre and Village Profiles

Table 19.2 District-Wide Commercial & Industrial Allocation Using Current OCP / Zoning Nomenclature

District of Saanich (at Population of 123,000)		Demand Allocation (sq.ft.)	Demand Allocation (sq.m.)	Site Utilization Factor	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	390,000	36,231	0.80	11.2	4.5
	Neighbourhood Centre Retail Zone	10,000	929	0.50	0.5	0.2
	Village Retail Zone	10,000	929	0.70	0.3	0.1
	Rural Village Retail Zone	0	0	0.00	0.0	0.0
	Urban Mixed-Use Retail Zone	60,000	5,574	1.50	0.9	0.4
	Total	470,000	43,663	0.84	12.9	5.2
	Total from Demand Modeling	459,709	42,707			
Office						
	Office Zone	195,000	18,116	1.12	4.0	1.6
	Urban Mixed-Use Office Zone	220,000	20,438	2.30	2.2	0.9
	Total	415,000	38,554	1.54	6.2	2.5
	Total from Demand Modeling	404,645	37,592			
Industrial						
	Industrial Business Zone	50,000	4,645	0.40	2.9	1.2
	Mixed-Use Industrial Zone	100,000	9,290	1.00	2.3	0.9
	Total	150,000	13,935	0.67	5.2	2.1
	Total from Demand Modeling	333,194	30,954			
Hotel						
	Tourist Accommodation Zone	220,000	20,438	1.20	4.2	1.7
	Total	220,000	20,438	1.20	4.2	1.7
	Total from Demand Modeling	219,600	20,401			
District of Saanich Commercial Summary		1,255,000	116,590	1.01	28.5	11.5
	Total from Demand Modeling	1,417,148	131,653			

Note: Forecasted demand when total District of Saanich population reaches 123,000

19.0 Saanich Centre and Village Profiles

Table 19.3 District-Wide Housing Allocation by Housing Format

These estimates are based on forecasted demand when Saanich total population reaches 123,000.

Table 19.3 District-Wide Multi-Family Residential Summary by Housing Format

Summary by Residential Housing Type	Number of Units	Estimated Land (hectares)	Est. Density (Units/ha)
Duplex - Triplex	20	0.5	37
Duplex + Active Adult	500	8.1	62
Townhomes	405	7.5	54
Rowhousing	750	12.1	62
Townhomes & Condos	1200	13.9	86
Mixed-Use Condos (Retail+2)	250	2.5	99
Mixed-Use Apartment (Retail+2)	425	4.3	99
Mixed-Use Condos (Retail+4)	400	2.0	198
Low Rise Assisted Living	100	1.3	74
Mid-Rise Apartment	500	5.1	99
4-storey Condo	400	2.3	173
5-storey Mid-Rise Condo	950	3.8	247
8-storey Mid-Rise Condo	600	1.9	309
Summary Total	6,500	65.5	99

Development Area	Hectares	Housing Type	Est. Density (units/ha)	Est. Dev. Program
Uptown	3.7	Townhomes	54	200
	1.9	8-storey Mid-Rise Condo	309	600
	2.0	5-storey Mid-Rise Condo	247	500
	3.2	Rowhousing	62	200
Sub-total	10.9		138	1,500
Tillicum Burnside	2.3	Townhomes & Condos	86	200
	0.8	5-storey Mid-Rise Condo	247	200
Sub-total	3.1		128	400
McKenzie/Quadra	2.5	Mixed-Use Condos (Retail+2)	99	250
	4.0	Rowhousing	62	250
	5.8	Townhomes & Condos	86	500
Sub-total	12.4		81	1,000
Four Corners	2.0	Mixed-Use Apartment (Retail+2)	99	200
Sub-total	2.0		99	200
University	0.9	Townhomes	54	50
	5.1	Mid-Rise Apartment	99	500
	2.0	Mixed-Use Apartment (Retail+2)	99	200
Sub-total	8.0		94	750
Cedar Hill	2.0	Mixed-Use Condos (Retail+4)	198	400
	5.8	Townhomes & Condos	86	500
	3.2	Rowhousing	62	200
Sub-total	11.0		100	1,100
Royal Oak Broadmead	1.0	5-storey Mid-Rise Condo	247	250
Sub-total	1.0		247	250
Cordova Bay	0.3	Mixed-Use Apartment (Retail+2)	99	25
	2.3	4-storey Condo	173	400
	2.9	Townhomes	54	155
	8.1	Duplex + Active Adult	62	500
Sub-total	13.5		80	1,080
Feltham	0.5	Duplex - Triplex	37	20
	0.8	Rowhousing	62	50
Sub-total	1.3		52	70
Cadboro Bay	1.3	Low Rise Assisted Living	74	100
	0.8	Rowhousing	62	50
Sub-total	2.2		69	150
TOTAL	65.5		99	6,500

19.0 Saanich Centre and Village Profiles

19.2 Uptown Profile



19.0 Saanich Centre and Village Profiles

19.2.1 Uptown Profile Current Reality

- The current Uptown *Major* Centre is the Commercial, Employment and Transportation nexus for Saanich and the Capital region, but the land use patterns are under-utilized, fragmented and poorly connected.
- Industrial uses have played a key role in creating a strong employment base.
- New Automotive dealerships (Jaguar/Land Rover, Acura, Honda, Audi, etc).
- Transition area on fringe of Uptown Area is characterized by older single family residential formats, suitable for multi-family redevelopment.
- Vergo, Olympic Vista (Cool Aid Society) residential development.

The Uptown Major Center includes the recently redeveloped Town & Country shopping Center retail and office commercial uses. This is an important regional center and destination. The Center is envisioned as complementary in relation to downtown Victoria thus its name: Uptown. The reality is that it is a different environment than downtown, comprising a more contemporary mix of uses that include light industrial.

19.2.2 Looking Ahead

The Saanich has a number of major centres which serve as the core or service center for the surrounding community, with each one served by frequent transit. It is anticipated that over time, each will evolve into higher density, mixed use center offering a wider variety of services and multi-family housing options.

While major centres are regional in nature, they are not intended to be a downtown or town centre for Saanich, nor are they intended to compete with Downtown Victoria, which has a distinctively different environment and mix of uses and target customers.

The Saanich Official Community Plan (OCP) acknowledges that Uptown is different from other Major Centres because of its size, strategic location, at the intersection of Hwy 17 and Trans Canada Highway, its regional transit connectivity and its mixture of uses, including industrial uses. This is reflected in the OCP policies that provide for buildings up to 18 storeys at Uptown, as compared with 8 storeys for other major centres. Industrial uses will continue to play a key role in the Uptown area creating higher yield employment generating land-uses.

19.2.3 Demographic & Residential Outlook

- Young professionals, adults & couples
- 5 to 8 Storey Condominiums along Oak St and Short St. although the OCP provides for densities of up to 18 stores in Uptown.
- Townhome & rowhomes along Bethune Ave.
- Mix of townhomes and condominiums on School Board site between Boleskine Rd & Culduthel Rd.
- Townhomes on west side of Whittier Ave.

19.2.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties and properties that are underutilized or likely for redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment. Accordingly, some of the total areas identified in **Table 19.4** for future lands may not be reflected in the land summary or in **Figure 19.1**.

Total Land Identified for Infill or Redevelopment

- ~21.6 ac /8.7 ha

Total Land Identified for Infill /Development of new space

- ~5.1 ac /2.1 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~16.5 ac /6.7 ha

Potential Multi-Family Residential Land Area

- +/-11.27 ac /4.6 ha

19.2.5 Land-Use Analysis and Recommendations

- **Potential mixed-use with retail on ground and condominiums** at former Loblaws site and adjacent properties. Area between Tolmie & Roderick could alternatively accommodate larger format retail or automotive not in local market or relocated from elsewhere.
- Hotel, office and street front retail redevelopment at **Bank of Montreal site** (Saanich Rd & Oak) to facilitate and frame density at this topographic “peak”.
- Mixed-use hotel, office & retail redevelopment of **Saanich Plaza** (excluding Save-on-Foods).
- **Industrial infill and redevelopment** of older single family – turned-business locations.
- Allocation for **2 hotels** surrounding the Uptown Shopping Centre with high profile visibility and access attributes. (Saanich Plaza & Saanich Rd/Oak).
- **Automotive cluster** has evolved and has further potential for densification and intensification of existing lands, particularly along Oak St.

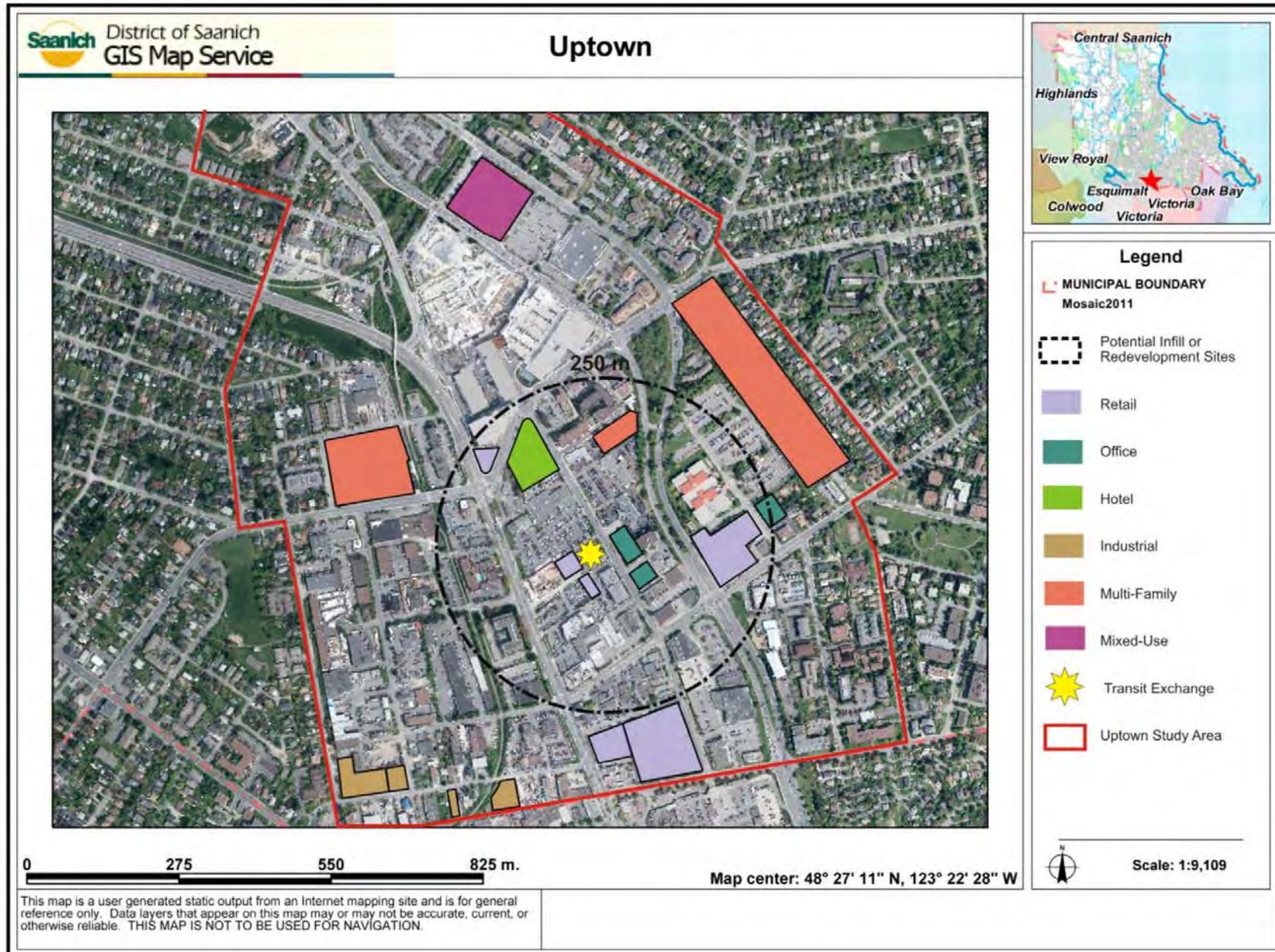
- This densification could create opportunities for medium density residential and mixed-use infill. Since many of the auto dealers are relatively new or revitalized along Oak St, the timeframe for any conversion to residential may take place beyond the next 20 years.
- Lower density (2-3 storey) office building cluster along Seymour Place.
- Not all retail, office or industrial demand allocated for Uptown is necessary, as much of future growth will be in **repositioning and reallocation of existing space** into higher quality and better utilized space.

19.2.6 Planning Implications

- Consider relocating or merging with other institutions, School District #61 offices which currently represent a highly underutilized and unproductive site (~0.14 FSR).
- Consider a strategic transit exchange along Oak Street at the heart of the Uptown Centre.
- Consider an extension of Audley Street to go through to Oak Street, either as a bus/pedestrians/cyclists only street as part of a transit exchange or smaller transit hub precinct (**refer to Figure. 19.2 on page 170**), and as envisioned in the Victoria Regional Rapid Transit Project (VRTTP) and Transit Future Plan.
- Consider the potential for intensification and/or densification requirements when redeveloping older housing into newer more dense forms of industrial space (mixed-use live/work or warehouse with office above).
- Consider Oak St as an important “high street” (perhaps with central tree-lined median) and internal secondary artery for transit, pedestrians and cyclists linking Uptown to Mayfair.

19.0 Saanich Centre and Village Profiles

Figure 19.2 Uptown Commercial, Industrial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

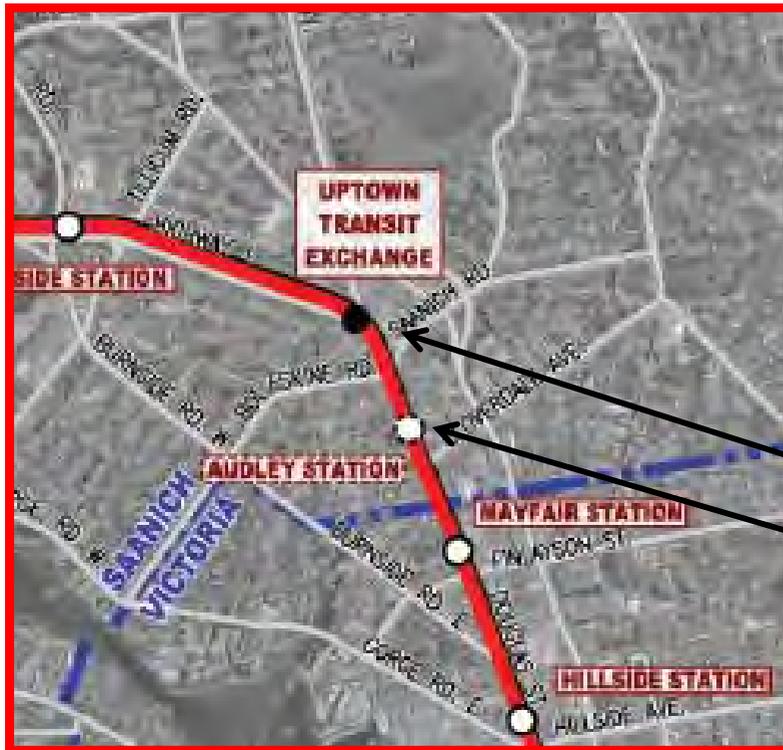
Table 19.4 Uptown Commercial, Industrial & Multi-Family Land Use Allocation (for population of 123,000)

UPTOWN DISTRICT		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
Major Centre Retail Zone		200,000	80,940	1.20	3.8	1.5
Neighbourhood Centre Retail Zone		0	0	0.50	0.0	0.0
Village Retail Zone		0	0	0.70	0.0	0.0
Rural Village Retail Zone		0	0	0.50	0.0	0.0
Urban Mixed-Use Retail Zone		60,000	24,282	1.50	0.9	0.4
Total		260,000	105,222	1.26	4.7	1.9
Office						
Office Zone		50,000	20,235	1.20	1.0	0.4
Urban Mixed-Use Office Zone		220,000	89,034	2.30	2.2	0.9
Total		270,000	109,269	1.97	3.2	1.3
Industrial						
Industrial Business Zone		50,000	20,235	0.40	2.9	1.2
Eco-Industrial Zone		0	0	0.30	0.0	0.0
Mixed-Use Industrial Zone		100,000	40,470	1.00	2.3	0.9
Total		150,000	60,705	0.67	5.2	2.1
Hotel						
Tourist Accommodation Zone		150,000	60,705	1.20	2.9	1.2
		150,000	60,705	1.20	2.9	1.2
Uptown Commercial/Industrial Summary		830,000	335,901	1.20	15.9	6.5
UPTOWN DISTRICT		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
Townhomes		200	22	54	9.1	3.7
Rowhousing		200	25	62	8.0	3.2
5 Storey Mid-Rise Condo		500	100	247	5.0	2.0
8 Storey Mid-Rise Condo		600	125	309	4.8	1.9
		1,500	56	138	26.9	10.9

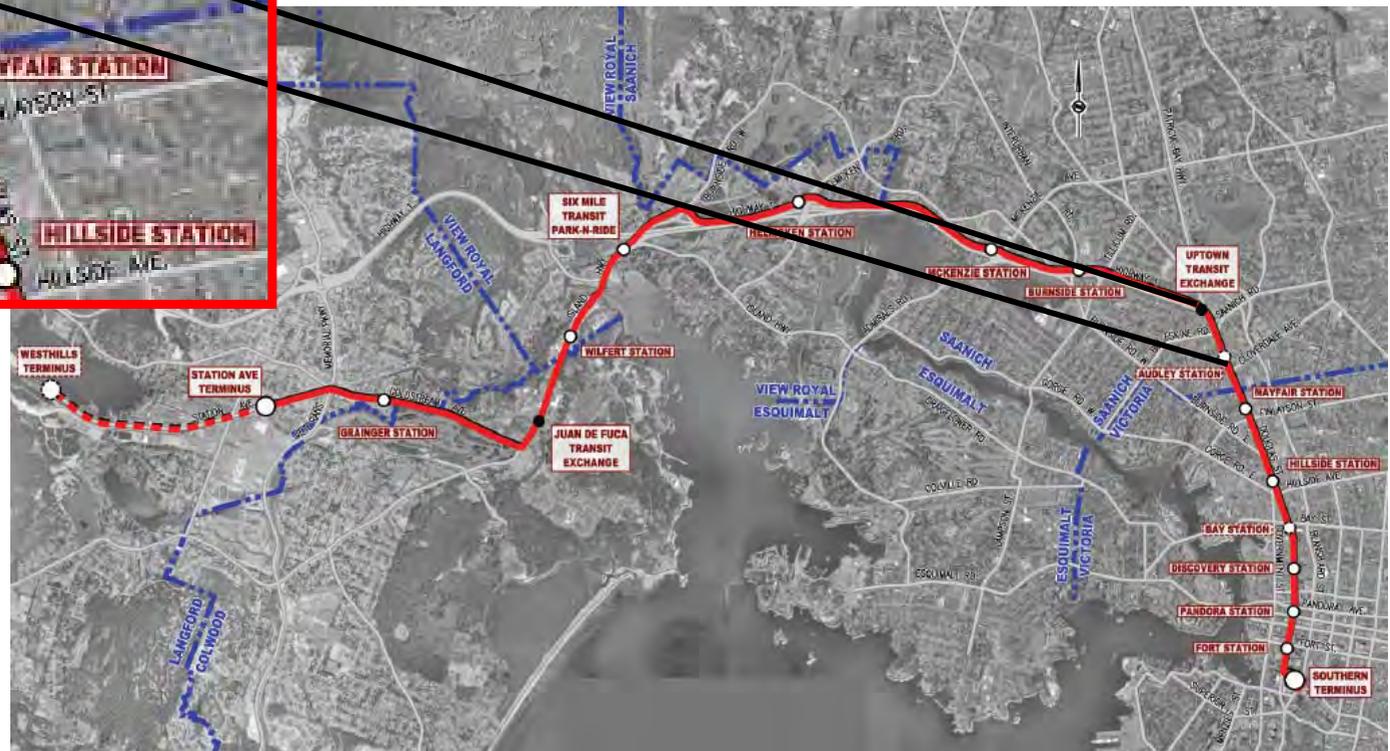
Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Figure 19.3 Victoria Rapid Transit Approved Alignment, with Uptown Transit Exchange and Audley Street Station



- Although the Victoria Regional Transportation Project includes a future station at Audley Street as well as an Uptown Transit Exchange, the two should be reversed. In this way, a more central location for the Transit Exchange could be at Audley Street, utilizing the future Oak Street connectivity, thereby providing a strong transit exchange between both Uptown and Mayfair Shopping Centres, which are evolving to become very strong regional centres, not only for shops and services, but as a cohesive major employment and mixed-use centre.



19.0 Saanich Centre and Village Profiles

Uptown – Underutilized Sites & Recent Redevelopment Activity



Note: A Development Permit has been approved for multi-family residential for the areas depicted on Short Street



19.0 Saanich Centre and Village Profiles

Uptown – Underutilized Sites & Recent Redevelopment Activity



19.0 Saanich Centre and Village Profiles

19.3 Tillicum/Burnside Profile



Note: Zellers is now closed, the new Target store opened in Spring 2013.

19.0 Saanich Centre and Village Profiles

19.3.1 Tillicum/Burnside Current Reality

- The Tillicum/Burnside Centre premised around the Tillicum Shopping Centre includes regional retail, recreation and entertainment.
- Strong provision of indoor and outdoor recreation & leisure amenities .
- Aging commercial infrastructure highlighted by Burnside Plaza .
- Burnside Rd West / Harriet Rd represents a small local neighbourhood village, as identified in the Tillicum / Burnside Action Plan.

19.3.2 Looking Ahead

- Arrival of Target in 2013 will solidify the market appeal of the area to its regional audience.
- Limited opportunities for infill on vacant parcels, but stronger opportunity for potential redevelopment of Burnside Plaza area.
- Burnside and Tillicum could evolve into a better local streetfront experience as expressed in the Tillicum/ Burnside Action Plan.

19.3.3 Demographic & Residential Outlook

- Singles and young couples.
- Older and mature adults with young families.
- Seniors and aging population.
- Housing combination potential for townhomes as well as retiree living and assisted living, to take advantage of proximity to the Victoria General Hospital and local amenities.

19.3.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely to redevelop. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.5** for future lands may not be reflected in the land summary below or in **Figure 19.3** on page 175.

NOTE: *At the time of the study, identified potential sites only reflect a subjective assessment, and are not based on conversations with property owners as to their plans or timing for their land.*

Total Land Identified for Infill/Redevelopment

- ~4.1 ac/1.66 ha

Total Land Identified for Infill/development of new space

- ~0.3 ac/0.12 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

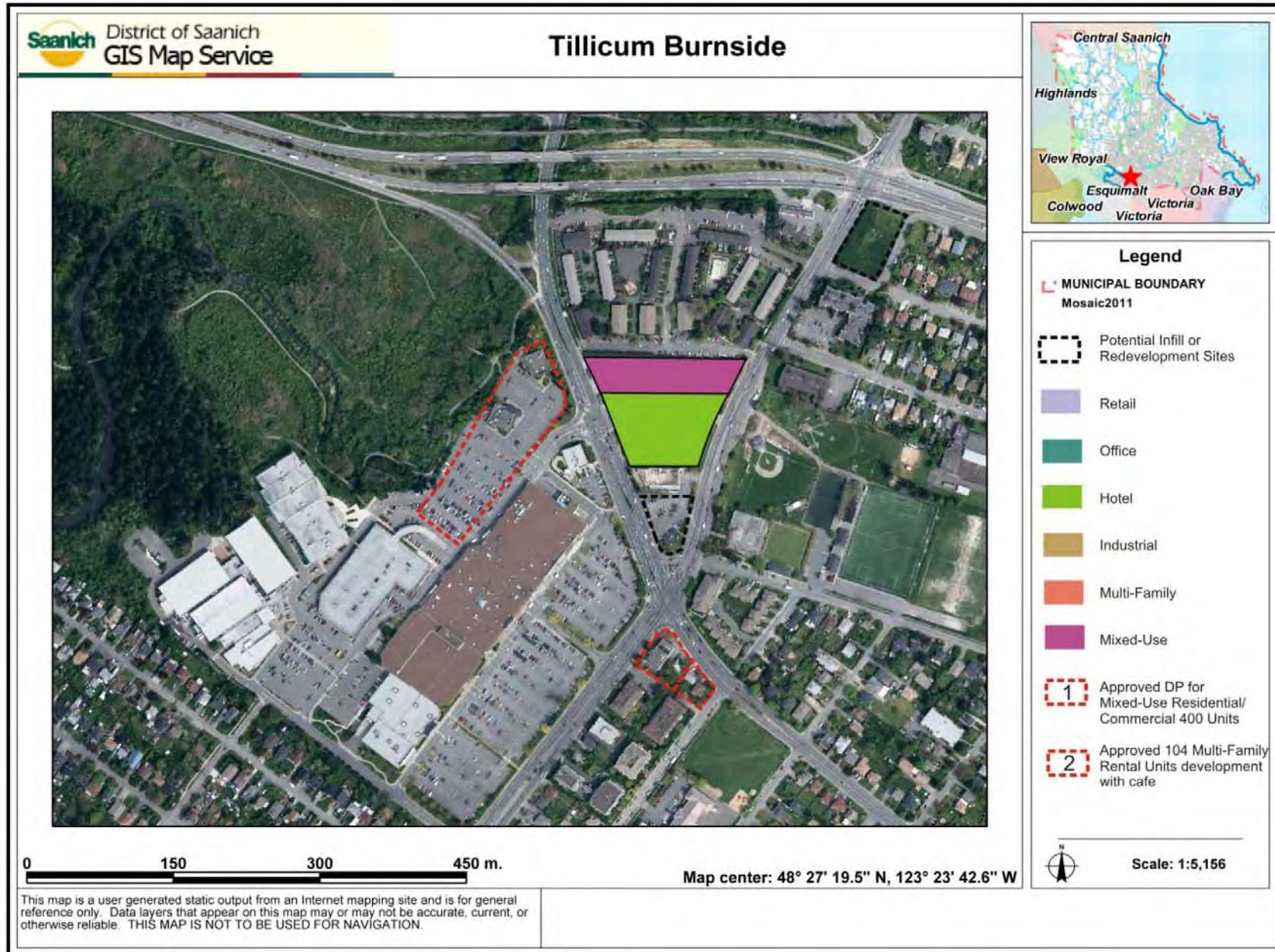
- ~3.8 ac/1.54 ha

19.3.5 Planning Implications

- Consider reclassification from Major Centre to Regional Centre.
- Consider mixed-use zone at Burnside Plaza to include equivalent retail space as exists today, but with professional and medical services on second level .
- Consider hotel to take advantage of the regional access, sports & leisure and entertainment options at centre.
- Consider allocating Burnside Village as its own entity distinct from the Tillicum Major Centre as identified in the Tillicum/Burnside Action Plan.

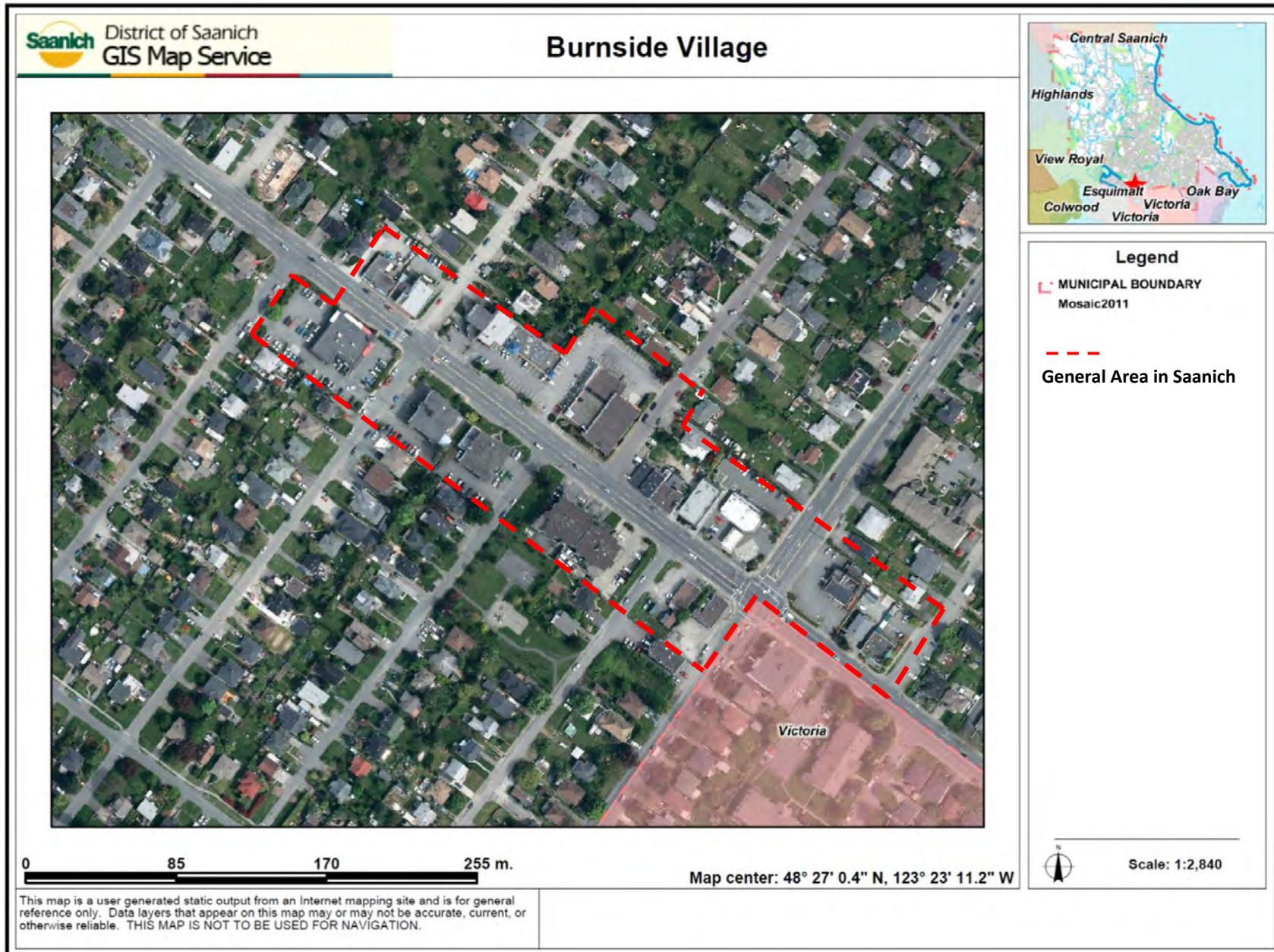
19.0 Saanich Centre and Village Profiles

Figure 19.4 Tillicum/Burnside Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Figure 19.5 Burnside Village Commercial & Multi-Family Land Use Allocation
(based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.5 Tillicum/Burnside Commercial & Multi-Family Land Use Allocation (for population of 123,000)

TILLICUM/BURNSIDE		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	10,000	929	1.20	0.2	0.1
	Neighbourhood Centre Retail Zone	0	0	0.50	0.0	0.0
	Village Retail Zone	0	0	0.70	0.0	0.0
	Rural Village Retail Zone	0	0	0.50	0.0	0.0
	Urban Mixed-Use Retail Zone	0	0	1.50	0.0	0.0
	Total	10,000	929	1.20	0.2	0.1
Office						
	Office Zone	20,000	1,858	1.20	0.4	0.2
	Urban Mixed-Use Office Zone	0	0	2.30	0.0	0.0
	Total	20,000	1,858	1.20	0.4	0.2
Industrial						
	Industrial Business Zone	0	0	0.30	0.0	0.0
	Mixed-Use Industrial Zone	0	0	0.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Hotel						
	Tourist Accommodation Zone	70,000	6,503	1.20	1.3	0.5
	Total	70,000	6,503	1.20	1.3	0.5
Tillicum Burnside Summary		100,000	9,290	1.20	1.9	0.8
TILLICUM/BURNSIDE		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
	Townhomes & Condos	200	35	87	5.7	2.3
	5 to 8 Storey Mid-Rise Condo	200	100	247	2.0	0.8
	Total	400	52	128	7.7	3.1

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Tillicum Centre



19.0 Saanich Centre and Village Profiles

19.4 McKenzie/Quadra Profile



19.0 Saanich Centre and Village Profiles

19.4.1 McKenzie/Quadra Current Reality

- The McKenzie Quadra Neighbourhood Centre is a centrally located corridor with cross-roads comprised of underutilized and inefficient parcels of land.
- Municipal Works Yard, Telus, Driver Services and Lumber World occupy largest and most strategic parcels of land, each with significant, yet underutilized streetfront exposure and redevelopment potential.

19.4.2 Looking Ahead

- Redevelopment of Municipal Works Yard would help in the transition away from a “gritty” feel to enable better densification of the area, thereby also providing enhanced opportunities for retail and office uses, while using natural topography.
- Corridor from the cycling network south along Quadra to Lumber World could be a strong mixed-use cluster with retail, office and residential uses.

19.4.3 Demographic & Residential Outlook

- Young adults, young families .
- Townhomes, rowhomes and potential condominiums.
- Secondarily to Uptown, McKenzie/Quadra could accommodate notable population growth.

19.4.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.6** for future lands may not be reflected in the land summary below or in **Figure 19.5** on page 183.

Total Land Identified for Infill or Redevelopment

- ~22.2 ac /8.98 ha (excluding Telus site)

Total Land Identified for Infill and development of new space

- ~13.9 ac /5.63 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~8.3 ac /3.36 ha

Potential Multi-Family Residential Land Area

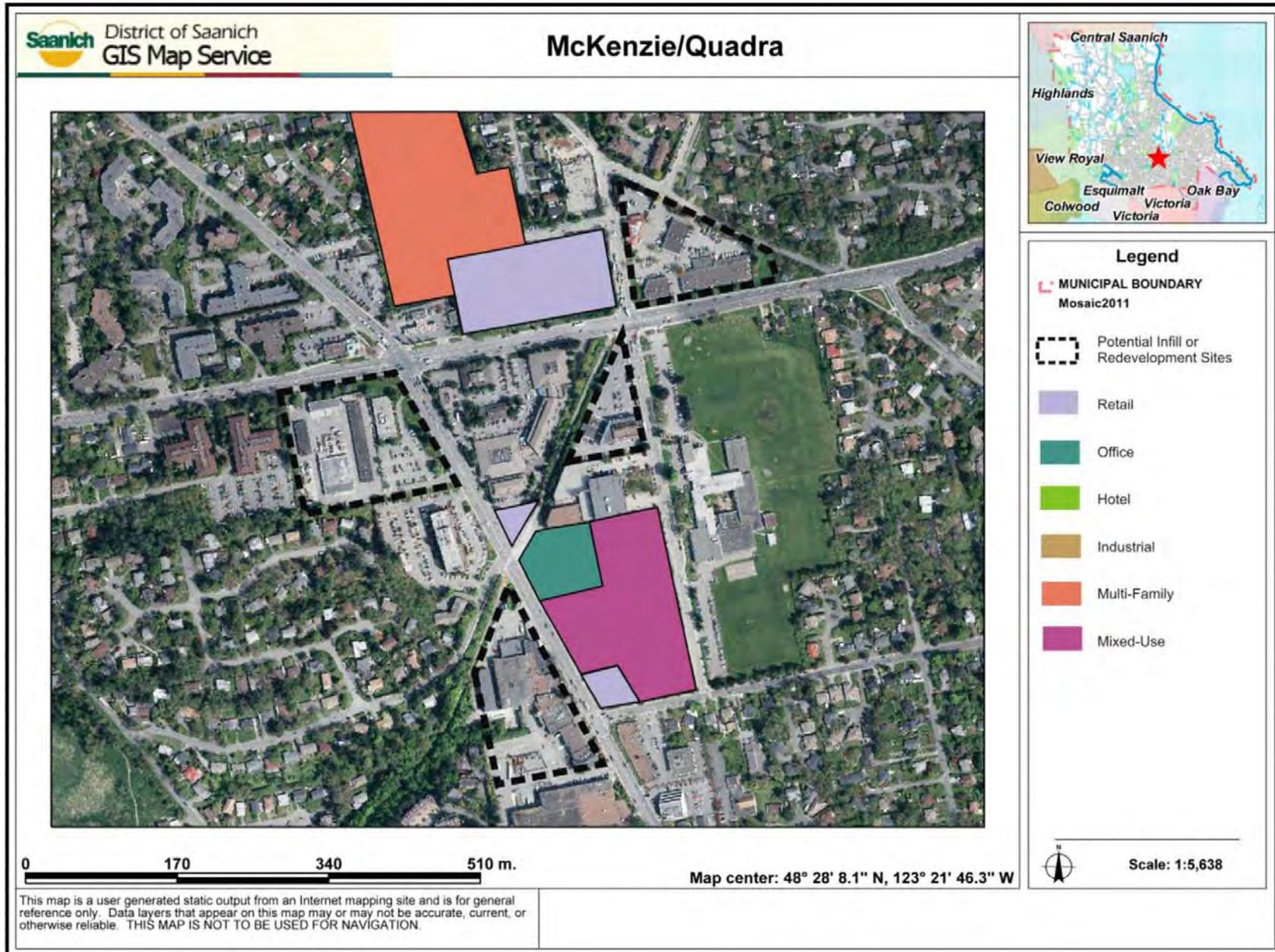
- +/-7.6 ac /3.08 ha plus mixed-use above retail as well as redevelopment along Quadra to Four Corners.

19.4.5 Planning Implications

- Consider relocating Municipal Works Yard to an other location in the District of Saanich (refer to **Figure 19.6**).
- Consider local retail uses along McKenzie Avenue to create a double sided experience across from the existing retail.
- Begin considerations for mixed use infill or redevelopment of Telus site, as well as other underutilized sites along Quadra Street.

19.0 Saanich Centre and Village Profiles

Figure 19.6 McKenzie/Quadra Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.6 McKenzie/Quadra Commercial & Multi-Family Land Use Allocation (for population of 123,000)

McKENZIE / QUADRA		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
Major Centre Retail Zone		125,000	11,613	0.70	4.1	1.7
Neighbourhood Centre Retail Zone		0	0	0.50	0.0	0.0
Village Retail Zone		0	0	0.70	0.0	0.0
Rural Village Retail Zone		0	0	0.50	0.0	0.0
Urban Mixed-Use Retail Zone		0	0	1.50	0.0	0.0
Total		125,000	11,613	0.70	4.1	1.7
Office						
Office Zone		35,000	3,252	1.00	0.8	0.3
Urban Mixed-Use Office Zone		0	0	2.30	0.0	0.0
Total		35,000	3,252	1.00	0.8	0.3
Industrial						
Industrial Business Zone		0	0	0.30	0.0	0.0
Eco-Industrial Zone		0	0	0.30	0.0	0.0
Mixed-Use Industrial Zone		0	0	0.30	0.0	0.0
Total		0	0	0.00	0.0	0.0
Hotel						
Tourist Accommodation Zone		0	0	1.20	0.0	0.0
Total		0	0	0.00	0.0	0.0
McKenzie / Quadra Summary		160,000	14,864	0.75	4.9	2.0
McKENZIE / QUADRA		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
Mixed-Use Condos (Retail +2)		250	3	98	6.3	2.6
Rowhousing		250	4	62	10.0	4.1
Townhomes & Condos		500	6	86	14.3	5.8
Total		1,000	33	81	30.6	12.4

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

McKenzie/Quadra



19.5 Four Corners Profile



19.5.1 Four Corners Current Reality

- Four Corners is an older village location comprised of aging single family and apartment properties, featuring a mix of local retailers and services.

19.5.2 Looking Ahead

- Redevelopment of aging properties into Mixed-Use will enhance the walkable village experience and unique character of the local area.
- Limited amount of new space, but rather repositioning of existing space into higher yield and better utilized developments.
- Future potential redevelopment sites such as the BMO site or lands adjacent to Thrifty's could help to solidify the overall connectivity of the corner.

19.5.3 Demographic & Residential Outlook

- Young and mature adults in mixed-use residential-above-retail formats and potential 3-4 storey condominium.
- Potential apartment rentals for University students.
- Single family residential along Quadra represents future opportunity for densification in the form of rowhome housing.

19.5.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.7** for future lands may not be reflected in the land summary below or in **Figure 19.7**.

Total Land Identified for Infill or Redevelopment

- ~1.25 Acres/0.51 ha

Total Land Identified for Infill and development of new space

- 0.0 Acres/0.0 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~1.25 Acres/0.51 ha

Potential Multi-Family Residential Land Area

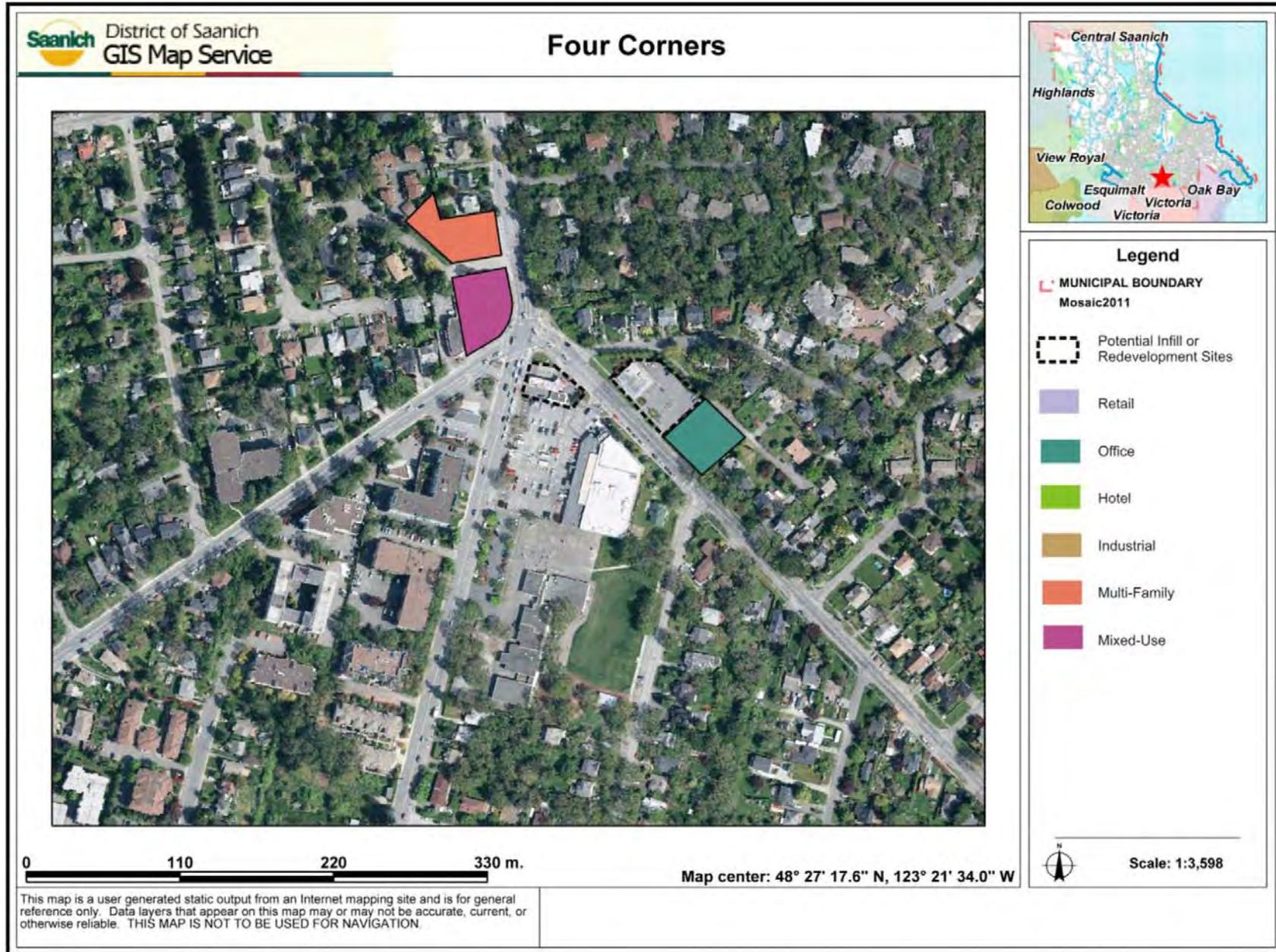
- Mixed-Use Above retail

19.5.5 Planning Implications

Continue encouraging mixed-use development in Village Centre to frame the intersection and create stronger and safer pedestrian connectivity, which does not exist today.

19.0 Saanich Centre and Village Profiles

Figure 19.7 Four Corners Commercial & Multi-Family Land Use Allocation
(based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.7 Four Corners Commercial & Multi-Family Land Use Allocation (for population of 123,000)

FOUR CORNERS		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	10,000	929	1.20	0.2	0.1
	Neighbourhood Centre Retail Zone	0	0	0.50	0.0	0.0
	Village Retail Zone	0	0	0.70	0.0	0.0
	Rural Village Retail Zone	0	0	0.50	0.0	0.0
	Urban Mixed-Use Retail Zone	0	0	1.50	0.0	0.0
	Total	10,000	929	1.20	0.2	0.1
Office						
	Office Zone	15,000	1,394	1.20	0.3	0.1
	Urban Mixed-Use Office Zone	0	0	2.30	0.0	0.0
	Total	15,000	1,394	1.20	0.3	0.1
Industrial						
	Industrial Business Zone	0	0	0.30	0.0	0.0
	Eco-Industrial Zone	0	0	0.30	0.0	0.0
	Mixed-Use Industrial Zone	0	0	0.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Hotel						
	Tourist Accommodation Zone	0	0	1.20	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Four Corners Summary		25,000	2,323	1.20	0.5	0.2
FOUR CORNERS		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
	Mixed-Use Apartment (Retail +2)	200	40	99	5.0	2.0
	Total	200	40	99	5.0	2.0

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Four Corners



19.0 Saanich Centre and Village Profiles

19.6 University Centre Profile (Shelbourne Valley)



19.6.1 University Centre Current Reality

- The University Centre is a dominant retail node within the Shelbourne Valley with newer mixed-use developments, as well as an enclosed mall, large format retail, supermarkets, offices and professional/ medical services
- Aging, undersized and older format Canadian Tire poorly connected with adjacent shops and services (refer to area highlighted on the map on page 194) .
- New multi-family residential redevelopment occurring north of Canadian Tire

19.6.2 Looking Ahead

- Minimal large scale redevelopment expected in short term at University Heights Mall, but Canadian Tire could reasonably be seen as a redevelopment site for future multi-family housing.

19.6.3 Demographic & Residential Outlook

- University students, young families, mature and young adults.
- Downsizing retirees (a major portion of District's seniors live around the Shelbourne Corridor)
- Townhomes, condominiums and apartment rentals. Secondary suites are also predominant among University Students.

19.6.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.8** for future lands may not be reflected in the land summary below or in **Figure 19.8** on page 199.

Total Land Identified for Infill or Redevelopment

- ~2.8 Acres/1.13 ha

Total Land Identified for Infill and development of new space

- ~0.14 Acres/0.06 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~2.66 Acres/1.08 ha

Potential Multi-Family Residential Land Area

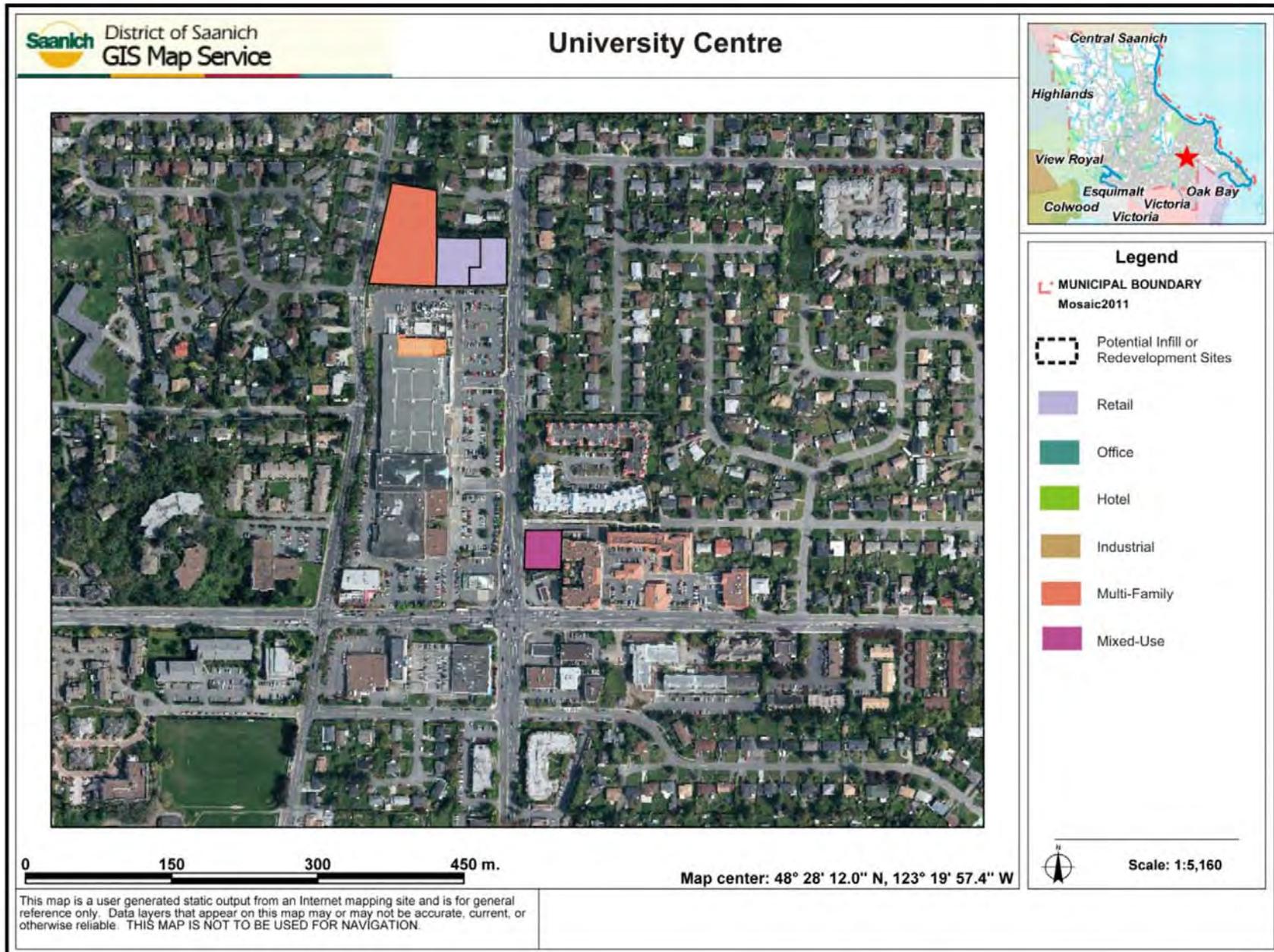
- +/-1.65 Acres/0.67 ha plus mixed-use above retail

19.6.5 Planning Implications

- Consider Shelbourne Action Plan steps, but recognize that full development/ redevelopment as envisioned in the plan may not occur within 20-year time frame.
- According to the *Land Use and Urban Design Study* prepared for the Shelbourne Valley Action Plan, University Heights Shopping Centre can add a further 62% more floor space under current zoning, however based on market trends this is unlikely to take place within a 20-year time frame and may be overly ambitious. According to the Shelbourne Action Plan Stakeholders, Cedar Hill is viewed as the “heart” of the Shelbourne Valley and its centrality suggests it may be a stronger location for residential densification.
- The likelihood of University Heights Shopping Centre undergoing a major densification redevelopment similar to that which occurred at Uptown is not considered a short or medium term priority.

19.0 Saanich Centre and Village Profiles

Figure 19.8 University Centre Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.8 University Centre Commercial & Multi-Family Land Use Allocation (for population of 123,000)

UNIVERSITY CENTRE (Shelbourne Valley)		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
Major Centre Retail Zone		10,000	929	1.20	0.2	0.1
Neighbourhood Centre Retail Zone		0	0	0.50	0.0	0.0
Village Retail Zone		0	0	0.70	0.0	0.0
Rural Village Retail Zone		0	0	0.50	0.0	0.0
Urban Mixed-Use Retail Zone		0	0	1.50	0.0	0.0
Total		10,000	929	1.20	0.2	0.1
Office						
Office Zone		20,000	1,858	1.20	0.4	0.2
Urban Mixed-Use Office Zone		0	0	2.30	0.0	0.0
Total		20,000	1,858	1.20	0.4	0.2
Industrial						
Industrial Business Zone		0	0	0.30	0.0	0.0
Eco-Industrial Zone		0	0	0.30	0.0	0.0
Mixed-Use Industrial Zone		0	0	0.30	0.0	0.0
Total		0	0	0.00	0.0	0.0
Hotel						
Tourist Accommodation Zone		0	0	1.20	0.0	0.0
Total		0	0	0.00	0.0	0.0
University Commercial & Industrial Summary		30,000	2,787	1.20	0.6	0.2
UNIVERSITY CENTRE (Shelbourne Valley)		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
Townhomes		50	22	54	2.3	0.9
Mid-Rise Apartment		500	40	99	12.5	5.1
Mixed-Use Apartment (Retail + 2)		200	40	99	5.0	2.0
Total		750	102	38	19.8	8.0

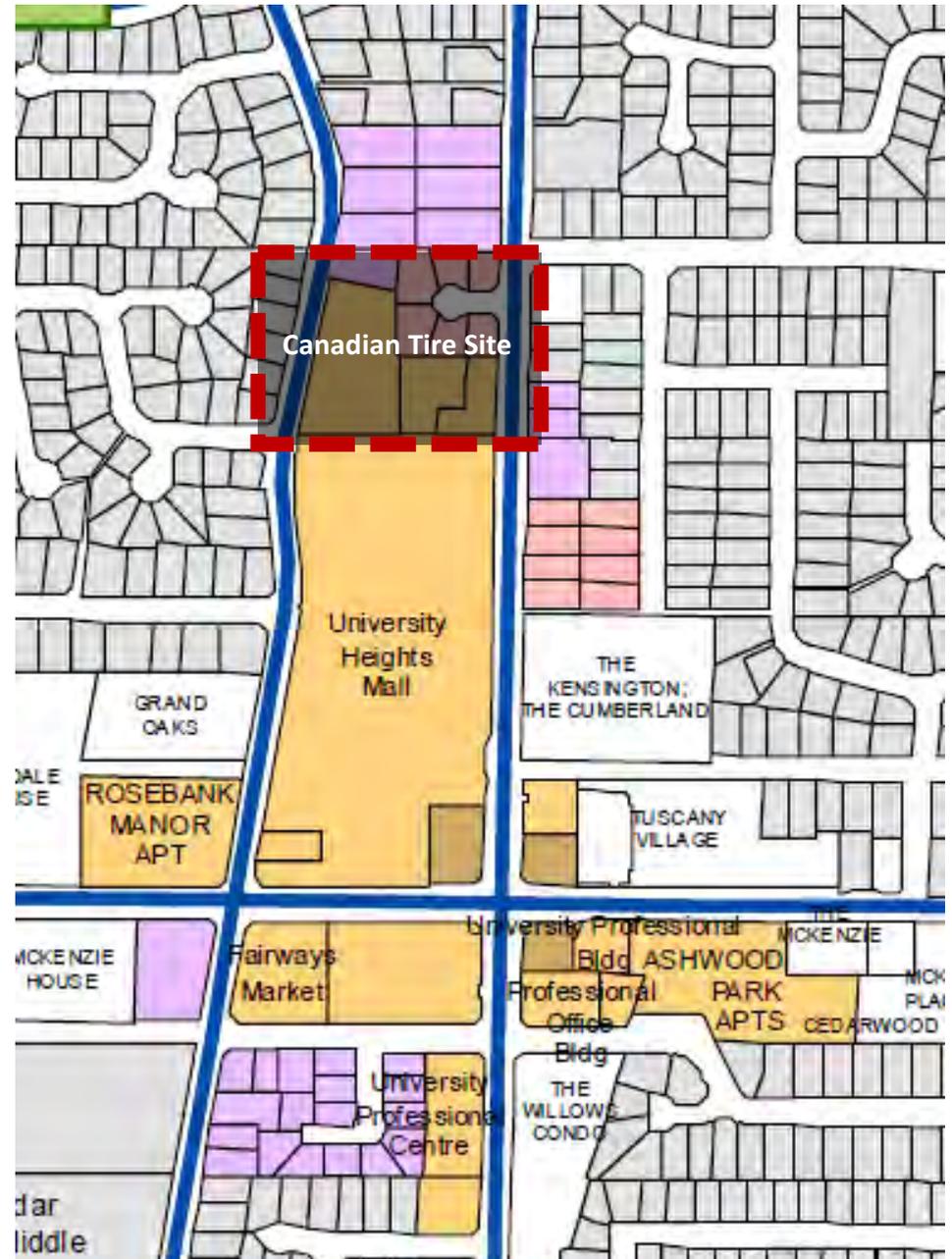
Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

University Centre



Extract from the Shelbourne Valley Action Planning Process



19.0 Saanich Centre and Village Profiles

19.7 Cedar Hill Profile (Shelbourne Valley)



19.0 Saanich Centre and Village Profiles

19.7.1 Cedar Hill Current Reality

- Cedar Hill is a Neighbourhood Centre focused around Shelbourne Plaza and Fairway Market anchor.
- The Shelbourne Action Plan Stakeholders identify Cedar Hill as the “heart” of the Shelbourne Corridor, which is also commonly referred to as Shelbourne Valley.

19.7.2 Looking Ahead

- Continued Strong community-oriented shops, services and offices.
- Redevelopment of Shelbourne Plaza.

19.7.3 Demographic & Residential Outlook

- Seniors in condominiums, apartments and assisted living either freestanding or above commercial uses.
- Proximity to recreation and services allows for active seniors lifestyle.
- University students in apartment rental housing
- Redevelopment of aging single family housing along Shelbourne Rd, particularly south of Shelbourne Plaza between Pear Street and Cedar Avenue.

19.7.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.9** for future lands may not be reflected in the land summary below or in **Figure 19.9**.

Total Land Identified for Infill or Redevelopment

- ~4.9 Acres/1.98 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~4.9 Acres/1.98 ha

Potential Multi-Family Residential Land Area

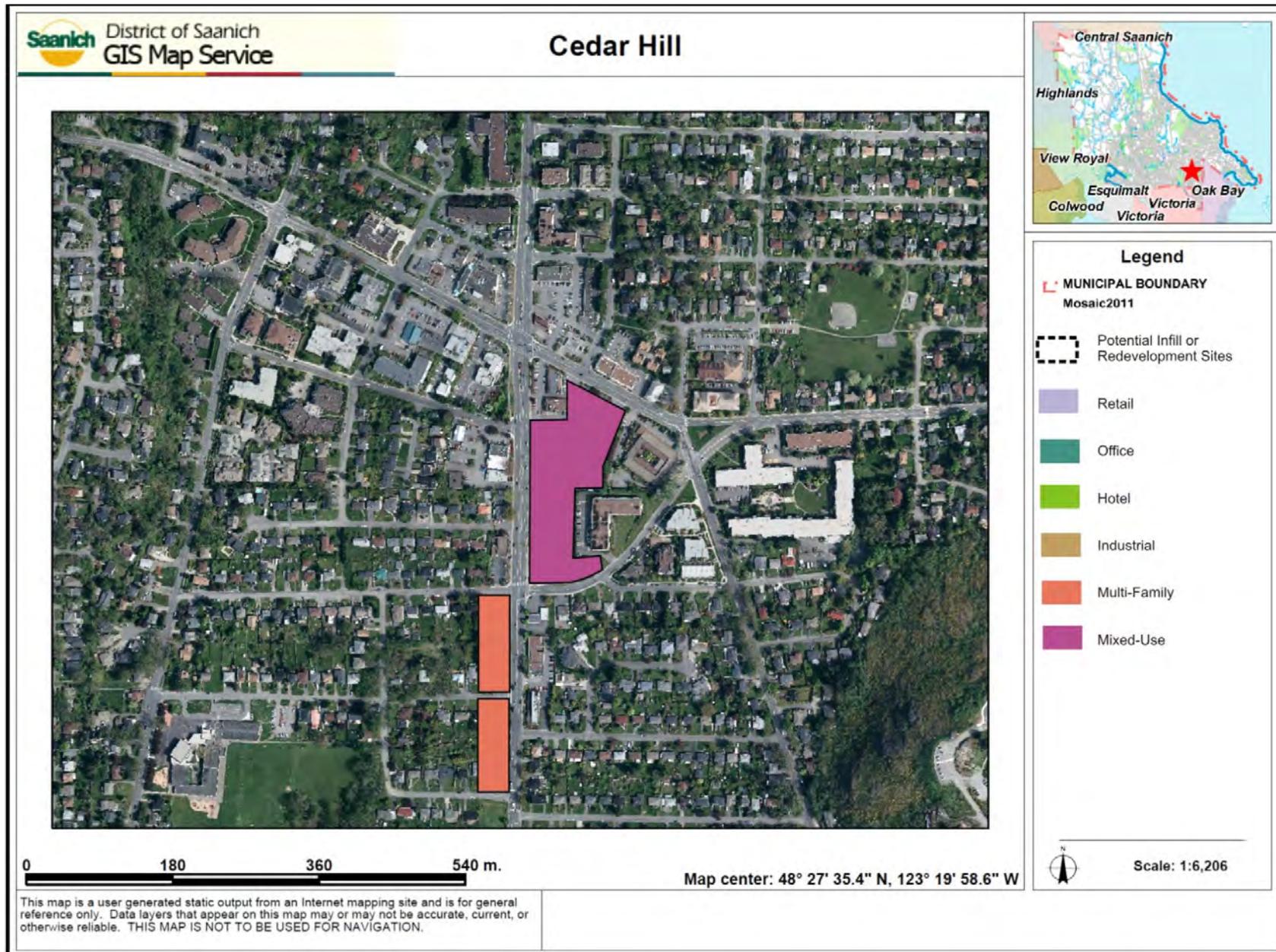
- Mixed-Use above retail and redevelopment along Shelbourne Street south.

19.7.5 Planning Implications

- According to the *Land Use and Urban Design Study* prepared for the Shelbourne Valley Action Plan, Shelbourne Plaza can add further 73% more floor space under current zoning.
- Cedar Hill should become the primary focus of the Shelbourne Action Plan to recognize this growing centre and reinforce its identity.
- Allow for mixed-use zoning of Shelbourne Plaza to accommodate mix of residences above retail uses (and freestanding).
- Encourage retail to edge of street to create better intimacy with Shelbourne Street.

19.0 Saanich Centre and Village Profiles

Figure 19.9 Cedar Hill Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.10 Cedar Hill Commercial & Multi-Family Land Use Allocation (for population of 123,000)

CEDAR HILL (Shelbourne Valley)		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
Major Centre Retail Zone		0	0	1.20	0.0	0.0
Neighbourhood Centre Retail Zone		0	0	0.50	0.0	0.0
Village Retail Zone		0	0	0.70	0.0	0.0
Rural Village Retail Zone		0	0	0.50	0.0	0.0
Urban Mixed-Use Retail Zone		0	0	1.50	0.0	0.0
Total		0	0	0.00	0.0	0.0
Office						
Office Zone		10,000	929	1.20	0.2	0.1
Urban Mixed-Use Office Zone		0	0	2.30	0.0	0.0
Total		10,000	929	1.20	0.2	0.1
Industrial						
Industrial Business Zone		0	0	0.30	0.0	0.0
Eco-Industrial Zone		0	0	0.30	0.0	0.0
Mixed-Use Industrial Zone		0	0	0.30	0.0	0.0
Total		0	0	0.00	0.0	0.0
Hotel						
Tourist Accommodation Zone		0	0	1.20	0.0	0.0
Total		0	0	0.00	0.0	0.0
Cedar Hill Summary		10,000	929	1.20	0.2	0.1
CEDAR HILL (Shelbourne Valley)		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
Mixed-Use Condos (Retail + 4)		400	80	198	5.0	2.0
Townhomes & Condos		500	35	86	14.3	5.8
Rowhousing		200	25	62	8.0	3.2
Total		1,100	40	99	27.3	11.1

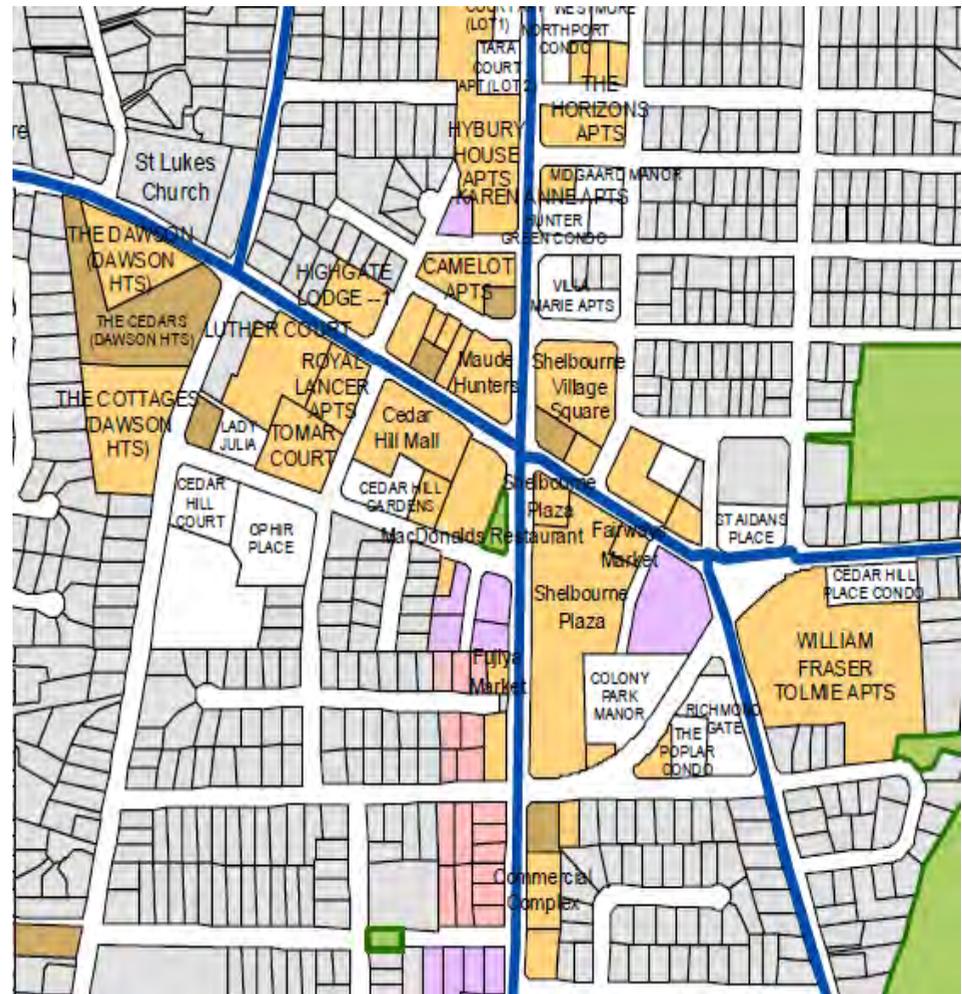
Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Cedar Hill



Extract from the Shelbourne Valley Action Planning Process



19.0 Saanich Centre and Village Profiles

19.8 Royal Oak/Broadmead Profile



19.0 Saanich Centre and Village Profiles

19.8.1 Royal Oak/Broadmead Current Reality

- Royal Oak/Broadmead are a Major Centre and Village that represent a strong cluster of neighbourhood and community scale shops, services and employment centre premised around Highway access and exposure.
- Industrial lands are at capacity and well utilized with strong land utilization
- Royal Oak and Broadmead areas are closely interconnected and viewed as one larger area though Royal Oak is a Major Centre, while Broadmead is a Village Centre.

19.8.2 Looking Ahead

- Limited room for expansion of industrial base, but continued infill of community-scale retail and food & beverage along with additional office development.
- An unknown factor is the BC Hydro Operations Facility, which inefficiently occupies 5.73 ha. Reality suggests they are likely to stay as comparable locations may only be available outside of the District of Saanich.

19.8.3 Demographic & Residential Outlook

Condominium housing around Saanich Commonwealth Place could provide strong amenities for College Students and Seniors.

19.8.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties, as well as properties that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.10** for future lands may not be reflected in the land summary below or in **Figures 19.10 to 19.12**

Total Land Identified for Infill or Redevelopment

- ~11.77 Acres/4.76 ha

Total Land Identified for Infill and development of new space

- ~5.89 Acres/2.38 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- 5.88 Acres/2.38 ha

Potential Multi-Family Residential Land Area

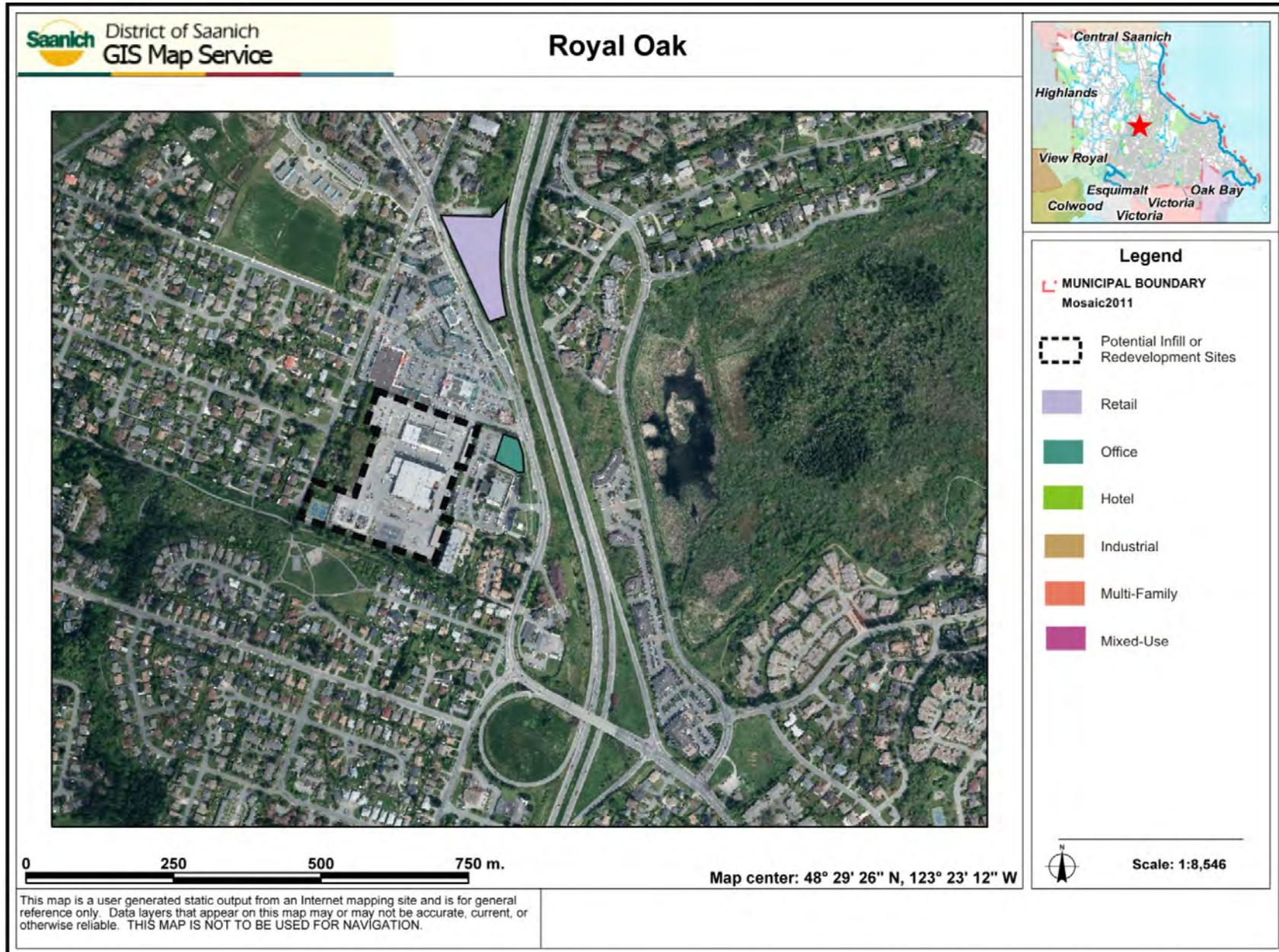
- 2.56 Acres/1.04 ha

19.8.5 Planning Implications

- Consider reclassification of Broadmead as a Community Centre or Neighbourhood Centre as the tenant composition and land use mix, which also includes the Commonwealth Facility and the Howard Johnson Hotel in fact conveys a wider market positioning.
- Mixed-use industrial/office or densification could be encouraged for parcels that redevelop, particularly those with high visibility exposure along the Pat Bay Hwy. (e.g. self storage)

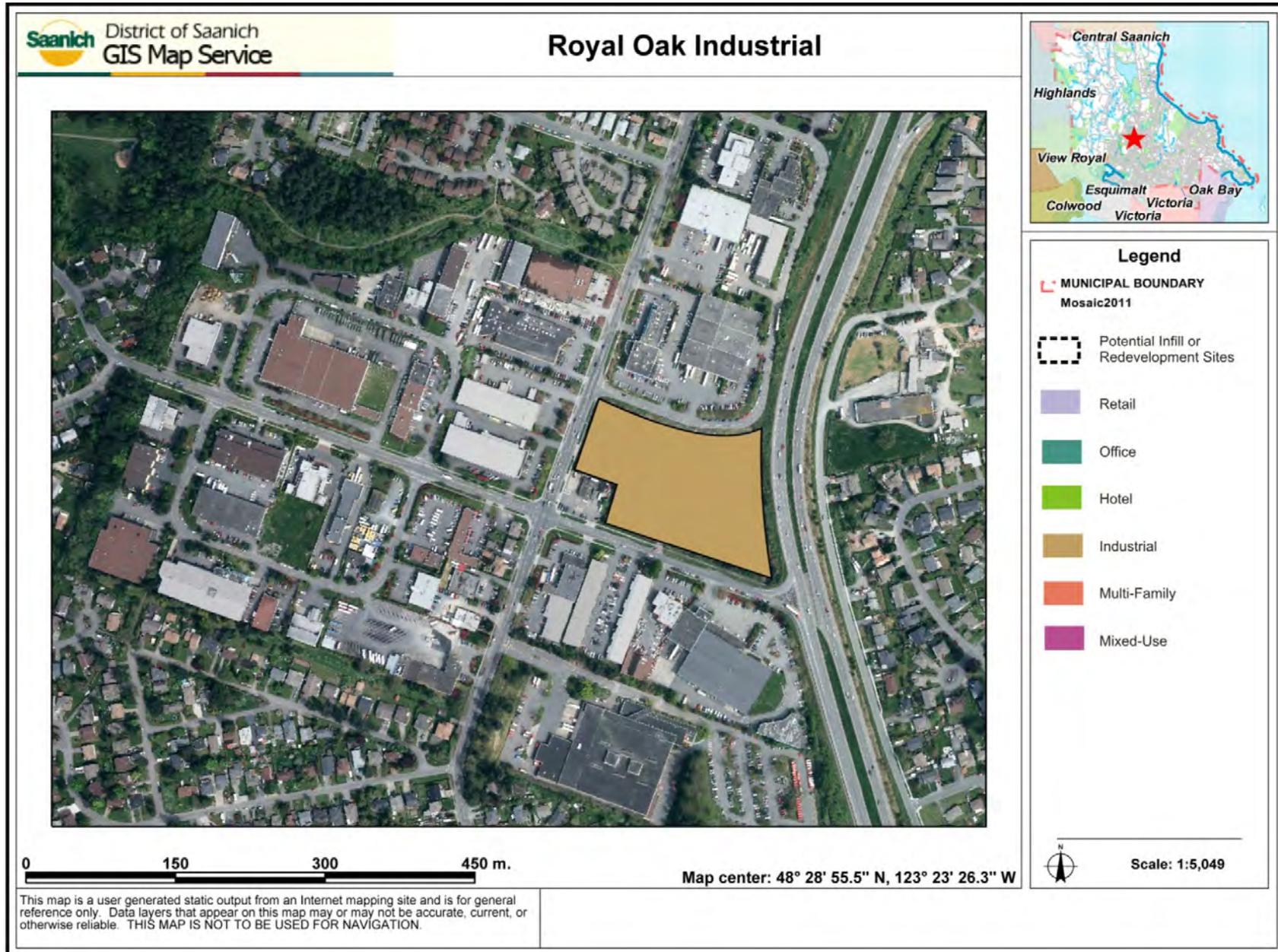
19.0 Saanich Centre and Village Profiles

Figure 19.10 Royal Oak Commercial & Multi-Family Land Use Allocation
(based on current available or potential redevelopable properties)



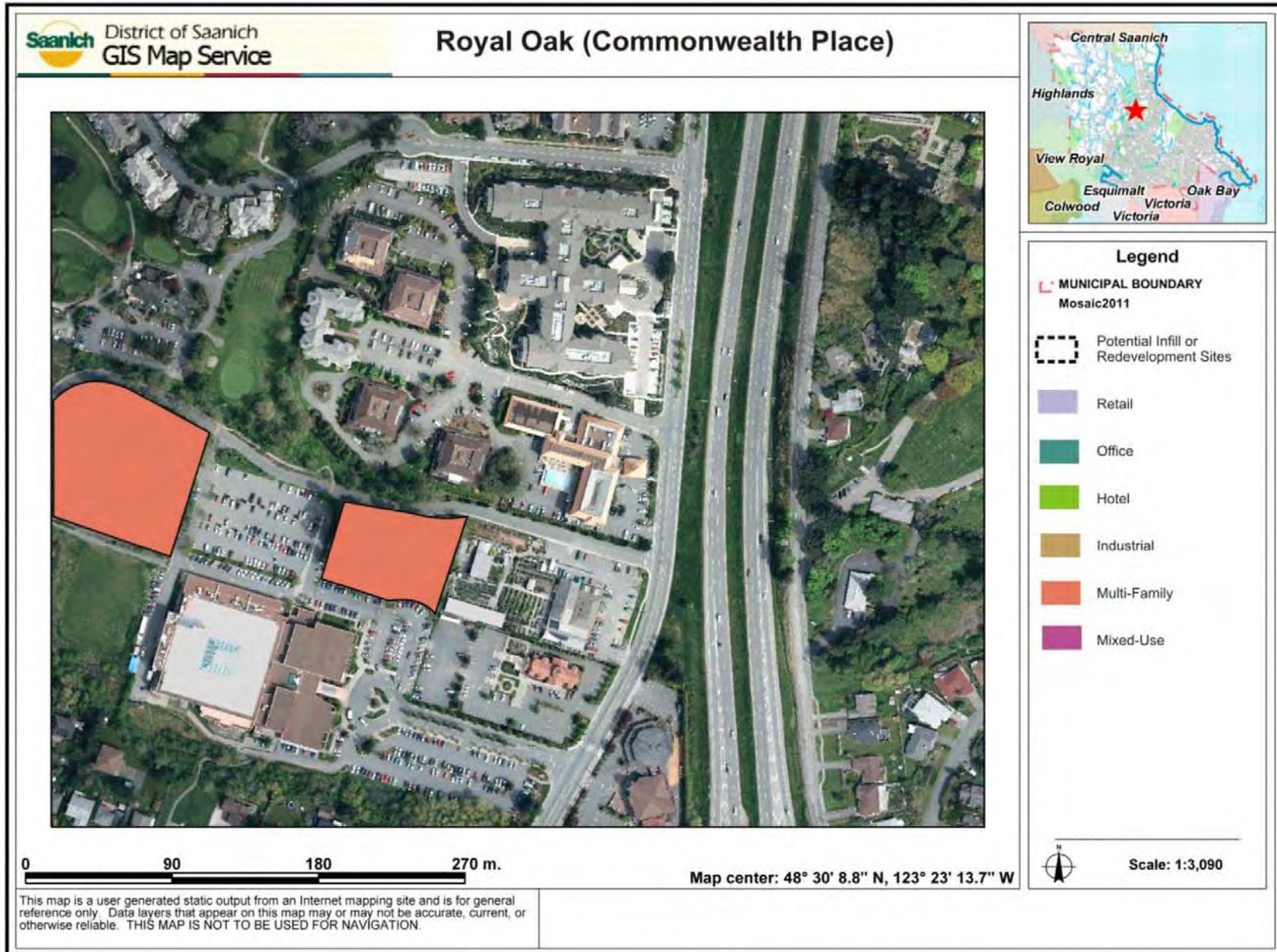
19.0 Saanich Centre and Village Profiles

Figure 19.11 Royal Oak Land Use Allocation
(based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Figure 19.12 Royal Oak (at Commonwealth Place) Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.10 Royal Oak / Broadmead Commercial Multi-Family Land Use Allocation (for population of 123,000)

ROYAL OAK/BROADMEAD		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
Major Centre Retail Zone		35,000	3,252	0.30	2.7	1.1
Neighbourhood Centre Retail Zone		0	0	0.50	0.0	0.0
Village Retail Zone		0	0	0.70	0.0	0.0
Rural Village Retail Zone		0	0	0.50	0.0	0.0
Urban Mixed-Use Retail Zone		0	0	1.50	0.0	0.0
Total		35,000	3,252	0.30	2.7	1.1
Office						
Office Zone		25,000	2,323	1.20	0.5	0.2
Urban Mixed-Use Office Zone		0	0	2.30	0.0	0.0
Total		25,000	2,323	1.20	0.5	0.2
Industrial						
Industrial Business Zone		0	0	0.30	0.0	0.0
Eco-Industrial Zone		0	0	0.30	0.0	0.0
Mixed-Use Industrial Zone		0	0	0.30	0.0	0.0
Total		0	0	0.00	0.0	0.0
Hotel						
Tourist Accommodation Zone		0	0	1.20	0.0	0.0
Total		0	0	0.00	0.0	0.0
Royal Oak Summary		60,000	5,574	0.44	3.2	1.3
ROYAL OAK/BROADMEAD		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
Mixed-Use Apartment (Retail +2)		250	100	247	2.5	1.0
Total		250	100	247	2.5	1.0

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Royal Oak/Broadmead



19.0 Saanich Centre and Village Profiles

19.9 Cordova Bay Village Profile



19.0 Saanich Centre and Village Profiles

19.9.1 Cordova Bay Current Reality

- The Cordova Bay Village has a very strong local identity for established residents and seniors with local independent businesses and services.
- Sayward Hill has evolved into one of the preeminent residential addresses for downsizing retirees.
- Cordova Bay Plaza is an older shopping centre with an underutilized and inefficient land use.

19.9.2 Looking Ahead

- Continued emphasis on multi-family housing for seniors, with limited retail growth so as to maintain village atmosphere and local merchant strength.
- Mixed-use redevelopment of Cordova Bay plaza could be a stimulus for the area, but caution should be exercised as costs may make retention of local merchants more challenging.

19.9.3 Demographic & Residential Outlook

- Mature families and downsizing retirees
- Lower density active senior communities (55+ years)
- 1 to 3 storey assisted living formats.

19.9.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. The estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.11** for future lands may not be reflected in the land summary below or in **Figures 19.13 to 19.14**

Total Land Identified for Infill or Redevelopment

- ~29.50 ac /11.94 ha

Total Land Identified for Infill and development of new space

- ~26.60 ac /10.76 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~2.88 ac /1.17 ha

Potential Multi-Family Residential Land Area

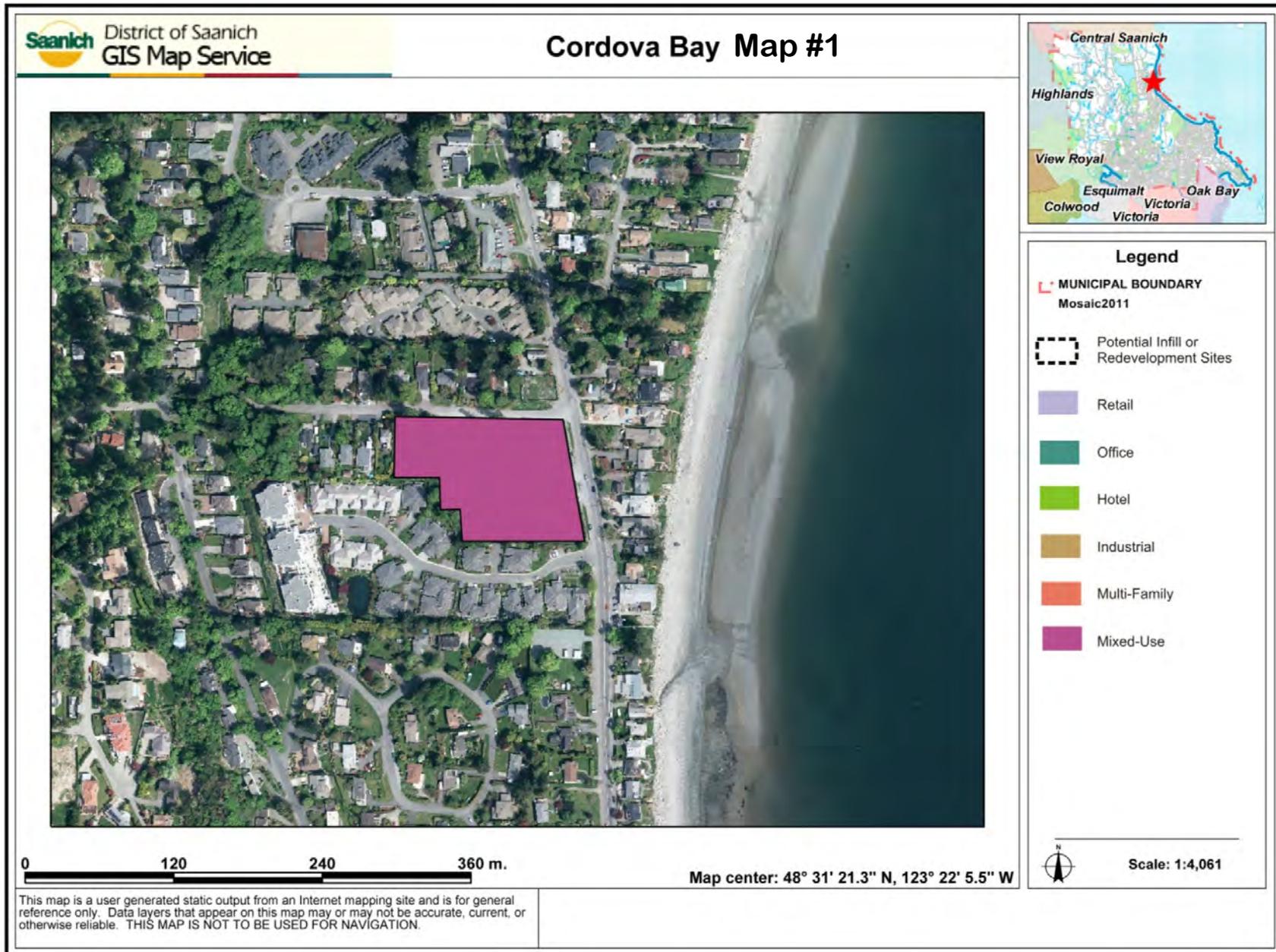
- +/-26.6 ac /10.76 ha

19.9.5 Planning Implications

- Continued emphasis on Village zoning
- Consider allowing for maximum 2 levels of residential above retail in mixed-use at Cordova Bay Plaza.
- Trio Gravel site should be considered for continued medium density similar to Sayward Hill with green space amenities, but no retail so as to maintain emphasis on Mattick's Market.

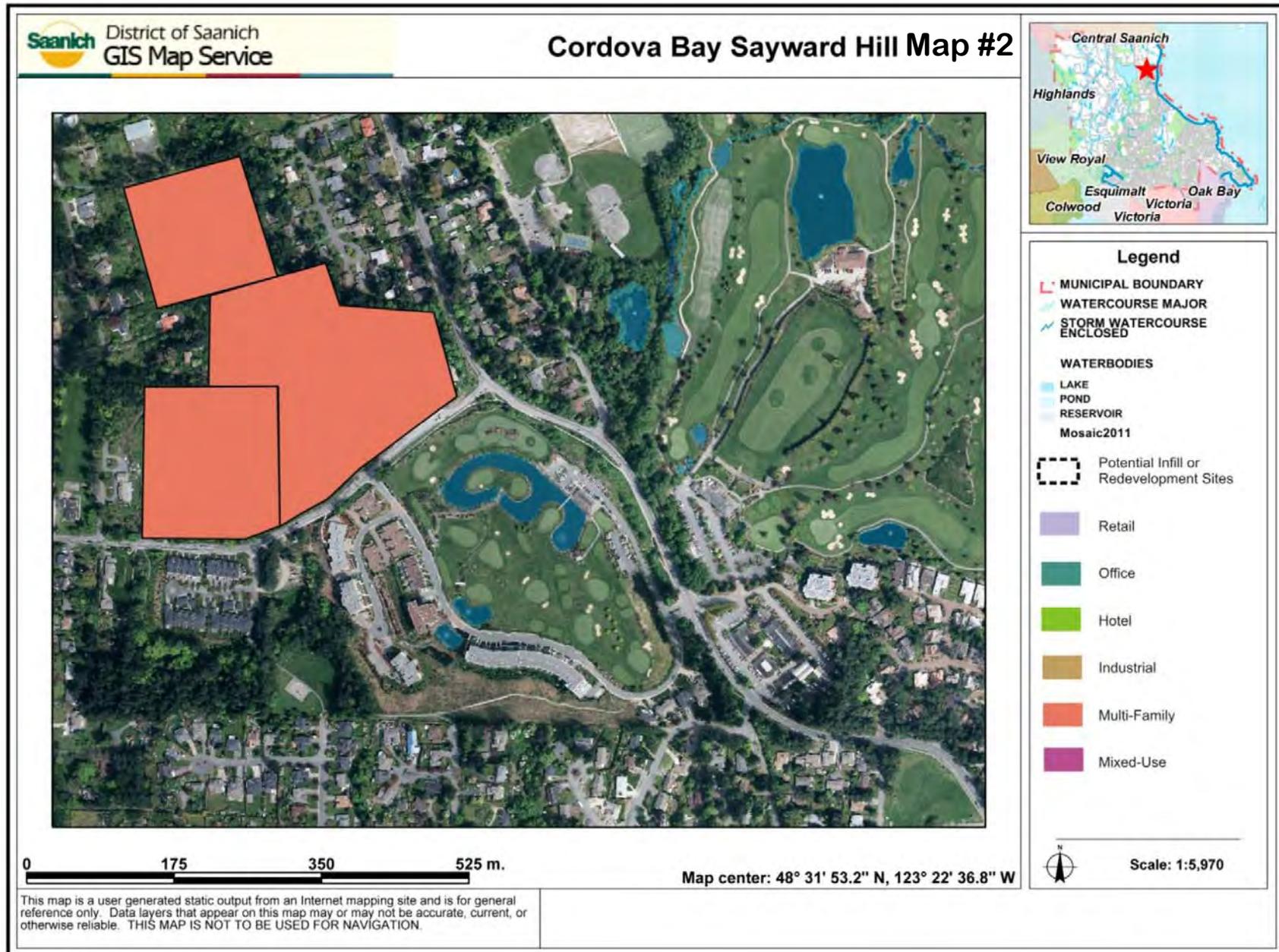
19.0 Saanich Centre and Village Profiles

Figure 19.13 Cordova Bay Village Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Figure 19.14 Cordova Bay Village (at Sayward Hill) Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.11 Cordova Bay Commercial & Multi-Family Land Use Allocation (for population of 123,000)

CORDOVA BAY		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	0	0	1.20	0.0	0.0
	Neighbourhood Centre Retail Zone	0	0	0.50	0.0	0.0
	Village Retail Zone	10,000	929	0.70	0.3	0.1
	Rural Village Retail Zone	0	0	0.50	0.0	0.0
	Urban Mixed-Use Retail Zone	0	0	1.50	0.0	0.0
	Total	10,000	929	0.70	0.3	0.1
Office						
	Office Zone	10,000	929	0.70	0.3	0.1
	Urban Mixed-Use Office Zone	0	0	2.30	0.0	0.0
	Total	10,000	929	0.70	0.3	0.1
Industrial						
	Industrial Business Zone	0	0	0.30	0.0	0.0
	Eco-Industrial Zone	0	0	0.30	0.0	0.0
	Mixed-Use Industrial Zone	0	0	0.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Hotel						
	Tourist Accommodation Zone	0	0	1.20	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Cordova Bay Summary		20,000	1,858	0.70	0.7	0.3
CORDOVA BAY		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
	Mixed-Use Apartment (Retail +2)	25	42	103	0.6	0.2
	4 Storey Condo	400	70	173	5.7	2.3
	Townhomes	155	22	55	7.0	2.8
	Duplex & Active Adult	500	25	62	20.0	8.1
	Total	1,080	32	80	33.3	13.5

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Cordova Bay Village



19.0 Saanich Centre and Village Profiles

19.10 Feltham Village Profile (Shelbourne Valley)



19.0 Saanich Centre and Village Profiles

19.10.1 Feltham Village Current Reality

- Feltham Village is the northern gateway to the Shelbourne Corridor/Shelbourne Valley.
- Anchored by the Mount Doug Market as well as the three (3) individual retail clusters comprising Torquay Village, Three Corners Centre and Feltham Plaza.
- Recent new assisted living residential condominium: The Berwick House located in the at southwest corner of Feltham Road and Shelbourne Street.
- Aging single family residential stock south of Feltham Road along Shelbourne Street, some of which is in process of being redeveloped (e.g. just south of Cabana Place).

19.10.2 Looking Ahead

- Limited vacant infill sites; redevelopment of existing commercial and older residential lands is expected.
- Three Corners Centre represents most strategic land asset for redevelopment as either a mixed-use retail and professional offices cluster or mixed-use retail/ professional services at ground level with 2 to 3 levels of residential on top (either market or rental units).
- Potential for redevelopment of Mount Doug Market site into mixed-use that retains market, but either integrates additional small retail units as well as residential or professional services above.
- Existing site on northeast corner of Feltham and Shelbourne could be a redeveloped asset, but is likely to remain for foreseeable future as it is a fully leased and viable revenue producing property.

19.10.3 Demographic & Residential Outlook

- Seniors in condominiums, apartments and assisted living either freestanding or above commercial

- University students in apartment rental housing or in secondary suites in existing single family homes.
- Redevelopment of aging single family housing along Shelbourne Street into Townhome formats/densities.

19.10.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. Estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.12** for future lands may not be reflected in the land summary below or in **Figures 19.15**.

Total Land Identified for Infill or Redevelopment

- ~2.7 ac /1.09 ha

Total Land Identified for Redevelopment and repositioning of existing space/land

- ~2.7 ac /1.09 ha

Potential Multi-Family Residential Land Area

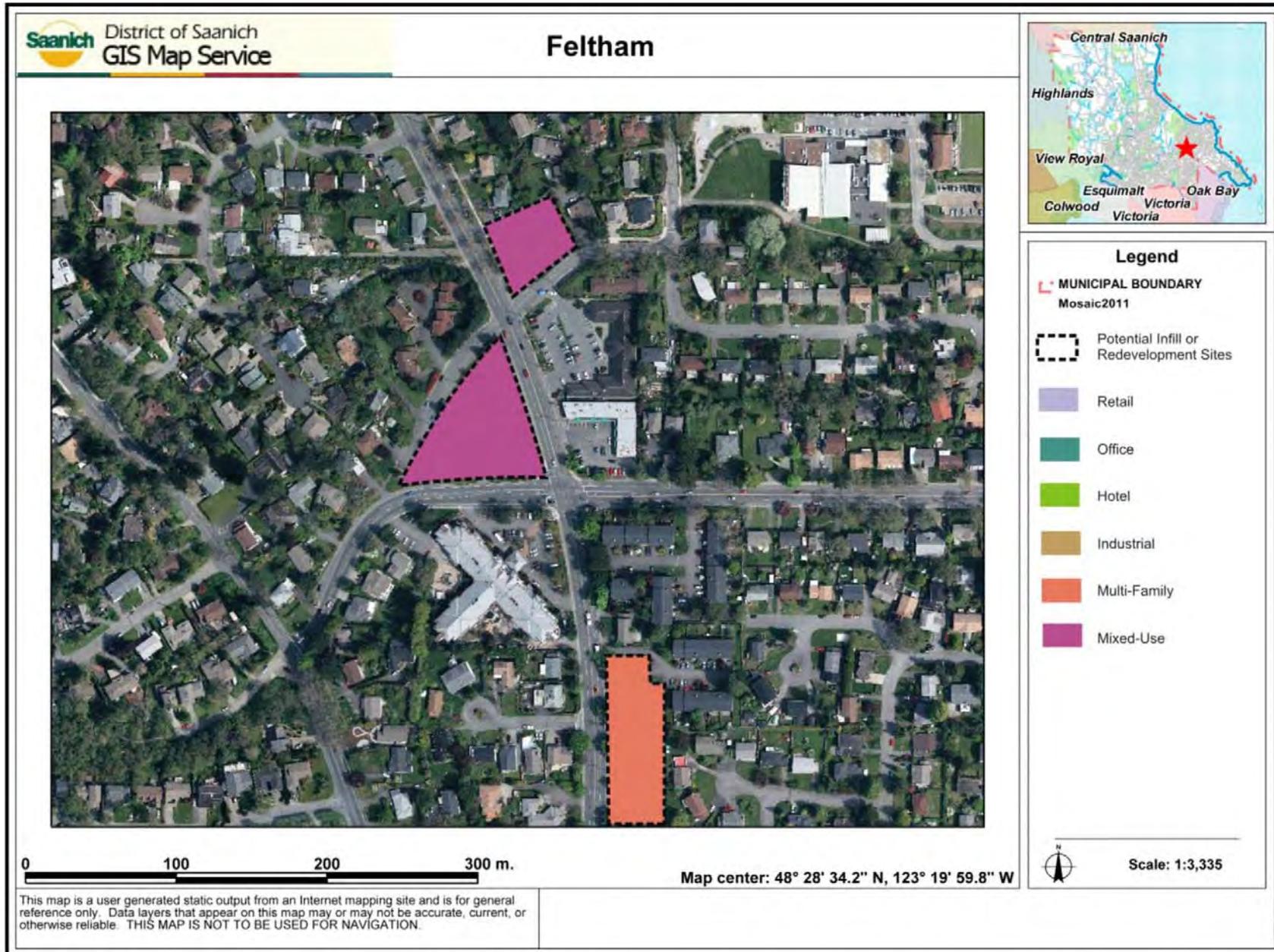
- +/- 2.0 ac /0.81 ha

19.10.5 Planning Implications

- Promote mixed-use zoning for northwest corner of Feltham and Shelbourne. Although the *Urban Design and Lands Use Study* prepared for the Shelbourne Valley Action Plan characterizes Feltham today as a “small mixed-use area”, reality is that it is actually more of a strip centre convenience node that unlike Cadboro Bay does not evoke a strong “village ambiance” yet.
- Feltham’s entry statement should be emphasized more as a “gateway to the Shelbourne Valley”.

19.0 Saanich Centre and Village Profiles

Figure 19.15 Feltham Village Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Figure 19.16 Feltham Village Concept Plan (From Shelbourne Valley Land Use & Urban Design Study 2012)



Figure 4.2 - Potential Massing of New Building Developments in Feltham Village

LEGEND

- ① Lambrick Park Secondary
- ② Gordon Head Recreation Centre
- ③ Commercial with residential above
- ④ Residential (apartment building)
- ⑤ Residential (townhouse)
- ⑥ Residential (seniors housing)
- Redevelopment
- Existing Buildings

19.0 Saanich Centre and Village Profiles

Table 19.12 Feltham Commercial & Multi-Family Land Use Allocation (for population of 123,000)

FELTHAM (Shelbourne Valley)		Demand Allocation (sq. ft.)	Demand Allocation (sq. m.)	FSR	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	0	0	1.20	0.0	0.0
	Neighbourhood Centre Retail Zone	5,000	465	0.50	0.2	0.1
	Village Retail Zone	0	0	0.70	0.0	0.0
	Rural Village Retail Zone	0	0	0.50	0.0	0.0
	Urban Mixed-Use Retail Zone	0	0	1.50	0.0	0.0
	Total	5,000	465	0.50	0.2	0.1
Office						
	Office Zone	10,000	929	1.20	0.2	0.1
	Urban Mixed-Use Office Zone	0	0	2.30	0.0	0.0
	Total	10,000	929	1.20	0.2	0.1
Industrial						
	Industrial Business Zone	0	0	0.30	0.0	0.0
	Eco-Industrial Zone	0	0	0.30	0.0	0.0
	Mixed-Use Industrial Zone	0	0	0.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Hotel						
	Tourist Accommodation Zone	0	0	1.20	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Feltham Summary		15,000	1,394	0.82	0.4	0.2
FELTHAM (Shelbourne Valley)		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
	Duplex - Triplex	20	15	38	1.3	0.5
	Rowhousing	50	25	62	2.0	0.8
	Total	70	21	52	3.3	1.3

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Feltham Village



19.11 Cadboro Bay Village Profile



19.0 Saanich Centre and Village Profiles

19.11.1 Cadboro Bay Current Reality

- Cadboro Bay Village has a very strong local identity for established residents and with local independent businesses and services.
- Anchor tenants for the local residents include Pepper’s Foods, People’s Pharmacy, Starbucks and the Smuggler’s Cove Pub, all of which enjoy significant patronage from local residents and the University of Victoria student population who reside in the area.
- Very compact, walkable area that typifies the scale and context of a true neighbourhood village.
- Properties like the northeast corner of Cadboro Bay Road & Sinclair Road are beginning to show their age and have some vacancies, which for a small retail area suggests that a retail location that does not front Cadboro Bay Road could be a weakness.

19.11.2 Looking Ahead

- Penrhyn Street north and south of Cadboro Bay Road represent nodes of future redevelopment away from single family housing to more dense forms including duplex, triplex or townhome housing (i.e. Penrhyn Close).
- Retail growth will be limited in expansion and take the form of redeveloped and better land utilization.
- The Pepper’s Foods retail building is a stable revenue producing property for the local area and should stay in its current form. The future of the Village Service gas station and auto repair may be the only area in which change could occur on this property.
- Potential mixed-use redevelopment could occur at the northeast corner of Cadboro Bay Road & Sinclair Road. Retail could be better oriented with a sidewalk closer to Cadboro Bay Road with 1 to 2 levels of potential residential above retail and parallel on-street parking.

19.11.3 Demographic & Residential Outlook

Baby boomers, retirees, active adults and university students.
Lower density duplex, triplex and townhomes for retirees.

19.11.4 Future Land Allocation

The following land areas are estimates based on an assessment of available properties as well as those that are underutilized or likely subject to redevelopment. Estimated areas are subject to change as new potential areas open up or become available for infill or redevelopment.

Accordingly, some of the total areas identified in **Table 19.13** for future lands may not be reflected in the land summary below or in **Figures 19.17**.

Total Land Identified for Infill or Redevelopment

~1.5 ac / 0.61 ha for residential redevelopment along Penrhyn Street

~0.5 ac/ 0.20 ha for potential mixed-use redevelopment

Total Land Identified for Redevelopment and repositioning of existing space/land ~2.0 ac / 0.81 ha

Potential Multi-Family Residential Land Area

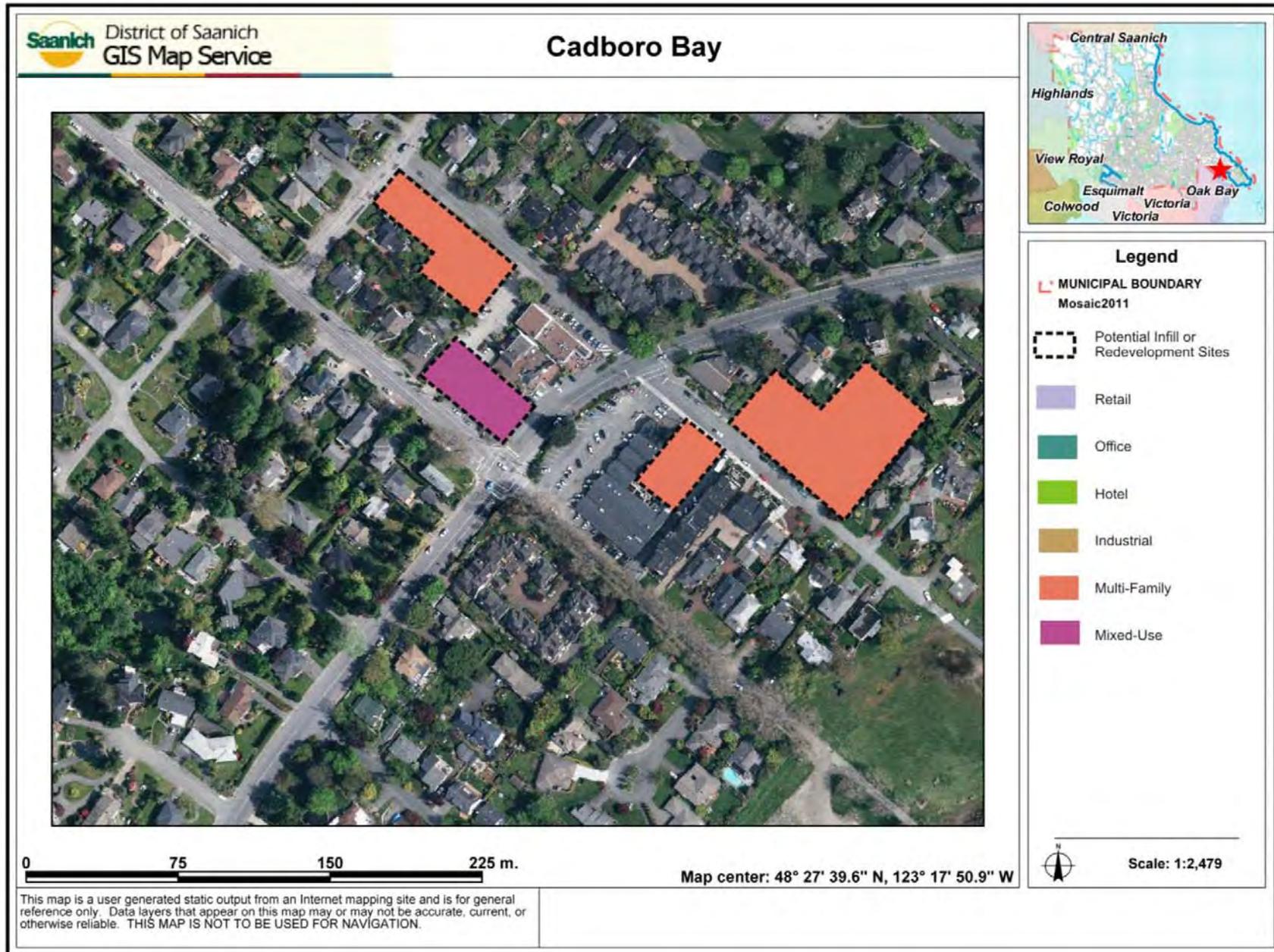
~2.0 ac / 0.81 ha (this amount of land is less than identified in **Table 19.14** suggesting other areas of redevelopment are required to fulfill future residential growth).

19.11.5 Planning Implications

- Cadboro Bay is a successful village centre that should not place emphasis on retail growth unless it occurs as a result of redevelopment of better utilized space.
- Consider improving pedestrian mobility along Cadboro Bay Road between Sinclair Road and Penrhyn Street, where redevelopment could bring buildings closer to the street.
- Allow a maximum of 2 levels of residential above retail in mixed-use buildings.

19.0 Saanich Center and Village Profiles

Figure 19.17 Cadboro Bay Village Commercial & Multi-Family Land Use Allocation
 (based on current available or potential redevelopable properties)



19.0 Saanich Centre and Village Profiles

Table 19.13 Cadboro Bay Commercial & Multi-Family Land Use Allocation (for population of 123,000)

CADBORO BAY		Demand Allocation (sq. ft.)	Demand Allocation (sq. ft.)	FSR	Acres Required	Hectares Required
Retail						
	Major Centre Retail Zone	0	0	1.20	0.0	0.0
	Neighbourhood Centre Retail Zone	5,000	465	0.50	0.2	0.1
	Village Retail Zone	0	0	0.70	0.0	0.0
	Rural Village Retail Zone	0	0	0.50	0.0	0.0
	Urban Mixed-Use Retail Zone	0	0	1.50	0.0	0.0
	Total	5,000	465	0.50	0.2	0.1
Office						
	Office Zone	0	0	1.20	0.0	0.0
	Urban Mixed-Use Office Zone	0	0	2.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Industrial						
	Industrial Business Zone	0	0	0.30	0.0	0.0
	Eco-Industrial Zone	0	0	0.30	0.0	0.0
	Mixed-Use Industrial Zone	0	0	0.30	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Hotel						
	Tourist Accommodation Zone	0	0	1.20	0.0	0.0
	Total	0	0	0.00	0.0	0.0
Cadboro Bay Summary		5,000	465	0.00	0.2	0.1
CADBORO BAY		Demand Allocation (Units)	Density (Units/acre)	Density (Units/hectare)	Acres Required	Hectares Required
Multi-Family Residential						
	Low Rise Assisted Living	100	30	75	3.3	1.3
	Rowhousing	50	25	62	2.0	0.8
	Total	150	28	70	5.3	2.1

Note: Forecast at Total District of Saanich Population of 123,000

19.0 Saanich Centre and Village Profiles

Cadboro Bay Village



SECTION 20.0
MARKET DEMAND &
ALLOCATION ANALYSIS

20.1 Market Demand Summary Highlights

The comprehensive Market Analysis of retail, office, industrial, hotel and multi-family land use segments as quantified against the District of Saanich's anticipated population growth yields the following summary highlights as summarized in **Table 20.1** on page 227:

- Total population in the District of Saanich is forecast to grow by 13,000 residents over the period between 2011 to 2036.
- By 2036 or when the District of Saanich population reaches 123,000 residents (13,000 new residents from today) there will be a total demand for 130,064 sq.m./1.4 million sq.ft. of additional new commercial and industrial Floor Space, requiring approximately 30 ha /74 ac comprising the following:

- **RETAIL** 42,700 sq.m. / 460,000 sq.ft. requiring 11 ha / 26 ac.
- **OFFICE** 37,600 sq.m. / 400,000 sq.ft. requiring 4 ha / 9 ac.
- **INDUSTRIAL** 31,000 sq.m. / 330,000 sq.ft. requiring 10 ha / 25 ac.
- **HOTEL** 20,400 sq.m. / 220,000 sq.ft. (366 rooms) requiring 2 ha / 4 ac.

From a residential demand perspective, the changing demographics of the District of Saanich will drive residential formats over the next 20 years:

- Single Family Housing will still be in demand and needed, in the range of 4,000 new units when Saanich reaches a total population of 123,000, therefore land for single family subdivisions should be sought. Furthermore, the formats for single-family dwellings are likely to be comprised of smaller lots that accommodates the demand for housing and will need to evolve over time to include more diverse housing types to meet housing needs and the constraint of land available and cost in Saanich. Given the limited land supply for residential development in Saanich, it may be a challenge to accommodate this magnitude of single family dwellings, thus the focus should be on accommodating the aging population as well as the future "urban dwellers" in multi-family units.
- Multi-Family Housing is likely to occur at various densities in specific centres and villages responding to the demographic evolution of each specific area (e.g. Uptown vs. Cordova Bay vs. Cedar Hill vs. University Centre).
- By 2036, or when the District of Saanich population reaches 123,000 residents (13,000 new residents from today) the multi-family residential demand is forecast to comprise the following:
- **MF RESIDENTIAL** 6,400 new units requiring 162 ac / 65.5 ha (**Note:** The total land required for new multi-family residential units varies depending on the development formats and densities. The values presented here reflect a diverse mix of housing options ranging from densities of 15 units/ac to 125 units per acres or an overall average density of approximately 40 units/ac).

20.0 Market Demand & Allocation Summary

Table 20.1 District of Saanich Commercial Industrial & Residential Summary Matrix by Population & Year Thresholds

LAND USE	YEAR	2017	2022	2027	2032	2036
	POPULATION ESTIMATE	112,749	115,309	117,927	120,604	122,789
RETAIL						
Cumulative Floor Area (sq. ft.)		101,181	189,634	282,127	378,942	459,709
Cumulative Floor Area (sq. m.)		9,403	17,624	26,220	35,218	42,724
Cumulative Land Area (acres)		5.8	10.9	16.2	21.7	26.4
Cumulative Land Area (hectares)		2.4	4.4	6.6	8.8	10.7
OFFICE						
Cumulative Floor Area (sq. ft.)		111,117	203,796	281,891	319,636	404,645
Cumulative Floor Area (sq. m.)		10,327	18,940	26,198	29,706	37,606
Cumulative Land Area (acres)		2.6	4.7	6.5	7.3	9.3
Cumulative Land Area (hectares)		1.0	1.9	2.6	3.0	3.8
INDUSTRIAL						
Cumulative Floor Area (sq. ft.)		91,821	152,443	223,864	281,311	333,194
Cumulative Floor Area (sq. m.)		8,534	14,168	20,805	26,144	30,966
Cumulative Land Area (acres)		7.0	11.7	17.1	21.5	25.5
Cumulative Land Area (hectares)		2.8	4.7	6.9	8.7	10.3
HOTEL						
Cumulative Rooms (rooms)		76	145	219	298	366
Cumulative Floor Area (sq. ft.)		45,600	86,921	131,400	178,739	219,600
Cumulative Floor Area (sq. m.)		4,238	8,078	12,212	16,611	20,409
Cumulative Land Area (acres)		0.9	1.7	2.5	3.4	4.2
Cumulative Land Area (hectares)		0.4	0.7	1.0	1.4	1.7
MULTI-FAMILY RESIDENTIAL						
Number of Units (units)		1,539	2,629	4,011	5,614	6,437
Cumulative Land Area (acres)		20.5	52.6	100.3	140.4	160.9
Cumulative Land Area (hectares)		8.3	21.3	40.6	56.8	65.2
SINGLE FAMILY RESIDENTIAL						
Number of Units (units)		1,366	2,083	2,836	3,683	4,149
Cumulative Land Area (acres)		91.1	138.9	189.1	245.5	276.6
Cumulative Land Area (hectares)		36.9	56.2	76.6	99.4	112.0

20.2 Allocation Summary Highlights

Beyond the quantified floor space and land demand forecasts for the District of Saanich, the following highlights are also identified:

- ✓ *“Responsible Intensification”* in “Major Centres”, most specifically Uptown and McKenzie/Quadra should be prioritized, followed by Cedar Hill (Shelbourne Valley) and Tillicum/Burnside.
- ✓ The majority of new Industrial demand (estimated at 30,658 sq.m./330,000 sq.ft.) will be difficult to accommodate in existing industrially-zoned areas requiring potential densification of industrial areas. Unless Saanich is able to identify new lands for industrial uses, the only places within which industrial users could locate are limited and largely already at capacity.
- ✓ Overall, not all demand as quantified has to be accommodated in the District of Saanich. Because Saanich is not an isolated area and central to many adjacent municipal jurisdictions, Saanich is likely to have inflow and outflow of demand. Uptown, however is an area that should be prioritized for densification in both commercial and residential as the area is rapidly evolving itself to become a significant urban business and transit hub of the region.
- ✓ Medium and higher density residential development and redevelopment to occur in Uptown.
- ✓ Over time, Saanich will increase its ratio of multi-family to single family housing, which is already higher than average. Saanich is currently at almost 47% in multi-family housing, compared to other urban environments, which are typically at 35% to 40%.
- ✓ Challenges for accommodating full complement of multi-family forecast to be in demand lie in the time it takes for land assembly in corridors such as Shelbourne, Quadra, Bethune and Burnside.
- ✓ Medium density residential development is envisioned to occur in surrounding Major Centres as infill formats, where land values are now reaching a point where redevelopment of older housing stock is taking place.
- ✓ Lower to medium density mixed-use residential infill and redevelopment is further envisioned to occur in existing “Neighbourhood Centres” and “Villages”, notably, Cedar Hill, Four Corners, Feltham and Tillicum Burnside.
- ✓ The aging population base and high desirability of the Saanich area suggests that residential development including active adult as well as assisted living housing formats are envisioned in Centres and Villages such as Cordova Bay, Cadboro Bay, Cedar Hill and Tillicum Burnside, particularly where amenities and medical wellness services are in close proximity.
- ✓ New population growth does not necessarily equate to more retail demand, particularly when population growth is concentrated towards seniors who generally spend less.

APPENDIX A
INDUSTRIAL DEVELOPMENT
TRENDS

LIVE/WORK

The District of Saanich has a potential opportunity over the next 20 years in its Uptown Industrial District to pursue mixed-use urban regeneration, in which Live/Work units are encouraged.

Live/Work, in the context of mixed-use, provides affordable opportunities for accommodation for area workers. In particular, this format provides opportunities that could attract businesses, entrepreneurs and residents to Uptown, thus fulfilling a new development pattern for Uptown that has the potential to increase the areas resident population base, which will in turn create, stimulate and justify retail growth and further entrench and re-enforce Uptown as a year round energized area.

A Live/Work unit serves the dual purpose of acting as a dwelling and a workspace. Each component is typically allocated as a proportion of the unit's total floor area. It is typically at the discretion of the District or governing authority to determine or identify what the percentage allocation should be as well as identifying any other criteria, similar to the way in which a Home-Based Business is assessed.

The advantages of providing for Live/Work units would include:

- *Reduction in vehicular travel*
- *Urban Regeneration*
- *Business Incubation and Start-Up*
- *Creation of Business Clusters*
- *Flexibility*
- *Affordability*

INDUSTRIAL & OFFICE SPACE INTEGRATION

With future growth of Saanich, there is the potential opportunity to provide for some component of light industrial land use that could lend itself to adjacent office or seamlessly integrated development.

Saanich is not dissimilar from other urban markets that struggle with land constraints and are looking at integrating office space and industrial space in a vertical format. The resulting benefits of accommodating new progressive industrial and office space integration or mixed-industrial include, but are not limited to the following:

- *Better compatibility with surrounding residential land uses;*
- *Enhanced economic opportunities and employment density;*
- *Allows for opportunities for heavier industrial and land intensive uses, with corresponding lower employment densities to be located outside the District or established industrial areas where adjacency compatibility issues are less of a concern;*
- *Enhanced ability to respond to current and changing market demand;*
- *Improved positioning to attract new investment;*
- *Ensure that the city's light industrial growth and focus is strengthened.*

Appendix A Development Trends & Examples

It is becoming more common for developers of light industrial business parks to include a fair amount of office space, thus blurring the line between office and industrial usage. These types of developments are gaining popularity as they have the potential to achieve faster absorption with appeal to both office and industrial tenants. Light industrial parks with office space are also well received as they add more jobs (as noted previously) and are less likely to have opposition from adjacent residential properties.

Overall, the development form of industrial buildings will not change demonstrably over the next 10 to 15 years with the exception of the above noted land utilization and office space integration.

More intensive use of industrial lands, is occurring in Metro Vancouver, in which multi-storey warehousing is becoming more common.

While it is expected that industrial development will not change dramatically in the near future, the issue of sustainability of industrial buildings is gaining traction.

Nationwide, issues regarding sustainability are becoming increasingly more common. The typical features of “sustainable” industrial areas include the following:

- *Development and implementation of new technologies;*
- *Renewable energy alternatives to conventional sources;*
- *Eco-Engineering to mimic natural surrounding eco-systems; and*
- *Hazard-free treatment of industrial waste by-products.*

Important locational considerations and requirements that need to be considered in the allocation of commercial & industrial land uses in the District of Saanich include the following:

- *Availability, range, amount and size of land parcels;*
- *Context in relation to transportation & accessibility (roads, rail etc.);*
- *Servicing (availability, road capacity, fire services, expansion etc.);*
- *Compatibility (adjacent land uses, density, emissions, noise, etc.);*
- *Environmental Constraints (rivers, agricultural land, floodplain etc.);*
- *Sustainability (social/cultural, economic, environmental);*
- *Provision of amenities & services;*
- *Proximity to residential (commute times); and*
- *Parking*

Each of the above attributes may have more or less significance depending upon whether the envisioned or optimal land use is retail, office, hotel or industrial and based upon where the location of the land is such as urban or suburban.

For example, the proximity or adjacency of residential would have significantly more value for retail than it would for industrial, while access to the regional transportation network for the movement of goods and logistics would have slightly more value for industrial than retail, though this would be dependent upon the type of retail (e.g. Major Centre vs. Village).

APPENDIX B
INDUSTRY TERMINOLOGY
ACRONYMS & DEFINITIONS

INDUSTRY TERMINOLOGY, ACRONYMS & DEFINITIONS

(Source: National Association of Realtors, Altus InSite, Smith Travel Research)

Absorption: The amount of inventory or units of a specific commercial property type that become occupied during a specified time period (usually a year) in a given market, typically reported as the absorption rate, which can be either negative or positive. Absorption is often synonymous with the term “take-up”.

Average Daily Rate (ADR): The average of rates charged for guest rooms during one day of business. Method of computation: $ADR = \text{Total guest room revenue} / \text{number of rooms sold}$.

Capitalization Rate: A percentage that relates the value of an income-producing property to its future income, expressed as net operating income divided by purchase price. Also referred to as cap rate.

Class A Office Space: Most prestigious buildings competing for premier office users with rents above average for the area. Buildings have high quality standard finishes, state of the art systems, exceptional accessibility and a definite market presence.

Class B Office Space: Buildings competing for a wide range of users with rents in the average range for the area. Building finishes are fair to good for the area and systems are adequate, but the building does not compete with Class A at the same price.

Class C Office Space: Buildings competing for tenants requiring functional space at rents below the average for the area.

Common Area: For lease purposes, the areas of a building (and its site) that are available for the nonexclusive use of all its tenants, such as lobbies, corridors, and parking lots. (Real Estate Information Standards).

CMA: Census Metropolitan Area.

Development Cost Charges (DCC): Development cost charges (DCC's) are monies that municipalities and regional districts collect from land developers to offset that portion of the costs related to the services that are incurred as a direct result of a new development.

The development created does not always relate to works that are located adjacent to the property being developed. For example, new development may require a local government to increase the size of its water storage reservoir. Developers pay DCCs instead of the existing taxpayers who are not creating the demand and are not benefiting from the new infrastructure.

Economic Base: Those economic activities or sectors in a local or regional economy that account for a certain share of the area's income that is generated from exports of goods and services.

Eco-Industrial: Eco-industrial networking promotes reciprocal relationships between businesses, governments and communities to more efficiently and effectively use resources, such as materials and energy, but also including land, infrastructure and people. The Eco-industrial Park Handbook states that "An Eco-Industrial Park is a community of manufacturing and service businesses located together on a common property. Members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues."

Flex Space: Space that is flexible in terms of what it can be used for (for example, space that could be utilized for industrial or office activities). A building providing its occupants the flexibility of utilizing the space. Usually provides a configuration allowing a flexible amount of office or showroom space in combination with manufacturing, laboratory, warehouse distribution, etc. Typically also provides the flexibility to relocate overhead doors. Generally constructed with little or no common areas, load-bearing floors, loading dock facilities and high ceilings.

Floor Space Ratio (FSR)/Floor Area Ratio (FAR): Also referred to as Site Utilization, FSR/FAR expresses the relationship between the amount of useable floor area permitted in a building (or buildings) and the area of the lot on which the building stands. It is obtained by dividing the gross floor area of a building by the total area of the lot. FAR is usually expressed as a decimal fraction (for example 0.3).

Gross Leasable Area (GLA): The total floor area designed for tenant occupancy and exclusive use, including basements, mezzanines, and upper floors, and it is measured from the center line of joint partitions and from outside wall faces. GLA is that area on which tenants pay rent; it is the area that produces income.

Hotel Occupancy: The number of guests divided by the number of rooms sold.

Negative Absorption: Occurs when the new supply (sq.ft. or sq.m.) of a specific commercial property type exceeds the amount of properties that became occupied during a given period of time.

Net Absorption: The amount of space (sq.ft. or sq.m.) leased in a specific geographic area over a fixed period-of-time after deducting space vacated in the same area during the same period

Net New Supply: Is the total amount of additional, or new, real estate entering the market over a given period of time.

North American Industry Classification System (NAICS): A classification scheme used for general recording purposes by government and industry to categorize and account for economic and employment activity by sector using a series of standardized and universally accepted codes.

Pipeline Information: Information (substantiated and rumoured) regarding new inventory that is in the process of being added to the market by a specified forecast period.

Planned Additional Inventory: In reference to commercial real estate, it is the supply or stock of a specific type of commercial unit or the amount of space that will be available in an upcoming forecast period from expansions, conversions (in), and new construction.

Positive Absorption: Occurs when the amount of recently occupied properties, or space of a specific commercial property type (sq.ft. or sq.m.) exceed the amount of supply constructed or taken off the market during a given period of time.

Supportive Housing: Housing for seniors. Generally includes at least one meal a day, emergency response system, housekeeping and social and recreational opportunities. This housing option is usually private (not subsidized), though there are a very few subsidized supportive housing units available through BC Housing's Seniors Supported Housing (SSH) program.

Assisted Living: Housing for older adults; in addition to Supportive Housing services provides additional assistance with personal care such as bathing or taking medications. Assisted Living is available with or without subsidies. Public assisted living facilities are operated by the local health authority (VIHA), require a health assessment for admittance, and generally cost 70% of income. There are generally waitlists for public Assisted Living facilities.

APPENDIX C

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APPENDIX D

Retail, Office & Industrial Demand Forecast Tables

Saanich Retail Demand Forecasts (in sq.m.)

Retail Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.m.)	1,147	6,960	12,905	18,985	25,203	30,279
Cumulative Demand by Retail Expenditure (sq.m.)	2,307	14,366	27,345	41,315	56,351	69,203
Cumulative Demand by Historical Absorption (sq.m.)	1,146	6,873	12,601	18,329	24,057	28,639
Cumulative Demand Blended Average	1,533	9,400	17,617	26,210	35,204	42,707

Saanich Retail Demand Forecasts (in sq.ft.)

Retail Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.ft.)	12,347	74,921	138,916	204,363	271,296	325,936
Cumulative Demand by Retail Expenditure (sq.ft.)	24,834	154,635	294,345	444,722	606,579	744,917
Cumulative Demand by Historical Absorption (sq.ft.)	12,331	73,986	135,641	197,296	258,951	308,275
Cumulative Demand Blended Average (sq.ft.)	16,504	101,181	189,634	282,127	378,942	459,709

Saanich Office Space Demand Forecasts (in sq.m.)

Office Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.m.)	695	4,475	8,518	12,652	16,881	20,332
Cumulative Demand by Employment Growth (sq.m.)	-2,840	18,888	34,338	45,632	53,947	60,756
Cumulative Demand by 10-Year Median Annual Absorption	1,267	7,605	13,942	20,279	26,616	31,686
Cumulative Demand Blended Average (sq.m.)	-293	10,323	18,933	26,188	32,481	37,592

Saanich Office Space Demand Forecasts (in sq.ft.)

Office Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.ft.)	7,476	48,173	91,690	136,194	181,709	218,863
Cumulative Demand by Employment Growth (sq.ft.)	-30,569	203,319	369,624	491,192	580,696	653,997
Cumulative Demand by 10-Year Median Annual Absorption	13,643	81,858	150,073	218,288	286,503	341,075
Cumulative Demand Blended Average (sq.ft.)	-3,150	111,117	203,796	281,891	349,636	404,645

Saanich Industrial Space Demand Forecasts (in sq.m.)

Industrial Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.m.)	779	4,450	8,017	11,665	15,396	18,441
Cumulative Demand by Employment Growth (sq.m.)	1,523	9,248	16,075	22,205	27,890	32,615
Cumulative Demand by 10-Year Median Annual Absorption	1,672	10,033	18,394	26,755	35,116	41,805
Cumulative Demand Blended Average (sq.m.)	1,325	7,910	14,162	20,208	26,134	30,954

Saanich Industrial Space Demand Forecasts (in sq.ft.)

Industrial Demand						
	2012	2017	2022	2027	2032	2036
Medium Population Growth Rate (0.45% per annum)	110,246	112,749	115,309	117,927	120,604	122,789
Cumulative Demand by Pop Growth (sq.ft.)	8,385	47,896	86,293	125,561	165,721	198,505
Cumulative Demand by Employment Growth (sq.ft.)	16,397	99,552	173,037	239,021	300,211	351,078
Cumulative Demand by 10-Year Median Annual Absorption	18,000	108,000	198,000	288,000	378,000	450,000
Cumulative Demand Blended Average (sq.ft.)	14,261	85,149	152,443	217,528	281,311	333,194

APPENDIX E
Greater Victoria
Detailed Hotel Inventory Listing

Hotel Inventory Listing

Greater Victoria Hotel Inventory

Map Key	MARKET LOCATION/SUB-REGION	FORMAT	HOTEL NAME	# of Rooms	Meeting or Conference Space (sf)	Largest Meeting Space (sf)	Date Opened
	Central/North Saanich	Economy	Super 8 Saanichton Victoria Area	51			Jul-90
	Central/North Saanich	Economy	Travelodge Victoria Airport	89	4,000	2,000	Jun-67
	Central/North Saanich	Independent	Western 66 Motel	91			
	Central/North Saanich	Independent	Waterfront Hotel	44			
	Central/North Saanich	Independent	Cedarwood Court Motel	42			
	Central/North Saanich	Independent	Latch Country Inn	27			Jun-95
	Central/North Saanich	Independent	Brentwood Bay Lodge & Spa	33	2,150	1,000	May-04
	Central/North Saanich	Independent	The Sidney Pier Hotel & Spa	55	1,000	1,000	May-07
	Central/North Saanich	Midscale	Quality Inn Waddling Dog Saanichton	30	1,600	1,200	Jun-80
	Central/North Saanich	Upper Midscale	Best Western Plus Emerald Isle Motor Inn	64			Aug-88
CENTRAL/NORTH SAANICH SUB-TOTAL				526	8,750		
	Downtown Victoria North	Economy	Super 8 Victoria	51			Jun-60
	Downtown Victoria North	Economy	Travelodge Victoria	73	2,420	1,100	Jun-72
	Downtown Victoria North	Independent	Holiday Court Hotel	22			
	Downtown Victoria North	Independent	Vacation Inn Hotel & Conference Ctr	50	2,500	2,500	Jun-61
	Downtown Victoria North	Independent	Friendship Inn	39			
	Downtown Victoria North	Independent	Travellers Inn	64			
	Downtown Victoria North	Independent	Travelers Inn	71			
	Downtown Victoria North	Independent	Daffodil Inn	33			
	Downtown Victoria North	Independent	Travellers Inn Central	41			
	Downtown Victoria North	Independent	Travellers Inn In Town	45			Jun-70
	Downtown Victoria North	Independent	Blue Ridge Inn	61			Jun-65
	Downtown Victoria North	Independent	Mayfair Motel	22			
	Downtown Victoria North	Independent	Travellers Inn Express	24			
	Downtown Victoria North	Independent	Travellers Inn	41			
	Downtown Victoria North	Independent	Scotsman Motel	47			Jun-68
	Downtown Victoria North	Independent	Jolly Knight Motel	43			
	Downtown Victoria North	Independent	Chestnut Grove Motel	18			
	Downtown Victoria North	Independent	Robin Hood Motel	55			
	Downtown Victoria North	Independent	Oxford Castle Inn	58			Jun-72
	Downtown Victoria North	Midscale	Howard Johnson Inn Victoria	80	1,900	1,040	
	Downtown Victoria North	Upper Midscale	Comfort Inn & Conference Center Victoria	152	31,622	27,899	Jun-87
	Downtown Victoria North	Upper Midscale	Sandman Victoria	100	500	500	Jun-97
DOWNTOWN VICTORIA NORTH SUB-TOTAL				1,190	38,942		
	Langford/Colwood/Sooke	Independent	Casa Linda Motel	27			
	Langford/Colwood/Sooke	Independent	Westwind International	47			
	Langford/Colwood/Sooke	Independent	Mariner's Retreat	20			Dec-65
	Langford/Colwood/Sooke	Independent	Sooke Harbour House	28			Jun-29
	Langford/Colwood/Sooke	Independent	Point No Point	20			
	Langford/Colwood/Sooke	Independent	Glen Lake Inn	14			
	Langford/Colwood/Sooke	Upper Upscale	Westin Bear Mountain Victoria Golf Resort & Sp	156	6,000	4,600	Dec-04
	Langford/Colwood/Sooke	Upscale	Best Western Premier Prestige Oceanfront Reso	122	5,002	4,170	Apr-11
	Langford/Colwood/Sooke	Upscale	Four Points Victoria Gateway	117	4,000	4,000	Aug-08
LANGFORD/COLWOOD/SOOKE SUB-TOTAL				551	15,002		
	View Royal/Esquimalt	Independent	Olde England Inn	55			Jun-46
	View Royal/Esquimalt	Upper Midscale	Comfort Inn & Suites Victoria	106	750	750	
VIEW ROYAL/ESQUIMAL SUB-TOTAL				161	750		

Hotel Inventory Listing

Greater Victoria Hotel Inventory

Map Key	MARKET LOCATION/SUB-REGION	FORMAT	HOTEL NAME	# of Rooms	Meeting or Conference Space (sf)	Largest Meeting Space (sf)	Date Opened
	Downtown Victoria South/Peninsula	Economy	Days Inn Victoria On The Harbor	71	500	500	Jun-62
	Downtown Victoria South/Peninsula	Independent	Dashwood Manor	14			
	Downtown Victoria South/Peninsula	Independent	Surf Motor Hotel	14			
	Downtown Victoria South/Peninsula	Independent	James Bay Inn	48			
	Downtown Victoria South/Peninsula	Independent	Embassy Inn	103			Jun-52
	Downtown Victoria South/Peninsula	Independent	Royal Scot Inn	176			Jun-71
	Downtown Victoria South/Peninsula	Independent	Huntingdon Hotel & Suites	116	2,318	608	Jun-81
	Downtown Victoria South/Peninsula	Independent	Harbour Towers	196			Jun-74
	Downtown Victoria South/Peninsula	Independent	Gatsby Mansion	20			
	Downtown Victoria South/Peninsula	Independent	Admiral Motel	29			
	Downtown Victoria South/Peninsula	Independent	Laurel Point Inn	202	10,000	10,000	Jun-79
	Downtown Victoria South/Peninsula	Independent	Bedford Regency Hotel	40			Jun-00
	Downtown Victoria South/Peninsula	Independent	Holland House Inn	17			
	Downtown Victoria South/Peninsula	Independent	Shamrock Motel	15			Jun-58
	Downtown Victoria South/Peninsula	Independent	Helms Inn	43			Jun-69
	Downtown Victoria South/Peninsula	Independent	Crystal Court Motel	57			
	Downtown Victoria South/Peninsula	Independent	Beaconsfield Inn	11			
	Downtown Victoria South/Peninsula	Independent	Abigails Hotel	23			Jun-85
	Downtown Victoria South/Peninsula	Independent	Executive House Hotel	179			Jun-65
	Downtown Victoria South/Peninsula	Independent	Chateau Victoria	178			Jun-75
	Downtown Victoria South/Peninsula	Independent	Hotel Douglas	77			
	Downtown Victoria South/Peninsula	Independent	Dalton Hotel & Suites	101			
	Downtown Victoria South/Peninsula	Independent	Pauls Motor Inn	78			Jun-71
	Downtown Victoria South/Peninsula	Independent	Travellers Inn City Centre	79			Jun-61
	Downtown Victoria South/Peninsula	Independent	Travellers Inn	34			
	Downtown Victoria South/Peninsula	Independent	Oak Bay Guest House	11			
	Downtown Victoria South/Peninsula	Independent	Fountain Inn	33			Jun-75
	Downtown Victoria South/Peninsula	Independent	Craigmyle Guest House	17			
	Downtown Victoria South/Peninsula	Independent	Capri Motel	28			
	Downtown Victoria South/Peninsula	Independent	Swans Hotel	29			
	Downtown Victoria South/Peninsula	Independent	Strathcona Hotel	82			Jun-08
	Downtown Victoria South/Peninsula	Independent	Preferred Hotel Grand Pacific	304	9,367	3,010	Jun-89
	Downtown Victoria South/Peninsula	Independent	Queen Victoria Inn	128			Jun-65
	Downtown Victoria South/Peninsula	Independent	Cherry Bank Hotel	26			
	Downtown Victoria South/Peninsula	Independent	Victoria Regent Hotel	48	2,000	2,000	Jun-80
	Downtown Victoria South/Peninsula	Independent	Agra House	10			
	Downtown Victoria South/Peninsula	Independent	Victoria Plaza Hotel	60			
	Downtown Victoria South/Peninsula	Independent	The Magnolia Hotel & Spa	63			
	Downtown Victoria South/Peninsula	Independent	Union Club Of British Columbia	25			
	Downtown Victoria South/Peninsula	Independent	Oswego Hotel	81	870	870	Jun-07
	Downtown Victoria South/Peninsula	Independent	Dunsmuir Lodge	45			
	Downtown Victoria South/Peninsula	Luxury	Fairmont The Empress	477	10,045	4,560	
	Downtown Victoria South/Peninsula	Midscale	Quality Inn Downtown Inner Harbour	63	500	500	Jun-73
	Downtown Victoria South/Peninsula	Midscale	Ramada Victoria	90	3,495	1,395	Jun-72
	Downtown Victoria South/Peninsula	Upper Midscale	Best Western Plus Carlton Plaza Hotel	103	400	400	Jun-87
	Downtown Victoria South/Peninsula	Upper Midscale	Best Western Plus Inner Harbour	74			Jun-81
	Downtown Victoria South/Peninsula	Upper Upscale	Marriott Victoria Inner Harbour	236	5,000	2,916	Apr-04
	Downtown Victoria South/Peninsula	Upscale	Coast Victoria Harbourside Hotel & Marina	132	3,000	1,568	Jul-91
	Downtown Victoria South/Peninsula	Upscale	Delta Hotel Ocean Pointe Resort	239	7,346	975	Feb-92
DOWNTOWN VICTORIA SOUTH/PENINSULA SUB-TOTAL				4,325	54,841		

Source: Smith Travel Research / McGraw-Hill Construction Dodge

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